

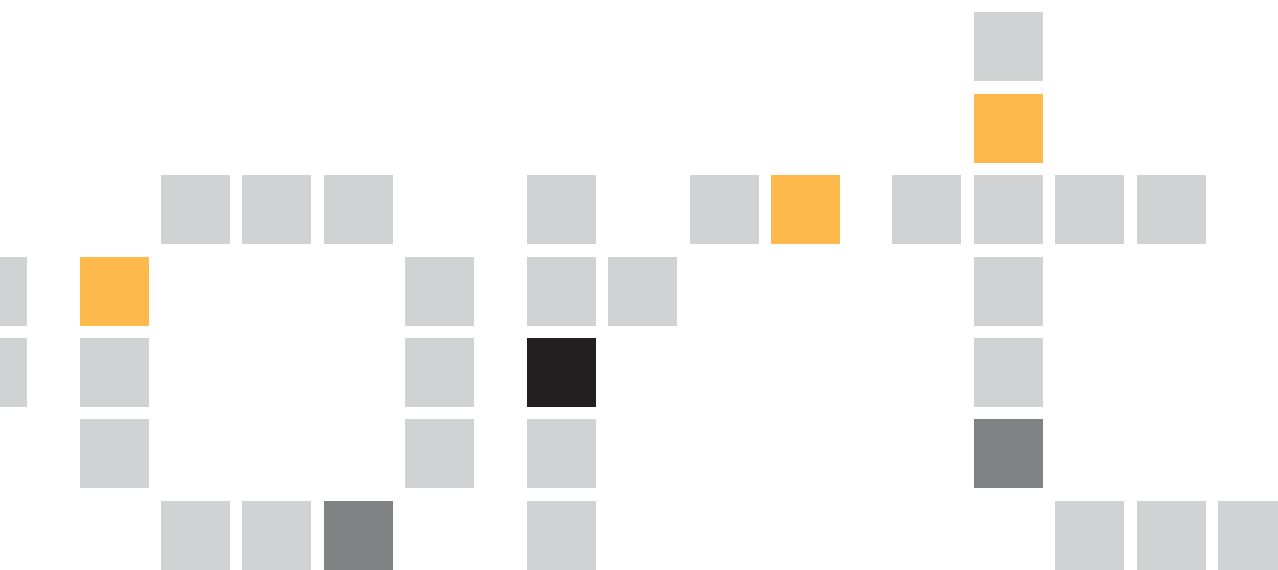


Annual report 2006





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


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

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



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Foreword

In 2006, the review of European VET policy development has focussed major parts of VET analysis and research in preparation of the ministerial conference in December.

In Helsinki, under the Finnish Presidency of the European Union, the European Ministers for Vocational Education and Training, the European social partners and the European Commission concluded the review of the priorities and strategies of the Copenhagen process. The Council has adopted the Helsinki communiqué on enhanced European Cooperation in vocational education and training. The Helsinki communiqué is the latest milestone in a process which started in Copenhagen in 2002. It called for closer cooperation among EU Member States to develop new policies for vocational education and training. It emphasised the importance of vocational education and training for reaching the Lisbon objectives which have inspired European policies since 2000.

The Helsinki communiqué set the priorities and strategies for European Member States to cooperate in vocational education and training for the next two years. It will be reviewed in 2008. While recognising that reforms take time and that the process since Copenhagen has been successful, the communiqué requires a stronger focus on priorities and their actual implementation. It underlines the need to involve social partners and sectoral organisations in all stages of the work. The communiqué demands action in the following priority areas:

- strengthening image, status and attractiveness of VET with emphasis on good governance of VET systems, institutions and providers;
- continued development, testing and implementation of common European tools by 2010;
- a more systematic approach to strengthen common learning between Member States supported by more, better and comparable statistics;
- active involvement of all stakeholders.



While acknowledging the former priorities, the communiqué also underlined the need for increased investment in vocational education and training to further employment, social inclusion and economic development towards a more competitive European economy.

The year 2006 was also significant for developing common European tools.

The consultation process of the European qualification framework was concluded. Council and European Commission have recommended Member States to align their national qualifications with the European qualifications framework. Many Member States have already progressed, some of them establishing national qualification frameworks in line with the European qualification framework (EQF). In the second half of 2006, the consultation process of the European credit transfer system in vocational education and training (ECVET) started. It will be concluded in 2007.

Europass, a European tool to increase and promote mobility and transparency was further developed and dissemination of available instruments such as the European CV and the language passport made good progress. A rapidly increasing number of European citizens have been using these tools.

Work in the education and training programme 2010 has been developing well. In order to achieve a single framework it will be necessary to align the processes towards closer cooperation in both, higher education and vocational education and training. Under the Austrian Presidency in the first half of 2006, quality management and quality assurance were discussed at a major conference, from the perspective of VET as well as from higher education.



Under the new financial perspectives 2007-13 and as part of the new lifelong learning programme a consolidated study visits programme will continue the work formerly done in the Leonardo da Vinci and Arion study visits programmes.

The 2006 Spring Council concluded that education and training are critical for reaching the long-term objectives of increasing competitiveness and social cohesion.

Cedefop, supported by its Governing Board, has played a key part in supporting the development of the European Union policy agenda on vocational education and training. It provided background reports on policy developments on VET in Member States for the Helsinki communiqué.

It supported most working groups and clusters in close cooperation with the European Commission for the education and training 2010 programme. Cedefop also developed and supported Europass and administered and coordinated the study visits programme.

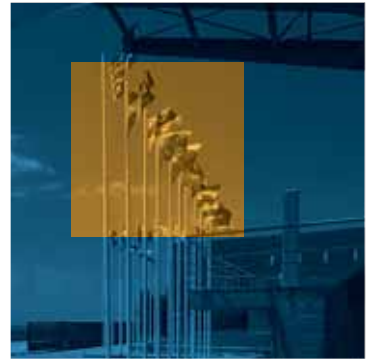
Cedefop contributed to developing European policy on VET through research and analysis for evidence-based policy, providing platforms for exchange between the various stakeholders, disseminating information and managing several networks with representatives from all European Member States and the social partners.

Aviana Bulgarelli

Director

Christian F. Lettmayr

Deputy Director



Introduction

For Cedefop, 2006 was a year of change. Changes not only concerned the internal organisation and administration of the Centre but also led to refocusing Cedefop on its political priorities and main tasks as the reference centre for developing vocational education and training in the European Union.

Preparing background reports for the ministerial conference in Helsinki in cooperation with the Directors of Vocational Education and Training in Member States (DGVTs), the social partners, and the European Commission required a major effort. The Helsinki communiqué requests Cedefop (and the European Training Foundation) to report on developments and monitor progress in the priority areas of the Copenhagen process.

Other prominent examples of Cedefop's work in 2006 are:

- research on older workers and lifelong learning;
- disseminating results of the third report on European VET research and preparing the fourth research report;
- work on the methodology of forecasting skill needs;
- work on statistics and indicators;
- continued contribution to European Commission clusters and working groups in the implementation of Education and training 2010;
- developing a Europass mobility instrument, continued technical support and conceptual improvements of Europass as well as providing further language versions.

Cedefop has administrated and coordinated the Leonardo da Vinci study visits programme for over 20 years, and 2006 was its penultimate year.



By decision of the Governing Board, Cedefop will coordinate the new consolidated study visits programme (combining the former Leonardo da Vinci and Arion study visits) under the lifelong learning programme 2007-13, as of 2008.

Internally, Cedefop reorganised its administrative services and practices and stepped up its efforts to improve communication of information and the results of its work to stakeholders, key groups, and the wider public.

In 2006, Cedefop continued its close cooperation with ETF in familiarising Bulgaria and Romania with our work. They joined the European Union on 1 January 2007. Cedefop also established formal cooperation with the European Foundation on Working and Living Conditions in Dublin (Eurofound). Cedefop has also closely cooperated with the European Agency for Reconstruction in Thessaloniki, ENISA and ETF as well as all other agencies, mainly on administrative issues, information technology, and communication.

Cedefop also cooperated closely with the European Commission, namely DG EAC, DG ADMIN and the Legal service who provided support to the Centre also in administrative and legal issues.

Cedefop's Governing Board, the Bureau and its Chairman consistently provided advice and important support, which helped greatly in meeting various challenges, facilitated internal change, and directed efforts to refocus.

The annual report 2006 reports on the activities outlined in the annual work programme 2006. In addition, an annual activity report 2006 is available on Cedefop's website which contains further and detailed information on activities and performance indicators as well as on management and administrative issues.

(See <http://www.cedefop.europa.eu>, section reporting/annual report.)



Developing research

The main objectives of activities in this area are to foster vocational education and training (VET) research to explain developments in VET, identify new issues and demands, explore the significance of innovation for developments and to increase information and awareness of VET systems and processes associated with VET. Activities aim to clarify the implications of research results for VET policy and practice. Among the various activities in 2006, policy reporting was of special importance for preparing the ministerial conference in Helsinki.

Based on answers to a questionnaire to DGVTs (Directors-General of Vocational Education and Training), their analysis, as well as research, and the compilation of other background information from different internal and external sources, Cedefop produced background papers and a flyer on progress achieved since Maastricht in 2004.

Establishing a European qualification framework as a reference for national qualification frameworks, developing quality assurance, and the steps taken towards a European system of credit transfers were major achievements. Present and future challenges, such as quality and qualification of teachers and trainers, the need for more and more efficient investment in VET, a decrease of the still too high percentage of low skilled, or developing efficient strategies to respond to demographic trends remain high on the policy agenda and require new and innovative policies. A synthesis report of research findings was postponed to 2007 so results of several studies commissioned by the European Commission could also be incorporated.

Cedefop contributed to the efforts to improve statistics and indicators for vocational education and training in Europe. The Centre participated in several meetings and working groups and provided input and comments to Eurostat, CRELL at Ispra, the OECD and the Standing Group on Indicators and Benchmarks of the European Commission.



Improvements in statistics, also requested at the ministerial meeting in Helsinki, will be important to improve future policy reporting.

In 2006, research reporting concentrated on disseminating the third research report on the value of learning. The third research report dealt with evaluating education and training from various points of view. It reviewed methodological questions as well as evaluations in the actual policy context and explored evidence of impacts and benefits of education and training on the economy as well as the individual. The results served as a basis for several articles, such as on social benefits of educational and training skills (proceedings of the Copenhagen symposium), and several conference contributions. In parallel to dissemination of the third research report, preparations for the fourth research report, to be published in 2008, started.

On contributions to the background reports, 14 out of 18 were finalised. The fourth research report deals with several issues, for instance, the diversification and convergence of VET and higher education, skill shortages, social mobility, guidance and counselling over the life cycle, learning at the workplace, the

greying society, qualification systems and frameworks as a tool to modernise VET, and comparing recognition of formal and informal learning in selected OECD countries.

A conference, convening mostly researchers was organised in October 2006 in Thessaloniki to review contributions to the fourth research report and to discuss shape and focus of a future European research agenda on VET. Targeting identification of new and long-term research issues in research reporting also provides a basis for longer-term policy planning.

In the framework of Cedefop's research arena (Cedra), cooperation in the network of older workers and lifelong learning produced an anthology 'promoting lifelong learning for older workers'.



The research findings were also discussed at an Agora conference in October which attracted an audience of policy-makers and researchers. Both publication and conference pointed to a need to revise the trend to exclude older workers from education and training and, consequently, exclude them from the labour market. A more realistic response to current demographic trends would be to encourage older people to stay in employment and to provide them with training to secure their employability. Measures need to be taken so older workers find better opportunities to participate more frequently in lifelong learning, which can be seen as a precondition for their contribution to and participation in economic life.

Early identification of skill needs received increasing attention from policy-makers. During 2006, Skillsnet, Cedefop's network on the early identification of skill needs, worked on a methodology for forecasting. The goal is to provide a medium-term skill forecast for all Member States. This research will be complemented by work with Member States on developing a common approach to

forecasting, a process which also requires the commitment of governments, social partners and other stakeholders.

Sector level work, complementing methodological developments concentrated on identifying skill needs in specific sectors, such as agri-business and forestry. A study on skill needs in nanotechnology was published. This publication was accompanied by a Skillsnet sector flash; another sector flash addressed skill needs in tourism. In addition, results were disseminated through the first issue of the Skillsnet newsletter.

Three issues of Cedefop's research periodical, the *European journal vocational training*, were published in 2006. Each issue contained seven papers which were selected and reviewed in a double blindfold procedure, on various themes, for instance a comparison on ICT skill supply in the United Kingdom and Germany in issue 37, or trends in the development of needs for VET in issue 38, or economic analysis of continued education by holders of short-cycle technical diplomas in French higher education in issue 39.



The journal which was published in its new layout for the first time in 2006 and which celebrates its 30th birthday in 2007 has become a widely acknowledged source on VET research and policy. The journal was included in the education database (EREC) of the US Department of Education and most conditions have been fulfilled to include the journal in the ESE bibliographical database which will further increase visibility of the journal for researchers and provide them with another medium for submitting their (scientific) work.

Reporting and facilitating a concerted approach

The main objective of this area of work is to make an effective contribution to developing and implementing common European tools and frameworks relevant to vocational education and training. In the context of the Education and training 2010 agenda and the Copenhagen process, Cedefop provides concepts and methodologies, promotes debate, benchmarking and a concerted approach. By bringing information together from various sources, Cedefop provides a platform for sharing knowledge and expertise for policy development.

Cedefop continued its close involvement in the clusters and working groups set up by the European Commission to implement the education and training 2010 agenda. Cedefop provided scientific and technical support in the fields of learning outcomes and validation of non-formal learning, the European qualifications framework (EQF), the European credit system for vocational education and training (ECVET), quality assurance in VET, lifelong guidance, and teachers and trainers in vocational education and training.

Cedefop made a substantial contribution to defining and structuring the EQF. In 2006, the Commission adopted and submitted a recommendation on establishing a European qualifications framework to the European Parliament and the (Education) Council. Cedefop also disseminated the EQF developments, both in and outside Europe. For example, presentations were made at the DG8 summit in Russia in spring 2006 and the EU-India dialogue. A new focus in 2006 was the shift towards learning outcomes, which is central for implementing the EQF, ECVET and validation of nonformal learning. Cedefop launched a comparative study to help understand better how the shift towards learning outcomes will affect vocational education and training systems and national qualification frameworks. Cedefop is a member of the technical working group on ECVET and actively supports development of a system that could provide a common basis for recognising individuals' learning outcomes gained abroad, so that they can be credited as part of a qualification when coming back home.





The concept of the European credit system for VET was finalised and the Commission started public consultation on the proposal in 2006.

The review of progress achieved by Member States in implementing the 2004 Council resolution on lifelong guidance successfully contributed to the Finnish Presidency conference in November 2006.

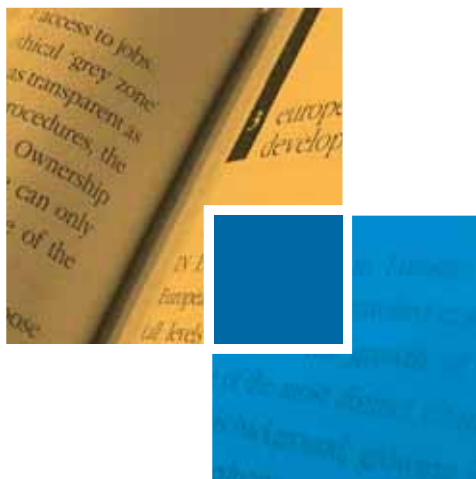
It highlighted the main results and indicated key policy considerations for the future.

Cedefop provided support to the European network on quality assurance in VET (ENQA-VET) and promoted work on developing quality assurance and related indicators and instruments. A pilot study on quality approaches in VET in European small and medium-sized enterprises helped to bring the quality approach closer to the needs of sectors at European and national levels.

A study on ensuring the quality of VET systems by defining expected outcomes was completed in 2006 and communicated to the Commission's cluster on learning outcomes. Cedefop also contributed to the conference on quality assurance under the Austrian Presidency.

To support the focus group on teachers and trainers in VET, established in 2006 as a subgroup of the teachers and trainers cluster, a peer learning activity on improving discourse between teachers and working life was organised. The training the trainers network (TTnet) workshop examined the competences VET professionals will need in an enlarged European area.

Outcomes of the pilot project on defining the VET profession indicated the feasibility of a comparative approach. This will stimulate progress towards a common framework for defining the professions and provide a basis for professional development of VET teachers and trainers.



Work on the Europass instruments and website in cooperation with the European Commission and national Europass centres in Member States has further progressed. Europass is now available in 23 languages. The frequency of European citizens visits to the Europass website to download information or create online documents has been constantly increasing since its first launch in 2005. The average number of visits per day increased to over 8 000 in 2006. Besides the additional language versions, a webbased Europass mobility management tool has been developed. Europass is an excellent example of a European instrument which directly benefits European citizens (see also Europass statistics in annex).

A conference on establishing a long-term strategy for e-skills was organised by DG Enterprise and Cedefop in autumn 2006. The conference attracted 150 participants from 27 countries representing governments, social partner organisations, universities, leading ICT companies and EU institutions. A conference declaration was endorsed by all stakeholders which underlined the urgent need to implement a long-term e-skills agenda.

In cooperation with members of Cedefop's ReferNet, covering 27 countries (EU-25 plus Iceland and Norway), reporting on developments of vocational education and training continued. By December 2006, 71 national reports on VET specific themes and two comparative studies on financing VET and training VET teachers and trainers were available online in the national VET systems database (eKnowVET) on the European training village.



As in previous years, short descriptions of VET systems of countries holding the EU presidencies in 2006 (Austria and Finland) were published. For the first time, these publications were accompanied by flyers providing a spotlight on VET. The flyers briefly review respective national VET systems.

The meeting of the Directors-General of VET (DGVT) was supported by a report on recent developments in VET providing information on EU level initiatives for human resource development, Cedefop activities and statistical information.

Exchange and supporting partners

Providing a platform for exchanging ideas and information is important to foster common understanding, recognition and further development of VET.

The annual study visits programme conference took place in May 2006, in Dublin. It concentrated on assessing 2005 experiences, preparing the 2007 programme and first thoughts on future changes under the new lifelong learning programme 2007-13 which will have an impact on organisation of the study visits programme from 2008 onwards. In 2006, almost 850 participants benefited from 68 study visits organised in 29 countries. Participants evaluated study visits as effective, coherent with the themes announced and found them relevant for their professional interest. Of participants, 83 % were either highly satisfied or satisfied with the study visits they attended, 16 % were fairly satisfied. Most objectives of the study visits programme in 2006 were more than reached.

However, continued efforts to ensure participation of social partners are necessary. Only 32 % of the targeted 40 % of participants came from the social partners.

Several study visits in 2006 were devoted to specific sectors, for instance tourism, sports, banking and finance, metallurgical and chemical industry, and information technology. In March 2006, in cooperation with the European Commission, Cedefop organised a seminar on financing and investment in vocational education and training in Budapest. The contributions demonstrated that despite different approaches prevailing in different countries there is a common understanding that investments in and financing of vocational education and training should be a shared responsibility between governments, individuals and employers.

In cooperation with the social partners, Cedefop organised a peer learning activity in Portugal which dealt with restructuring and managing industrial changes.






In cooperation with Eurofound a joint seminar was organised in Thessaloniki on the role of competence and qualification development in fostering workforce mobility. This supported the European year of workers' mobility. In autumn 2006, Eurofound and Cedefop concluded a formal cooperation agreement to ensure coherence and complementarity of activities and promote even closer cooperation between the two agencies. This will primarily benefit the social partners and allow for increased synergy.

With the financial support of Phare and in close cooperation with the ETF, Cedefop continued the process of familiarising acceding and candidate countries. These activities were coordinated by the ETF-Cedefop joint working group. In jointly organised familiarisation workshops, Cedefop staff became acquainted with the situation in candidate countries. Representatives from these countries learned about VET policies and Cedefop's activities and services.

Work on sectoral approaches further progressed. A discussion paper on the main features of sectoral approaches was finalised and will be disseminated in 2007. Sectoral activities will also feature prominently in the implementation phase of the European qualification framework. A study on sectoral training funds was launched and finalised. Results of this study will be available at the end of 2007.

Increased and better support from the social partners requires a good understanding of the needs of employers' and employees' organisations. With this in mind, Cedefop launched a study on the needs of social partners. Results of this study will also be available at the end of 2007.

Cedefop also cooperated with DG Enterprise and DG Employment to combine efforts and further develop sectoral approaches.



Information, communication and dissemination

The main objective is to raise the visibility of results of Cedefop's work and to collect, document and process information on VET in the European Union and beyond. Information is organised in a way which allows the Centre to respond quickly and comprehensively to requests for information on VET from in-house experts as well as from stakeholders outside Cedefop.

The area also provides several horizontal services such as language support, management of ReferNet, record management, mail registration and archives. A dedicated service is responsible for preparing and the producing hard copy publications.

During reorganisation of the administrative services, at the beginning of 2006, a special group, public relations, was formed which comprised press relations, conference services, visitors service, and web content management.

In 2006, Cedefop's library indexed on average 560 new documents per month. About 1 800 records have been submitted by ReferNet members in addition. An audit and management review of library services resulted in confirmation of the ISO certification of the library services. It indicated further improvements could be made by providing dynamic bibliographies and new acquisition lists. The library also provides monthly statistics on the visibility of the Centre (see also visibility statistics in annex).



To promote the vocational education and training bibliography, a leaflet was printed and efforts were made to use national ReferNet web pages to disseminate available information. On average the number of monthly visits to the library has increased by over 30 %.

Cedefop is constantly monitoring several sources for VET news and disseminates information through several news channels. On average around 45 news items are published every month in ETV news and every month an ETV newsletter is published online. Some news items are also disseminated through Cedefop's webpage and on Cedefop's intranet.

In the context of a larger web project, Cedefop's website has been redesigned and restructured. In 2006, design of a new Cedefop intranet was well advanced which will replace the old intranet in the first quarter of 2007.

To harmonise Cedefop's various websites and build consistent and functional architecture, consulting services were procured at the end of 2006. Results of the consultants' work will be available in the first half of 2007 and will provide a basis for improvements in content management and designing an appropriate web architecture. The unification and review of Cedefop's various websites will also have a major impact on the ETV for which restructuring and streamlining is foreseen in 2007.



In 2006, 24 new titles were produced by Cedefop's publication service. In addition, two issues of the Centre's newspaper *Cedefop info* were published in English, French and German. *Cedefop info* also contained articles contributed by ReferNet members, along with information on Cedefop activities.

As mentioned earlier, three issues of the *European journal vocational training* were published. Although subscriptions only partly indicate the success of a scientific journal, efforts to increase subscriptions were successful. In addition, efforts were made to improve the marketing of the journal.

All necessary measures were taken for libraries to include the journal in their electronic collections. General mailing lists were revised and e-mail lists were established to alert readers of Cedefop's publications and to inform them of new editions.

Negotiations with the Publications Office's network of sales agents to establish links between Cedefop's bookshop and their e-commerce sites also began. It is hoped negotiations can be concluded in 2007.

To reach a wider public Cedefop produced several press releases on publications, conferences and exhibitions which were widely distributed. In 2006, a new legal and contractual framework was put in place for ReferNet.



This was a first step in reorienting the network which will continue in 2007. The reorientation will not only mark a transition to a multiannual framework but also to a work programme adapted to policy reporting. Cooperation with ReferNet members will increasingly focus on analysis and assessment of developments and implementation of priorities of the Copenhagen process and common instruments. First steps towards the new Member States as of January 2007, Bulgaria and Romania participating in ReferNet were taken and will be concluded in 2007.

Progress was also achieved in attempts to develop a common effort with ReferNet members to distribute information in Member States. By the end of 2006, 23 national ReferNet websites were online for disseminating ReferNet and Cedefop information in national languages.



Directorate, administration, facilities and resources

In 2006, Cedefop's new directorate completed its revision of planning and reporting procedures and developed an activity-oriented work programme for 2007 focused on policy priorities. In 2006, major efforts were undertaken to improve the internal control environment and implement the audit commendations. Main activities were tightening procurement rules and a strengthening of the internal control environment.

The annual management plan for 2007 includes for the first time a systematic ex ante risk assessment. After a first reorganisation of administrative services, implemented in 2006, alignment of the organisational structure will be concluded in 2007 by adapting the operational services to Cedefop's priorities.



Reorganising the administrative services and establishing an internal audit function was by and large completed although recruitments for some key functions will only be concluded in 2007. Reorganisation of the administrative services concerned procurement and finance, and information and communication technology as well as facilities. The measures taken in procurement were implemented successfully, and legality and regularity of procedures 2006 was confirmed in an audit by the IAS in December 2006.

On human resources management, Cedefop, in cooperation with the European Commission and other agencies agreed on guidelines for a multiannual staff policy plan. Cedefop's multiannual staff policy plan was drafted, discussed and, in December 2006, submitted to the European Commission for comments. (In the meantime, Cedefop's multiannual staff policy plan (MASPP) was adopted in March 2007.)



Developing the MASPP, adopting several implementing guidelines, further streamlining recruitment procedures, revising personal files, as well as progress in establishing an integrated HR management tool are other examples of measures taken in this area. In December 2006, consulting services for competence mapping relative to the needs of the Centre were procured. First results are expected in the first half of 2007.

Reorganisation of the information and communication technology services and facilities concentrated all ICT personnel and reassigned facilities to this administrative service.



Budget implementation

In 2006, more than 92 % of the budget was implemented. While budget implementation in Title 3 (operational expenditure) and Title 2 were close to 100 %, under-spending concerned mostly Title 1 (personnel expenditure).

The main reasons for under-spending in Title 1 were due to defining the new staff policy (multiannual staff policy plan), extension of recruitment timing for a better and wider dissemination of vacancy notices, partly unfruitful recruitment procedures and the necessity to keep several posts in reserve because of the need to re-establish middle management positions in the Centre.

(Compare also annex 9:
Budget execution 2006.)

Conclusion

While the Centre made good progress in 2006 to implement an effective internal control system and establish the necessary organisational and support functions, it will only be possible to conclude the process in 2007, and for final implementation of activity-based budgeting, in 2008.

Continuation of the training strategy put in place is necessary and will be simplified by cooperating with the training services of the European Commission. An agreement was concluded on cooperation with the other agencies in 2006.

In 2006, the main focus of administration of the Centre was on designing and implementing procedures, workflows and controls. This will shift in 2007 to documentation and increasing the efficiency of procedures.



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ANNEX I

Cedefop's Governing Board 2006

Key decisions

The Governing Board met on 16 and 17 March 2006 in Thessaloniki. The meeting was chaired by Mr Peter Rigney.

The Governing Board:

- adopted the preliminary draft budget 2007 and establishment plan 2007;
- amended the budget 2006;
- amended its Financial Regulation (<http://www.cedefop.europa.eu/index.asp?section=2&sub=5&tab=4>);
- confirmed by written procedure (ended on 13 March 2006) the appointment of its new Director, Ms Aviana Bulgarelli, at the end of her probationary period;
- considered the draft annual report 2005 at its meeting in March 2006 and adopted it by written procedure ended on 6 June 2006;
- adopted by written procedure ended on 8 June 2006 the assessment of the Annual report of Cedefop for 2005;
- adopted the 2005 financial accounts by written procedure ended on 9 June 2006 and mandated the Centre to forward the annual accounts and the Governing Board's opinion on the Centre's 2005 accounts to the European Parliament, the Council, the Commission and the Court of Auditors;
- considered Cedefop's role in and contribution to Education and training 2010 activities;
- agreed to the procedure for preparing the work programme 2007 (a meeting of the Enlarged Bureau took place on 14 and 15 September 2006); consequently adopted the work programme 2007 by written procedure ended on 27 October 2006;
- adopted the decision on the future consolidated study visits programme by written procedure ended on 27 October 2006;
- agreed on the funding of a regular prize for photographic work (first time in 2007 on the theme of 'People at work, people in training') in cooperation with the Thessaloniki Museum of Photography;
- noted the reorganisation in Cedefop and that the Directorate shall go forward with the establishment of a multi annual staff policy plan.

Cedefop Governing Board (31 December 2006)

An updated list can be found on Cedefop's website:

<http://www.cedefop.europa.eu/index.asp?section=2&sub=4>

Participating in the Bureau meeting

Chairman Employee organisations' representative	Mr Peter Rigney Irish Congress of Trade Unions
Vice-chairman European Commission	Mr David Coyne European Commission Directorate General Education and Culture Director DG EAC/A
Vice-chairman Representative of employers' organisations	Mr Juan Menéndez Confederación Española de Organizaciones Empresariales - CEOE
Vice-chairman Government representative	Mr Peter Thiele Bundesministerium für Bildung und Forschung
Representative of employees' organisations	Mr Petri Lempinen Finnish Confederation of Salaried Employees STTK
Government representative	Mr Peter Kreiml Bundesministerium für Unterricht, Kunst und Kultur
European Commission	Ms Marta Ferreira-Lourenco European Commission Directorate General Education and Culture Head of unit A3
European Commission	Mr Peter Baur European Commission Directorate-General Education and Culture
Coordinator, Employers' group	Mr Matthew Higham BUSINESSEUROPE
Coordinator, Employees' group	Mr Joël Decaillon Confédération Européenne des Syndicats
Observer EEA representative	Ms Kristin Evensen Royal Ministry of Education, Research and Church Affairs

Cedefop Governing Board Members ⁽¹⁾

	Government representatives	Employees organisations' representatives	Employers organisations' representatives
BE	(rota system) Ms Micheline Scheys Mr Alain Diseur Ministry of Education and Training	Mr Jean-Paul Delcroix Fédération Générale du Travail de Belgique	Mr Jan Delfosse F.E.D.I.S.
CZ	Mr Miroslav Prochaska National Institute of Technical and Vocational Education	Mr Radovan Langer Czech-Moravian Confederation of Trade Unions	Mr Pavel Chejn The Czech Association of Employers in Energy Sector (CSZE).
DK	Mr Villy Hovard Pedersen Undervisningsministeriet	Mr Erik Schmidt Salaried Employees and Civil Servants Confederation (FTF-DK)	Mr Henrik Bach Mortensen Dansk Arbejdsgiverforening
DE	Mr Peter Thiele Vice-Chairman Bundesministerium für Bildung und Forschung	Mr Hans-Detlev Küller Deutscher Gewerkschaftsbund - DGB	Ms Barbara Dorn Bundesvereinigung der Deutschen Arbeitgeberverbände
EE	Mr Kalle Toom Estonian Ministry of Education and Research	Ms Kaja Toomsalu Confederation of Estonian Trade Unions	Mr Tarmo Kriis Estonian Employers' Confederation
EL	Mr Stavros Stavrou	Mr Georgios Dassis G.S.E.E.	Mr Evangelos Boumis Titan Cement Company S.A.
ES	Ms Pilar Gómez Muñoz Ministerio de Trabajo y Asuntos Sociales Gestion de Formacion Ocupacional del Servicio Publico de Empleo Estatal	Ms Mar Rodriguez Torres UGT	Mr Juan Menéndez Vice-Chair Confederación Española de Organizaciones Empresariales - CEOE
FR	Mr Pierre Le Douaron Ministère des affaires sociales, du travail et de la solidarité	Mr Jean-Claude Quentin Force Ouvrière - F.O.	Mr Bernard Falck Mouvement des Entreprises de France - MEDEF

	Government representatives	Employees organisations' representatives	Employers organisations' representatives
IE	Mr Patrick Hayden Employment and Training Strategy Department of Enterprise, Trade and Employment	Mr Peter Rigney Chairman Irish Congress of Trade Unions	Ms Jenny Hayes IBEC
IT	Mr Andrea Montanino Ministry of Labour and Social Affairs Directorate General for Training Policies (UCOFPL)	Ms Mietta Timi UIL	Mr Claudio Gentili Confindustria
CY	Mr Michael Physentzides Human Resource Development Authority Ministry of labour and social insurance	Mr Nicos Nicolaou Cyprus Workers' Confederation SEK	Mr George Pantelides Cyprus Employers & Industrialists Federation
LV	Mr Gunars Krusts Ministry of Education and Science	Ms Beata Jakubova Free Trade Union Confederation of Latvia - LBAS	Ms Marina Pankova Latvian Employers' Confederation
LT	Mr Romualdas Pusvaskis Ministry of Education and Science	Ms Tatjana Babrauskiene Lithuanian Trade Union Confederation	Ms Laura Sirvydiene Lithuanian Confederation of Industrialists
LU	Mr Gilbert Engel Ministère de l'Education nationale et de la Formation professionnelle	Ms Renata Santini IFES/CGT-L	Mr Paul Krier Chambre des Métiers du Grand Duché du Luxembourg
HU	Ms Ildikó Modláné Görgényi National Institute of Vocational Education	Ms Gabriella Lipka Baski MKSZSZ	Mr Zoltán Pete National Federation of Hungarian Contractors
MT	Mr Paul A. Attard Ministry of Education, Youth and Employment	Mr Joseph P. DeGiovanni Malta Union of Teachers	Mr Emanuel Said Malta Federation of Industry

	Government representatives	Employees organisations' representatives	Employers organisations' representatives
NL	Mr Marcel Nollen Ministerie van Onderwijs, Cultuur en Wetenschappen	Mr Bart Bruggeman Christelijk Nationaal Vakverbond (CNV)	Mr Jan Willem van den Braak Vereiniging VNO-NCW
AT	Mr Peter Kreiml Bundesministerium für Unterricht, Kunst und Kultur	Mr Alexander Prischl Österreichischer Gewerkschaftsbund - ÖGB	Mr Gerhard Riemer Industriellenvereinigung
PL	Mr Krzysztof Kafel Ministry of National Education and Sport	Mr Bogdan Olszewski NSZZ Solidarnosc	Mr Josef Jacek Hordejuk The Chamber of Craftmanship and Enterprise
PT	Ms Maria da Conceição Afonso DGERT Employment and Vocational Training	Mr Joaquim João Dias da Silva UGT	Mr José Sanchez Ramirez
SI	Ms Elizabeta Skuber Osterman Ministry of Labour, Family and Social Affairs	Mr Gregor Miklič Association of Free Trade Unions of Slovenia - ZSSS	Mr Samo Hribar Milič Association of Employers of Slovenia
SK	Mr Juraj Vantuch Ministry of Education	Mr Dusan Harvan Confederation of Trade Unions of the Slovak Republic - KOZ SR	Mr Daniel Hrdina Association of Employers of Transport, Post Offices & Telecommunications of the Slovak Republic
FI	Ms Tarja Riihimäki Ministry of Education	Mr Petri Lempinen Finnish Confederation of Salaried Employees STTK	Ms Tarja Tuominen Confederation of Finnish Industry and Employers - TT
SE	Ms Carina Lindén Ministry of Education and Science	Mr Johannes Hylander TCO Sweden	Mr Karin Thapper The Association of Swedish Engineering Industries
UK	Ms Pauline Charles Joint International Unit - Department for Education and Skills	Mr Paul Mackney NATFHE	Mr Anthony Thompson Confederation of British Industry - CBI

European Commission representatives ^(*)

	Ms Odile Quintin Directorate General Education and Culture Director-General		
	Mr David Coyne Vice-Chair Directorate General Education and Culture Director DG EAC/A Life Long Learning: Education and Training Policies		
	Ms Marta Ferreira-Lourenco Directorate General Education and Culture Head of unit A3 Vocational Training and Adult Education		
	Mr Peter Baur Directorate General Education and Culture		

**Government
representatives**

**Employees organisations'
representatives**

**Employers organisations'
representatives**

Coordinators

		Mr Joël Decaillon Confédération européenne des Syndicats	Mr Matthew Higham BUSINESSEUROPE
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Observers

IS	Ms Kristrun Isaksdottir Ministry of Education, Science and Culture		
NO	Ms Kristin Evensen Royal Ministry of Education, Research and Church Affairs	Mr Helge Halvorsen Confederation of Norwegian Business and Industry	Mr Per Syversen Norwegian confederation of Trade Unions

(*) OJ C 240 of 05.10.2006

(*) OJ C 88, 25.3.2000

ANNEX II

Cedefop 'visibility' performance indicators

Electronic media indicators

Cedefop website

Summary of Cedefop website activity 2006

Number of successful hits for the entire website	11 072 955
Number of page views	1 881 967
Number of visits	909 215
Average number of hits per day	30 336
Average number of page views per day	5 156
Average number of visits per day	2 491

Cedefop's official website was redesigned and the English version launched in April 2006. The new site has fewer pages and icons, resulting in fewer hits and page views from users and search engines. The fact that the site was only available in English in 2006 also had an impact.

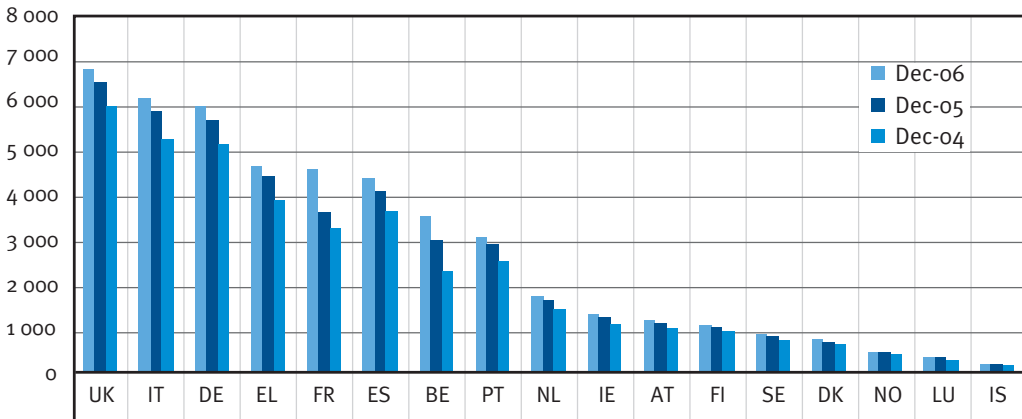
European training village (ETV)

Summary of ETV activity 2006

	2005	2006
Number of ETV registrants	60 440	65 104
Number of successful hits for the entire website	17 979 907	17 776 905
Number of page views	3 366 490	3 583 478
Number of visits	715 007	656 530
Average number of hits per day	49 260	48 703
Average number of page views per day	9 223	9 817
Average number of visits per day	1 958	1 798
ETV Newsletters' subscription	3 160	3 325

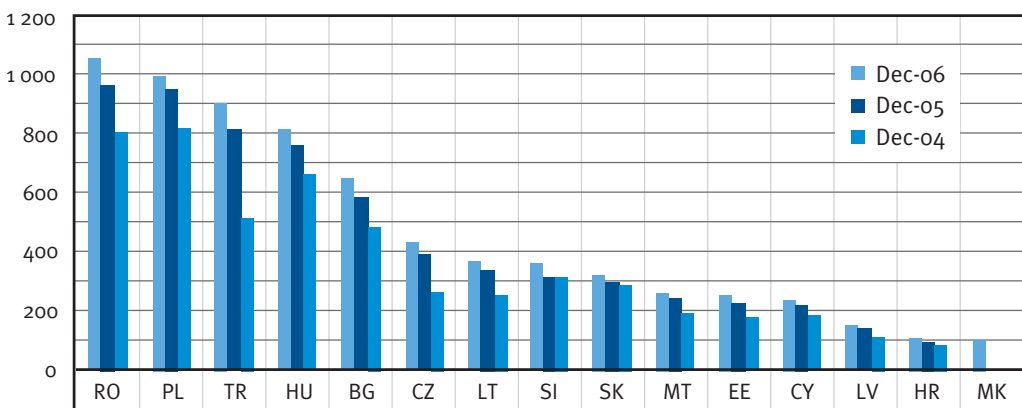
The number of successful hits for the entire ETV website decreased from 2005 to 2006 due to the removal of old sections and pages from the ETV website.

ETV users in the older EU Member States (joined before 2004) and the EEA



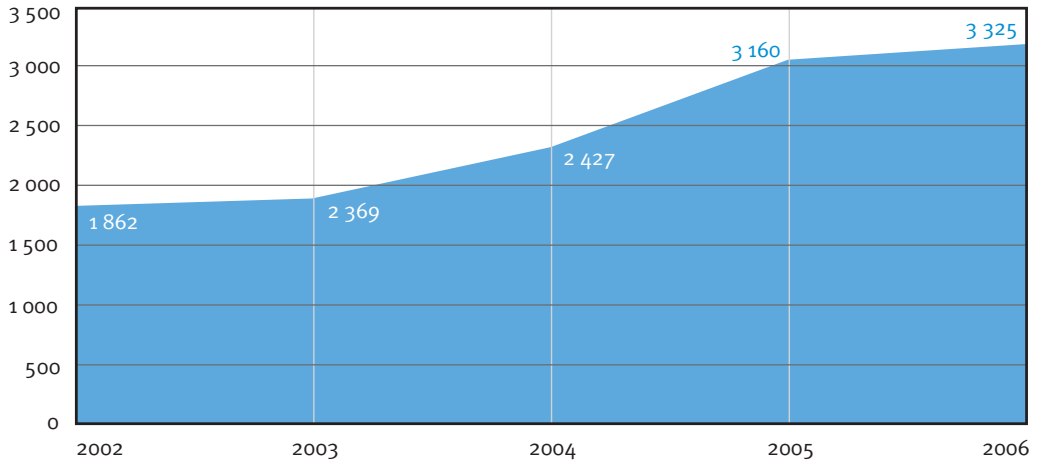
The total number of ETV registered users in the older EU Member States and EEA increased from 38 444 in December 2004; to 43 325 in December 2005; and to 46 895 in December 2006, an increase of approximately 8 %.

ETV users in the newer Member States (joined in 2004) and the acceding and candidate countries



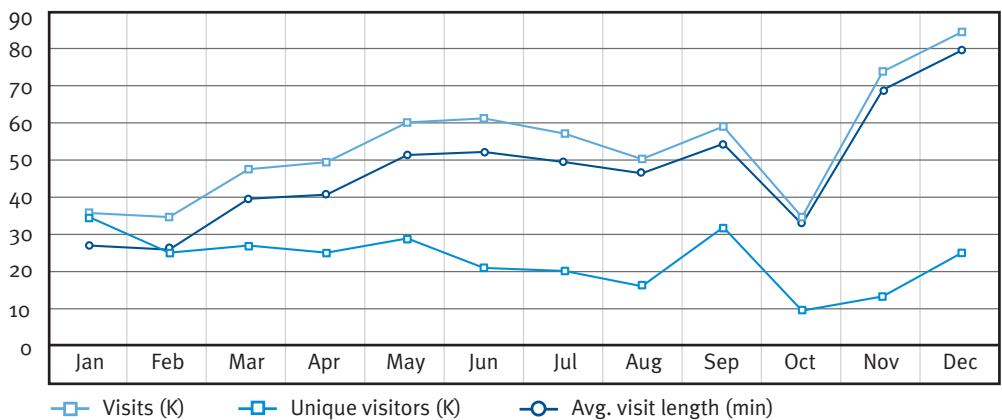
The total number of ETV registered users from the 10 new Member States and the acceding and candidate countries increased from 5 191 end of 2004 to 6 407 in December 2005; and to 7 078 in December 2006, an increase of approximately 10.5 %.

ETV newsletter
Number of subscribers



The chart above shows the increase of subscribers to Cedefop’s ETV newsletter in the period 2002 to 2006. As of 2006, there are 3 325 subscribers receiving the monthly ETV newsletter.

Visitors trend



The number of visits and one-time (unique) visitors increased dramatically from December 2005 to December 2006, since the ETV does not require registration to access to content of the site. More valuable information is visible on the ETV website front page, and users find the information faster.

Europass

Introduction

The Europass website was launched on 31 January 2005 in English and French. 23 languages (EU, EEE + CC) are now online:

- German (April 2005)
- Danish, Dutch, Greek, Spanish and Swedish (June 2005)
- Portuguese (July 2005)
- Italian (September 2005)
- Finnish (October 2005)
- Estonian (November 2005)
- Latvian, Lithuanian and Slovak (February 2006)
- Norwegian and Polish (March 2006)
- Bulgarian, Czech, Hungarian and Slovene (May 2006)
- Turkish (September 2006)
- Maltese (December 2006)

Croatian, Icelandic and Romanian will be released soon.

Technical developments

Main developments carried out since the launch of the site include:

May 2005:

- faster CV / ELP online generation tools;
- support for the XML and OpenOffice formats.

February 2006:

- web services for generating Europass documents;
- implementation of the Europass binder;
- XSL style sheets for viewing the Europass XML format.

June 2006:

- visitors may now use the combined PDF+XML format to view, print, upload and re-edit their CV and ELP data;
- the Europass XML format can now be graphically displayed with the use of embedded XSL style sheets;
- web services interfaces are now available for the remote generation of CV and ELP documents;
- site is now WAI-compatible, and with adjustable display font size;
- the 'Online creation' area of the site is now under an encrypted channel (SSL);
- custom ordering of work/educational experience and of surname/first name.

*Visits***3 050 000 visits recorded in 2006**

In 2006, about three million visits were recorded, which corresponds to a regular increase (about 1 785 000 visits in 2005).

The average number of visits per day is constantly increasing (**February 2005:** 5 060/day; **May 2006:** 8 185/day; **September 2006:** 9 831/day, **November 2006:** 11 194).

Average number of visits for 2006: **8 023/day**.

Total number of visits since February 2005: **4 835 000**.

*Downloaded files***3 738 622 documents were downloaded in 2006**

3 738 622 documents (examples, templates, instructions, etc.) were downloaded from the Europass website in 2006 (2 000 614 documents were downloaded in 2005).

The most popular documents are the CV and ELP examples and templates.

Total number of documents downloaded since February 2005: **5 739 236**.

1 007 311 CV templates were downloaded in 2006

In 2005, 665 947 CV templates were downloaded.

Total number of CV templates downloaded since February 2005: **1 673 268**.

103 337 ELP templates were downloaded in 2006

In 2005, 78 469 ELP templates were downloaded.

Total number of ELP templates downloaded since February 2005: **181 806**.

*Documents generated online***717 007 CVs were generated online in 2006**

300 449 CVs were generated in 2005 using the online creation tool.

Total number of CVs generated online since February 2005: **1 017 456**.

27 147 ELP were generated online in 2006

21 916 Language passports were generated in 2005 using the online creation tool.

Total number of ELPs generated online since February 2005: **49 063**.

Documents generated online (2006) by language

Language	CV	ELP
bg	2 167	186
cs	2 994	154
da	1 185	98
de	45 740	3 097
el	8 990	504
en	318 829	11 284
es	51 369	1 885
et	1 098	111
fi	6 104	285
fr	40 869	2 213
hu	12 377	487
it	92 516	2 724
lt	5 291	289
lv	2 097	71
mt	37	23
nl	6 641	720
no	4 325	67
pl	22 892	1 179
pt	76 989	991
sk	4 936	273
sl	1 863	68
sv	7 004	365
tr	694	73
Total	717 007	27 147

Europass mobility

Cedefop is currently developing a web-based electronic tool for the management of the Europass mobility. This instrument will enable national Europass centres to create, fill in, send, issue and archive EM and administer national databases of completed documents. It is a complex system, which is currently being tested and will be deployed in all countries in the course of 2007.

Publications indicators

Summary of publications activity 2006

	2003	2004	2005	2006
Number of titles for sale (non-periodicals)	7	3	7	2
Number of titles for free distribution (non-periodicals)	19	28	32	25
Free of charge publications sent out on request	9 805	10 293	8 528	8 733
European journal vocational training subscriptions (free)	2 346 (paying 1 024/ free 1 324)	2 034 (paying 1 024/ free 1 324)	1 190 (paying 917/ free 273)	1 774 (paying 1 438/ free 336)
Cedefop info subscriptions	8 523	8 460	8 543	8 498

Cedefop publications in 2006

Priced publications

Promoting lifelong learning for older workers - an international overview
Typology of knowledge, skills and competences

Free publications

Identification of skill needs in nanotechnology
Ermittlung von Qualifikationserfordernissen in der Nanotechnologie

Four years on – stay focused. From Copenhagen to Helsinki
Vier Jahre danach – am Ball bleiben. Von Kopenhagen bis Helsinki
Quatre ans après – maintenir le cap. De Copenhague à Helsinki

Vocational education and training in Austria. Short description
Berufsbildung in Österreich. Kurzbeschreibung
La formation et l'enseignement professionnels en Autriche. Une brève description

Spotlight on vocational education and training in Austria
Blickpunkt Berufsbildung Österreich
Regards sur... la formation professionnelle Autriche

Focus on vocational education and training in the Czech Republic (joint publication of thematic overview)
Přehled o odborném vzdělávání v České republice

ICT skills certification in Europe

Performance indicators for guidance (joint publication)

Vocational education and training in Finland. Short description

Berufsbildung in Finnland. Kurzbeschreibung

La formation et l'enseignement professionnels en Finlande. Une brève description

Spotlight on vocational education and training in Finland

Blickpunkt Berufsbildung Finnland

Regards sur... la formation professionnelle Finlande

E-learning in SMEs

European approaches to credit transfer systems

Modelos europeos de sistemas (de transferencia) de créditos en FP

Approches européennes des systèmes (de transfert) d'unités capitalisables pour la FEP

TTnet flyer

EU knowledge system for lifelong learning flyer

What ICT practitioners do: towards a European e-competence framework

CEDRA

ERO

Study visits catalogue 2007

Work programme 2006

Arbeitsprogramm 2006

Programme de travail 2006

Cedefop catalogue 2006

Exhibition: Jacques Crahay

Annual report 2005

Writing the self, writing the city: discovering a culture

HELEXPO

Cedefop and the social partners (electronic publication)

Lifelong learning bibliography: a VET perspective - Nos. 9/10 (electronic publication)

Periodicals

European journal 36

European journal 37

European journal 38

European journal 39

Cedefop info 1/2006

Cedefop info 2/2006

Cedefop info 3/2006

Skillsnet newsletter

Skillsnet sector flash: nanotechnology

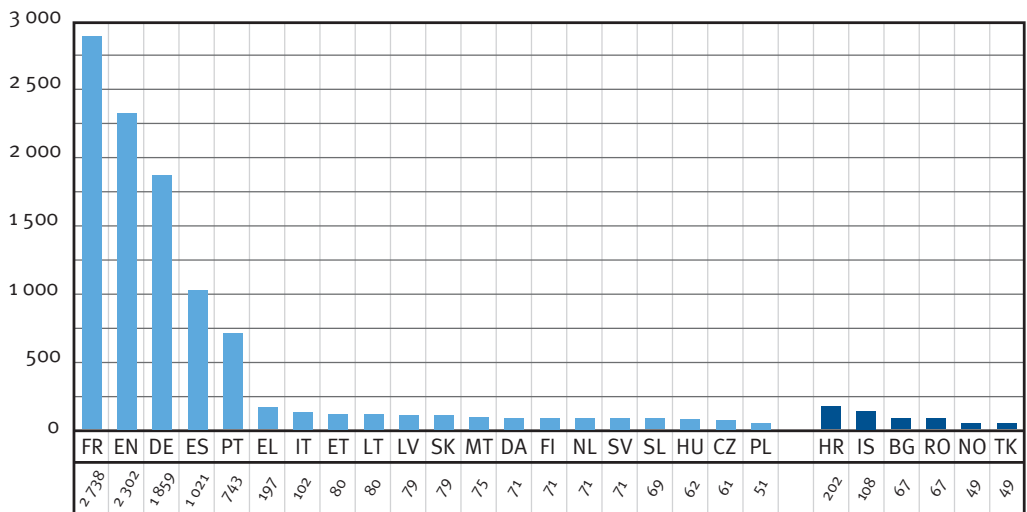
Translated publication titles in 2006

List of publications translated during 2006

- Work programme 2007 (EN*, FR, DE)
- Annual report 2005 (EN*, FR, DE)
- European journal vocational training, Issues 38, 39, 40 (EN*, FR, DE, PT and ES)
- Cedefop info, Issues 1, 2+3/2006 (EN*, FR, DE)
- Four years on – stay focused. From Copenhagen to Helsinki: progress in modernising vocational education and training – flyer (EN*, FR, DE)
- Vocational education and training in Austria (EN, FR, DE*)
- Vocational education and training in Finland (EN*, FR, DE)
- Spotlight on VET: Austria – flyer (EN, FR, DE*)
- Spotlight on VET: Finland – Flyer (EN*, FR, DE)
- Developments in vocational education and training at EU-level, in the Member States and in acceding and candidate countries (July 2005-March 2006) (EN*, FR, DE)
- Le origini del Programma Comunitario di Visite di Studio: 1983-1985 (IT*, FR)
- European approaches to credit (transfer) systems in VET (EN*, FR, DE, ES)
- Improving lifelong guidance policies and systems (IT, PL, PT, ES)
- Europass documents and website texts (25 languages in progress)

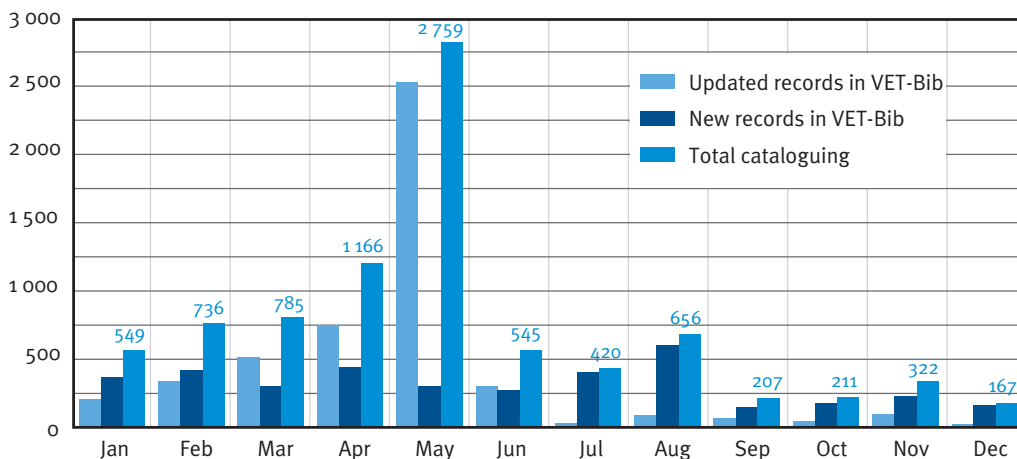
* source language

Pages requested for translation 2006



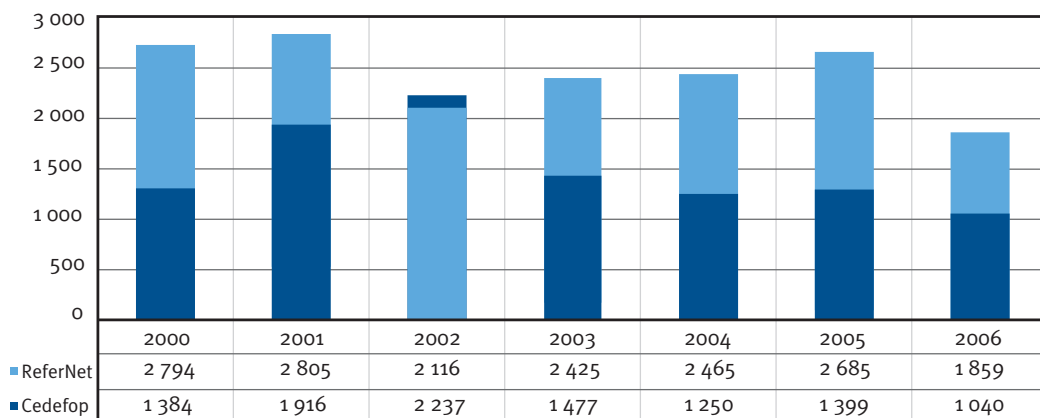
Library and documentation statistics

VET-Bib cataloguing statistics 2006 – new and updated records



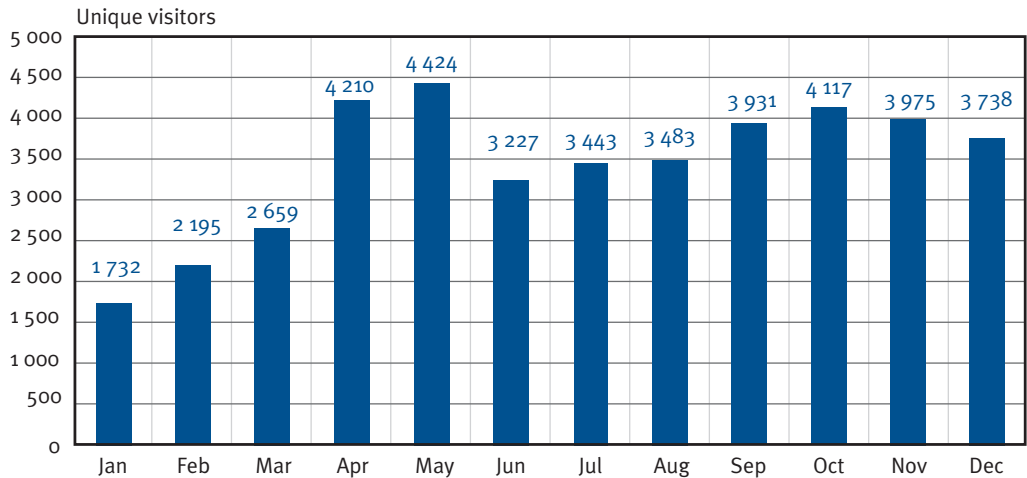
The chart above presents cataloguing in Cedefop's bibliographic database VET-Bib in 2006, distinguishing between newly submitted records and updated records.

VET-Bib cataloguing statistics – cataloguing by ReferNet and Cedefop by year



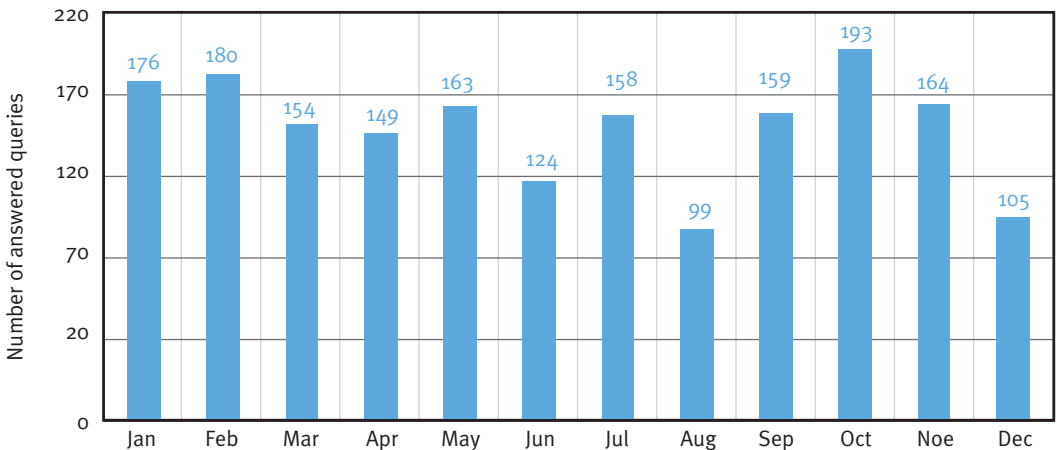
The chart above provides an overview of cataloguing records submitted by Cedefop documentalists and the contributions received by ReferNet members. The chart shows figures for 2000 to 2006. In 2006, 2 899 new bibliographic references were created, where as 1 859 references were submitted by ReferNet members, and 1 040 new entries were made by Cedefop's documentalists.

VET-Bib web statistics – visitors to library online catalogue in 2006



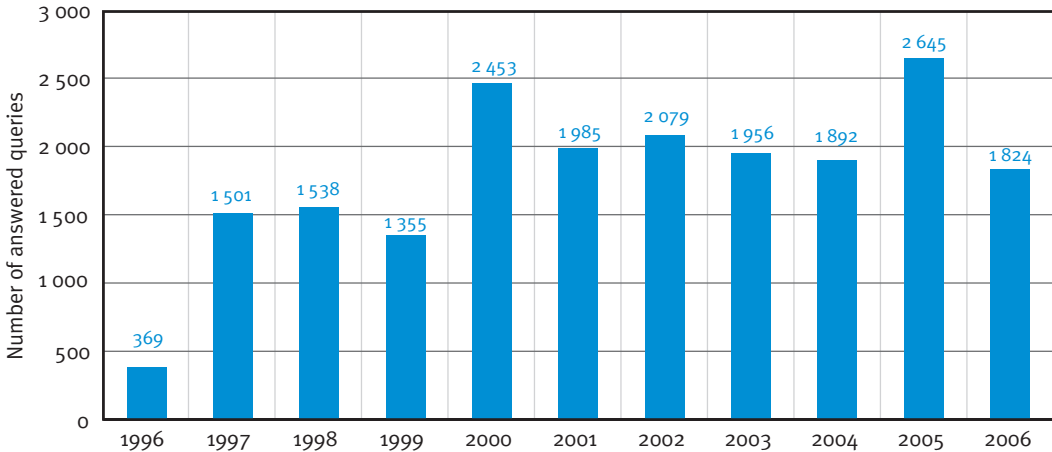
The chart above shows the number of individuals who visited Cedefop's bibliographic database VET-Bib during 2006. If someone visits more than once, only the first visit is registered. The monthly average of visitors in 2006 was 3 200 per month, which means approximately 100 visits per day.

Library reference desk – queries answered in 2006



The chart above indicates the number of queries received and answered by the library and documentation service in 2006 per month. In 2006 a total of 1 824 professional queries were answered with an average of 150 treated enquiries per month.

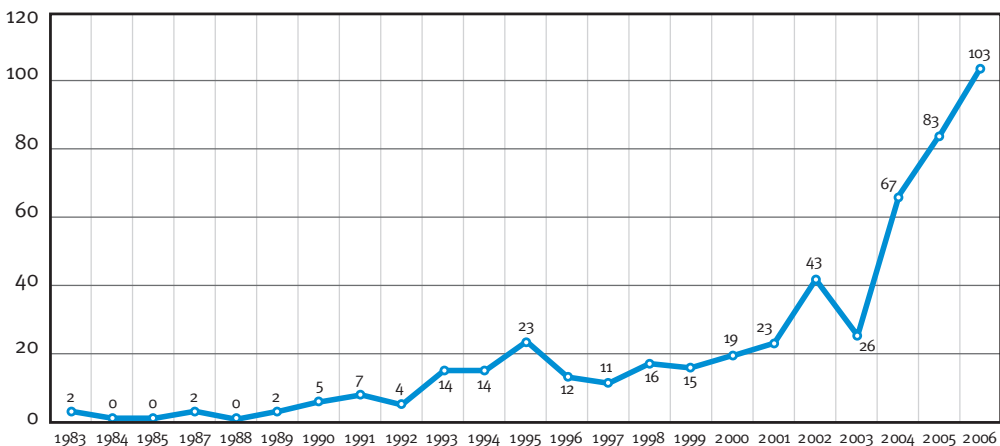
Library reference desk progress report 1996-2006 – queries answered



The chart above shows the development of the query answering service in the library and documentation service of Cedefop. This service was introduced in 1996, where 369 professional enquiries were responded to. Since then, the average queries answered are approximately 2 000 per year.

Statistics related to bibliometric analysis

Scientific citations to Cedefop (1983-2006)



The chart above presents the results of a citation analysis. It shows the number of scientific citations of Cedefop from 1985 to 2006. In 2006, 103 references were made to Cedefop in scholarly journals and newspaper articles.

External links to Cedefop and several of its products (2004-06)

Cedefop projects and products	External links to Cedefop and its products as retrieved in Google			Position in Google when searching for Cedefop and its products		
	2004	2005	2006	2004	2005	2006
Cedefop	42 000	118 000	778 000	1	1	1
ReferNet	154	2320	18 000	3	3	3
ETV - European training village	944	4 949	16 050	3	1	1
National VET systems /eKnowVET	3	28	144	1	1	1
VET-Bib - Cedefop's bibliographic database	139	235	357	1	1	1
ETT - European training thesaurus	8	10	17	1	1	1
European journal of vocational training	127	284	560	1	1	1
Cedefop Agora	791	3 490	19 000	>20	3	3
Cedra - Cedefop research arena	156	230	534	>20	>20	>20
Study visits programme	-	928	13 400	-	1	1
Europass	-	-	126 000	-	-	1
Cedefop research report	-	-	13 000	-	-	1

This chart provides the figures received from two recognised methods of bibliometric analysis, namely link popularity and search engine positioning.

Link popularity is a score based upon the number of links pointing to a website, where the objective should be to increase this number constantly. Search engine positioning looks at the position of a certain website in the results list of a search engine, where the aim is to reach the position number one.

Since 2004 the analysis is conducted in Google, which is the search engine used by our target audience. It can be observed that external links to Cedefop have grown exponentially over the last three years, in 2004 for example 154 external websites linked to ReferNet, whereas in 2006 this number grew to 18 000.

Further, it can be noted that almost all of Cedefop's products are positioned as the number one hit when searching for the specific term online.

ANNEX III

Human resources

Staff situation at 31 December 2006

The establishment plan has 95 posts.

On 31 December 2006 the Centre employed 81 staff on the basis of the establishment plan. At present, the table of posts attached to the budget for 2007 contains 97 posts in total. (46 AD and 51 AST).

There are more temporary than permanent posts, both in function group AD (31/15) and in function group AST (31/20).

On 31 December 2006, 14 posts are not occupied:

- In the case of the AD posts, these are 3 posts kept in reserve for the Heads of Area selection procedure, and 6 ongoing and 1 planned recruitment;
- In the case of the AST posts this is linked to 3 ongoing recruitments and 1 planned recruitment.

There are:

- 6 Seconded National Experts
- 1 Official on secondment from the Commission and
- 35 Contract Agents

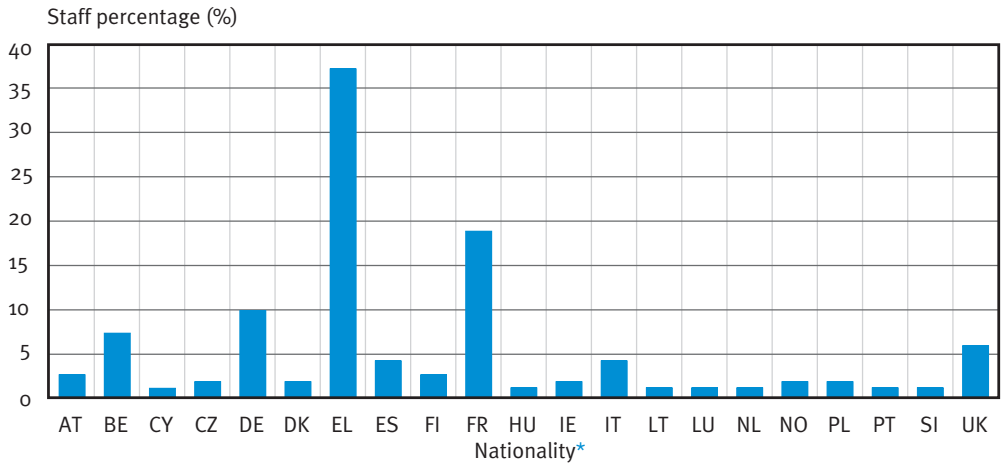
The following non-statutory intra-muros staff also works at the Centre:

- 3 service contracts:
Area E: medical officer, IT Department support and day-care centre support.
- Also, when necessary, a specific service contract provides for one or two security guards to be at the disposal of the Centre 24 hours a day, in three shifts.

On 31 December 2006 there were 123 staff working in the Centre not including the service contracts.

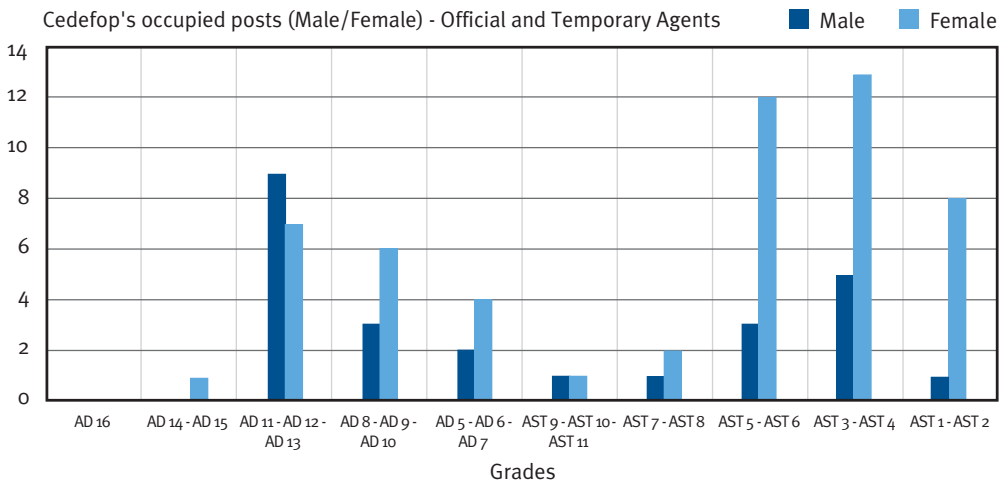
The following charts show the composition of the staff by nationality, age, gender and years of service at Cedefop. The staff included are Officials, Temporary Agents, Contract Agents, Officials on secondment from the Commission and Seconded National Experts.

By nationality

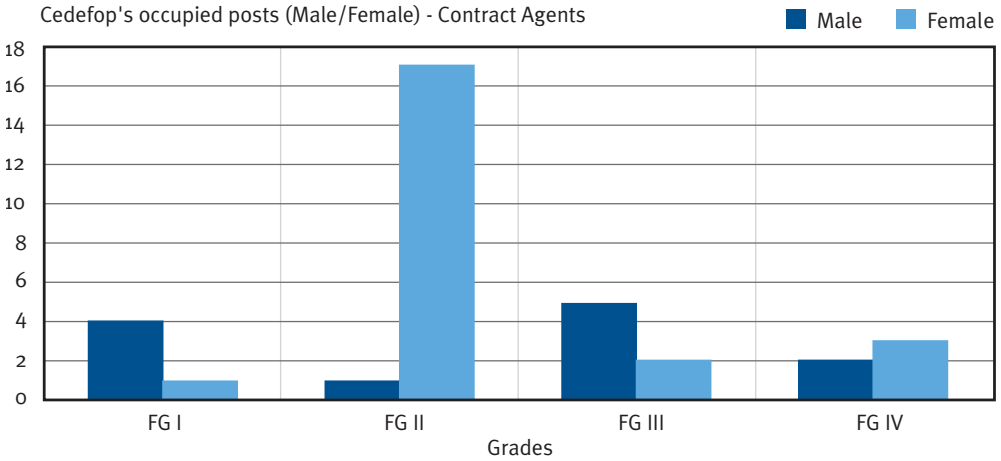


* 9 staff members have double nationality

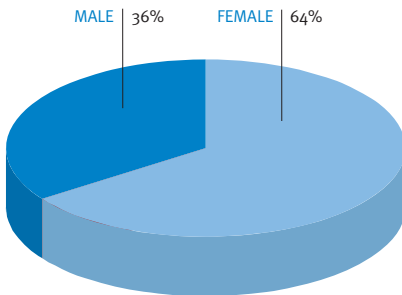
Cedefop's occupied posts (Male/Female) - Official and Temporary Agents



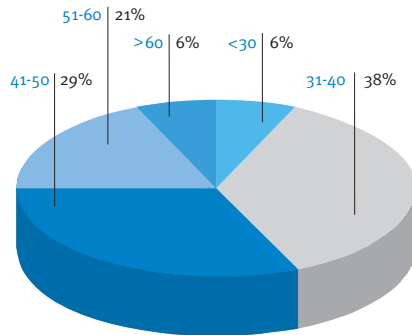
Cedefop's occupied posts (Male/Female) - Contract Agents



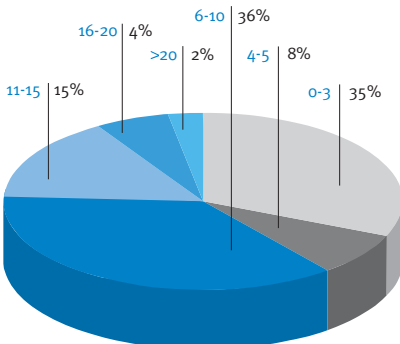
By gender



By age



By years of service



ANNEX IV

Cedefop staff by area (31.12.2006)

Directorate

Bulgarelli Aviana, *Director*
 Lettmayr Christian, *Deputy Director*
 Boukouvala-Ketterer Michèle, *Secretary*
 Rounio Johanna, *Secretary*

Kemmer Michael, *Internal Auditor*

Area A: developing research

Acting head of area: Tessaring Manfred

Descy Pascaline
 Fries Guggenheim Éric
 Herpin Béatrice
 Lipinska Patrycja
 Nestler Katja
 Nyhan Barry
 Puurunen Rauni-Elena
 Schmid Eleonora
 Van de Veerdonk Eleonore
 Zoppi Marena
 Zukersteinova Alena

Area B: reporting and facilitating a concerted approach

Acting head of area: Brugia Mara

Anstey Rebecca Marie
 Basiakou Joanne
 Bertzeletou Tina
 Bjornavold Jens
 Elson-Rogers Sarah
 Gramlinger Franz
 Ispanki György
 Katsaouni Pelagia
 Krüger Karsten

Lardinois de la Torre Rocio
 Noutsia Yvonne
 Nychas Christine-Evelyn
 Oraiopoulou Vasiliki
 Psifidou Irene
 Tissot Philippe
 Vouyouka Ismini
 White Caroline

Area C: exchange and supporting partners

Acting head of area: Maurage Marie-Jeanne

Berkat Maria
 Bois d'Enghien
 de Martino Alessia
 Gadji Silke
 Galvin Arribas Manuel
 Jemeljanova Irina
 Karkanti Chrysoula-Giasemi
 Kostakis Giorgos
 Skjerve Tormod
 Tzolas Ekaterina
 Wehrheim Stéphanie
 Zahilas Loukas
 Tissot Philippe

Area D: information, communication and dissemination

Acting head of area: Willem Marc

Bainbridge Steve, *Head of Publications*
 Bond David
 Brenner Bettina
 Bustamante Jesus
 Cazals Madeleine
 Clark Alison
 Cloake Annette

Dessaignes Ewa
 Dolberg-Schomburg Anne-Grethe
 Dreyer Isabel
 Fotopoulou Zacharoula
 Graziosi Adriano
 Kanakoglou Vania
 Karamanis John
 Karamanoli Maria
 Mavropalias Konstantinos
 Mc Cullough Colin
 Meynet Muriel
 Papargeris Stella
 Recnik Igor
 Santos Maite
 Seiffert Peter
 Sonzogni Christine
 Tanakidis Michalis
 Tsaika Annie
 Weiler-Vassilikioti Amaryllis
 Wolny Dagmar

Area E: administration, facilities and resources

Head of area: Lettmayr Christian
(Deputy Director)

Hamers H el ene, *Head of finance*
 Manderscheid Ginette, *Head of human resources*
 Tossounidis Lazaros, *Head of ICTF*

Antoniou Spyros
 Assumel-Lurdin Clotilde
 Avramidou Kyriaki
 Bassou Dimitra
 Boukouvalas Vassilis
 Cerutti Alessandra
 Chatzimladis Theocharis
 Chatzitheodorou Lia
 Deliopoulos Aris
 Dimakopoulos Dimitris
 Dovas Kalliope

Eleftheroudi Dimitra
 Gayraud Bernard
 Ioannidis Michael
 Joureau Philippe
 Kalpakidi Athanasia
 Kiorpelidou Josephina
 Konstantinoglou Anna
 Kyparissa Martha
 Lantzoni Alexandra
 Markoglou Anastassios
 Mellios Thomas
 Mouffe Bernadette
 Nabhan Effie
 Nikola idis Dimitris
 Papadopoulos Alexis
 Pedersen Trine
 Sakellariou Theodoros
 Siaperas Athanassios
 Stogianou Elena
 Tanis Dimitris
 Theodoridis Theodoros
 Thomas-Kollias Isabelle
 Zaveska-Deligianni Sarka
 Zekou Chryssa

Public relations

Bensasson Simon
 Bousquet Sylvie
 Frey Corinna
 Karagiozopoulou Mary
 Kelloniemi Liisa
 Mourmouris Despo
 Nezi Ioanna
 Toussaint Nancy

ANNEX V

Study visits in 2006

FIRST HALF

Attractiveness of vocational training			
1	Curricular options to attract young people to VET	Ireland	27-31 Mar
2	Vocational education and training for young people	Denmark	3-5 Apr
3	Sport und Bewegung im österreichischen Berufsbildungssystem	Österreich	5-7 Apr
4	Training in the food industry – fundamental for tourist development	Spain	17-21 Apr
5	Using mobility to attract young people	Sweden	14-19 May
6	Initial and continuing training in agriculture	Poland	29-31 May
7	Balancing training, work and private life	France	12-15 Jun
Role of higher education in vocational training			
8	Role of universities in vocational training	Germany	29 May-1 Jun
Competence development of older workers			
9	Flemish initiatives for lifelong learning	Belgium	24-27 Apr
Needs of the low-skilled and disadvantaged groups			
10	Active citizenship through inclusion	United Kingdom	24-28 Apr
Recognition of qualifications			
11	Sport on the move in Dutch VET	Netherlands	27-30 Mar
12	Qualifications in the sports, recreation and tourism sectors	Ireland	8-11 May
13	Recognition and assessment of non-formal and informal learning	Slovenia	15-19 May
14	Recognition of competences in Finland	Finland	15-19 May
15	Recognition and validation in Scotland	United Kingdom	16-19 May
Lifelong guidance and counselling			
17	Lifelong guidance in Sweden	Sweden	13-17 Mar
18	La orientación profesional de los jóvenes hacia la F. P.	España	27-31 Mar
19	A vehicle towards equal opportunities	Malta	24-27 Apr
20	Developing a lifelong guidance system in Lithuania	Lithuania	15-18 May

The role of social partners in VET			
21	Impact et enjeux du dialogue social / Social dialogue: impact and issues	France	15-19 May
22	Vocational training in the food sector	Greece	20-23 Jun
Quality assurance mechanisms for training			
23	Inspection and evaluation of vocational training	United Kingdom	20-23 Mar
Developing entrepreneurship among young people			
24	Young entrepreneurs in an Arctic setting	Norway	27 Feb-3 Mar
25	Initiatives to foster the creation of entrepreneurial activities	Italy	12-15 Jun
26	Entrepreneurship in agri-food	Netherlands	15-18 May
27	Raising enterpreneurial spirit among young people	Estonia	15-19 May
Challenges for teachers and trainers			
28	New ways of learning, use of ICT	Norway	8-12 May
Presentation of national systems			
29	The role of local authorities in Italian vocational training	Italy	15-18 May
30	VET in Bulgaria	Bulgaria	15-18 May
31	Continuing vocational training in the banking and finance sector	Cyprus	15-19 May
The European year of workers' mobility			
32	Mobility and the Danish VET system for young people	Denmark	6-8 Feb
33	Mobility in vocational education in Hungary	Hungary	10-12 Apr
34	Se former à l'étranger	Germany	24-28 Apr

SECOND HALF

Attractiveness of vocational training			
35	Initial and continuing training in IT	Germany	11-14 Sep
36	Attractive VET for low-qualified	Netherlands	2-5 Oct
37	Vocational training institutions and SMEs	Turkey	2-5 Oct
38	Une formation à temps plein ou à mi-temps	Belgique	16-19 Oct
39	Ausbildung auf dem Sport- und Freizeitsektor	Deutschland	16-19 Okt
Role of higher education in vocational training			
40	Les universités et le monde du travail	Portugal	11-15 Sep
41	The banking sector in Latvia	Latvia	10-12 Oct
42	Vocational training in banking and finance	Portugal	13-17 Nov
Competence development of older workers			
43	The metallurgical and chemical industries	Spain	23-27 Oct
44	Alterungspolitik in Frankreich	Frankreich	20-23 Nov
Needs of the low-skilled and disadvantaged groups			
45	The training needs of those with low qualifications	Sweden	11-16 Sep
46	Education for socially disadvantaged groups	Greece	9-13 Oct
47	Low-skilled adults in training and education	Slovenia	10-13 Oct
48	Vocational training: target for youngsters?!	Belgium	6-9 Nov
Recognition of qualifications			
49	Work-based learning supported by e-learning	United Kingdom	8-12 Oct
50	Le sport au service de l'éducation et de l'animation	France	16-20 Oct
51	Recognising sports qualifications	Sweden	13-17 Nov
Lifelong guidance and counselling			
52	The role of higher education	Ireland	16-19 Oct
53	Promoting an entrepreneurial spirit among young people	Spain	13-17 Nov
54	Lifelong guidance in the Czech Republic	Czech Republic	21-24 Nov
The role of social partners in VET			
55	The role of the social partners in continuing training	Italy	2-5 Oct
56	Qualifications dans le secteur agricole	Luxembourg	16-18 Oct
Developing entrepreneurship among young people			
57	Entrepreneurship and fostering innovation	Iceland	4-6 Oct

Challenges for teachers and trainers			
58	New ways of learning, use of ICT	Norway	18-22 Sep
59	Using e-learning to create wider opportunities	United Kingdom	16-19 Oct
60	Continuing training of teachers in vocational training	Germany	20-24 Nov
Presentation of national systems			
61	The new Spanish subsystem of continuing training	Spain	25-29 Sep
62	Agriculture and food in Denmark	Denmark	2-6 Oct
63	Initial vocational education and training for Europass	Poland	23-25 Oct
64	Presentation of the activities of a job centre	Italy	6-9 Nov
65	The reform of the education and training system	Italy	11-14 Dec
The European year of workers' mobility			
66	Mobilität in Europa	Liechtenstein / Österreich	16-19 Oct
Peer learning visits			
	PLA Förderung von Benachteiligten in der beruflichen Bildung	Germany	6-9 März
	PLA Enhancing discourse between teachers and worklife	Finland	9-13 Oct
	PLA Reconnaissance des personnes à faibles qualifications	Portugal	15-19 May

ANNEX VI

INTEGRATING ACCEDING COUNTRIES

Progress on ETF-Cedefop cooperation

In accordance with the Framework for cooperation between Cedefop and ETF during the enlargement process, both agencies helped the acceding (Bulgaria and Romania) and candidate (Croatia, the former Yugoslav Republic of Macedonia and Turkey) countries to familiarise themselves with the Community's policy developments in vocational education, training and lifelong learning. This has long been a priority of the ETF and one of Cedefop's main activities. The priorities, planning and methods of joint work of the two agencies were geared to the accession of Bulgaria and Romania.

The ETF uses Cedefop as a source of information and best practice in the EU and EEA countries in vocational education and training and labour market for supporting third countries' economic and social reform. Cedefop benefits from the ETF's experience and knowledge both in candidate and other partner countries.

An ETF-Cedefop summary joint progress report on cooperation during 2006 was submitted to the European Parliament in June 2006.

The agencies focused their cooperation on the following priority areas:

- facilitating the involvement of the acceding and candidate countries in the policy development of the Community in education and training and lifelong learning;
- preparing Bulgaria and Romania for full participation in Cedefop activities and networks by the time of accession;
- further familiarisation of Croatia and Turkey with Cedefop activities and assistance in building networks on thematic issues like ReferNet, TTnet, Skillsnet, etc.

The series of information and knowledge sharing workshops between the two agencies continued in 2006.

ETF staff shared their specific knowledge on the typology and the challenges of VET and on labour market issues of Croatia, Turkey and the western Balkans in a workshop held in Thessaloniki on 16 November 2006.

A similar workshop for ETF staff was held in Turin on 11 May 2006.

Europass, Qualification frameworks and 2006 Reporting for the Helsinki Council were presented by Cedefop experts.

The Cedefop-ETF joint working group (JWG) met twice (May 2006 and November 2006) to discuss the joint work programme and future cooperation between the two agencies and candidate countries and also to evaluate progress and finally perform the hand over of the Bulgaria and Romania country dossiers.

The framework of the ETF-Cedefop cooperation with candidate countries is funded from the new Phare budget approved in April 2005. The Phare budget is earmarked for familiarisation of Bulgaria and Romania in 2005 and 2006. Several activities have been carried out:

- Cedefop, with the support of ETF, reinforced the participation of acceding and candidate countries in the Leonardo da Vinci study visits programme;
- participants from Bulgaria, Croatia, Romania and Turkey participated in: the TTnet annual conference 'VET teachers and trainers: key players for achieving the education and training 2010 objectives' (7 and 8 December 2006); the Skillsnet activities and the Agora conferences.

Representatives from acceding and candidate countries have been participating in clusters and peer-learning activities (PLAs). Bulgaria participates in PLA clusters on higher education, key competences, learning outcomes and ICT; Romania in higher education, teacher training, social inclusion and learning outcomes; human resources in higher education, key competences and learning outcomes; and Turkey in teacher training, social inclusion, ICT and learning outcomes; and Romania

participated in the first PLA organised by Cedefop, the European Commission in cooperation with German Federal Ministry of Education and Research (BMBF) and the national connecting institution of the EU study visits programme InWEnt gGmbH, in Bonn, 5-9 March 2006 on 'Vocational integration of disadvantaged young people'.

ETF in cooperation with Cedefop organised on 25-27 September 2006 a three-day conference in Romania (Sinaia) on the 'Sectoral partnerships for qualification development'. The aim of conference was to discuss how broad partnerships between the worlds of education and work can be used to define clear qualifications that are and remain relevant to labour market needs. The main objectives of the meeting were: gather sectoral and national representatives from acceding and candidate countries with an interest in HRD to work together in a European context, exchange experiences on how sectoral structures can be developed and reinforced at home and discuss how sectoral partnerships can assist in developing more responsive qualification systems.

In November 2006, Cedefop also hosted an information session for one delegation from Bulgaria. Presentations were made on the European qualifications framework (EQF), ReferNet, Europass and the library and documentation services.

In line with its mandate and work programme, ETF and Cedefop will continue to be in the front line by attaching high priority to providing dedicated support to the candidate countries for developing their VET policies and preparing for accession.

The Commission will consider financial support for familiarising Croatia, the former Yugoslav Republic of Macedonia (which was not included initially) and Turkey with Cedefop and its activities at the beginning of 2007. The framework of the ETF-Cedefop cooperation on candidate countries will be funded from the new Phare budget. The budget is earmarked for familiarisation of Croatia and Turkey, for two years starting in 2006 and it will be extended to include the former Yugoslav Republic of Macedonia.

The conclusions of the in-depth discussions during the last meeting of the ETF-Cedefop joint working group on the joint 2006 work programme provided a sound basis for preparing a realistic, more detailed and coherent familiarisation programme for these countries.

More concretely, Cedefop will continue to draw on the ETF's experience when extending participation of candidate countries in the following activities: ensuring compatibility of reporting structures, statistics and indicators and supporting research cooperation. The ETF and candidate countries will continue to work together on the European journal of vocational training (where specific contributions on candidate countries were published in 2006), and Cedefop info, Agora meetings, the network on early identification of skill needs in Europe, and the Leonardo da Vinci study visits programme.

Other joint activities

ETF and the Stability Pact for South Eastern Europe in association with Cedefop and OECD organised an employability seminar for western Balkans in Thessaloniki in April 2006.

ANNEX VII

FRAMEWORK FOR COOPERATION BETWEEN CEDEFOP AND EUROFOUND

Background

The European Centre for Development of Vocational Training (Cedefop) and the European Foundation for the Improvement of Working and Living Conditions (Eurofound) are both institutions created at the request of the social partners.

More specifically, the social partners within the Economic and Social Committee drew up a plan for creating both bodies to study matters relating to training and working conditions.

Finally in 1975, on the basis of the social partners' plan, the Council adopted the founding regulations of both 'the Centre' ⁽¹⁾ and 'the Foundation' ⁽²⁾.

Since then, both institutions have been playing a crucial role in their respective fields providing support to their end-users and target groups.

Over the years, Cedefop and the European Foundation have developed an excellent working relationship. Both institutions now agree that the establishment of even closer cooperation and greater mutual understanding between them will provide a sound basis for providing more extensive and better services to their respective target groups and for reinforcing the support they currently provide to the European Commission.

This paper sets out the following:

- the nature of both institutions and some of their complementary activities;
- a collaboration agreement between the two institutions;
- the main priorities for setting cooperation milestones;
- two annexes containing staff lists and a proposal for establishing an annual work plan based on the missions and specific activities of the two Agencies.

A framework for developing cooperation between Cedefop and Eurofound

The principal task of the [European Centre for Development of Vocational Training \(Cedefop\)](#) is to promote the development of vocational education and training at European level. It operates within an evolving context of open policy coordination between and with the EU Member States and focuses primarily on the roles of analysis and information dissemination. Cedefop's unique expertise lies in its comparative knowledge and understanding of trends and developments in vocational education and training policies in the Member States and at European level.

(1) Council Regulation (EEC) No. 337/75 of 10 February 1975.

(2) Council Regulation (EEC) No. 1365/75 of 26 May 1975.

Cedefop is both an active information provider and a source of reference for analysis and expertise on vocational education and training systems and policies. It carries out scientific analyses and overviews of research results, good practice and policy developments and provides policy-makers with advice and expertise.

Cedefop promotes mutual learning and understanding of key issues by examining, explaining and interpreting developments. By facilitating exchanges, cooperation and peer learning between all parties concerned, it has developed a concerted European approach to vocational education and training issues. Through its products and services Cedefop contributes to the quality of training by serving the:

- European Commission, European Parliament and other European institutions;
- Member States;
- social partners;
- other policy makers, including local and regional authorities;
- vocational education and training researchers and practitioners; and,
- associated countries (Iceland and Norway) and, as soon as agreements have been concluded, the candidate countries.

The [European Foundation for the Improvement of Living and Working Conditions \(Eurofound\)](#) is a European Union body, one of the first to be established to work in specialised areas of EU policy. More specifically, it was established to contribute to the planning and design of better living and working conditions in Europe.

Its main role is to provide information, advice and expertise on living and working conditions, industrial relations and change management in Europe for key actors in the field of EU social policy, based on comparative information, research and analysis. Its main fields are: employment and working conditions; work–life balance; industrial relations and partnership and social cohesion. Its main target group comprises:

- employers
- EU policy-makers
- governments
- trade unions

The two institutions are supporting the Lisbon strategy and the process of announced cooperation in vocational education and training: Eurofound in terms of employment strategy and Cedefop in terms of developing training policies and systems at European level.

Accordingly, they both consider that increasing and strengthening synergies is of strategic importance for tackling challenges in both fields.

The two Agencies consider that lifelong learning and living and working conditions are closely linked as key elements of overall industrial relations. For that reason, enhancing cooperation between the two Agencies should produce new useful services to fill some of the information, research and expertise gaps in the support provided to the European Commission, the Member States and the social partners.

The basis for mutual understanding: a collaboration agreement between Agencies

The current framework for cooperation between the two Agencies is based on the following principles of collaboration:

The two Agencies are pleased to announce that they have decided to increase and formalise their close collaboration for their common benefit. This will be achieved primarily by providing direct access to each others' work.

This initiative has been taken to ensure that the maximum of synergy will be derived from the work of the two Agencies. It will also ensure that work in areas of mutual interest is carefully coordinated and managed. Additional benefits deriving from this collaboration will be in the sharing of project results.

The two Agencies will continue to review their current and future work programmes in order to identify opportunities for collaboration as new areas of activity are undertaken by each of the Agencies in the future.

The two Agencies will consult each other on their annual work programmes and on their rolling framework programmes. This consultation will be built into the timetable for drafting and establishing a joint annual work programme in order to allow sufficient time for input.

Cooperation meetings will be organised at the following levels:

- at a general level, both Directorates will continue to maintain regular contacts with each other, e.g. at the regular meetings of the Heads of Agencies;
- Cedefop-Eurofound project managers/ad hoc groups will be set up in order to coordinate cooperation and/or prepare future actions;
- ad hoc invitations to meetings (seminars, conferences, etc.) may be extended to each other when the subject-matter is of specific relevance to both Agencies.

Cooperation will ensure optimum use of available research funding in areas of common interest. If necessary additional funding will be raised to finance common projects.

A framework for cooperation: a new complementary contribution on the current Lisbon strategy and the process of announced cooperation in vocational education and training

Bearing in mind the importance of lifelong learning for the development of better living and working conditions for European citizens – two different but complementary subjects – Eurofound will provide its outstanding knowledge of and background in socio-economic, labour and industrial relations topics, and Cedefop will contribute its own expertise in the field of lifelong learning.

The two Agencies will, in keeping with the principles of collaboration and their specific roles, set up internal coordination mechanisms for sharing know-how and for achieving results. To this end, there will be three priority fields for developing common activities between the Agencies; within each field some activities could be undertaken on the basis of a process of exchange and cooperation.

Knowledge production

The production of knowledge is a central issue for both institutions, as key references centres for VET and working and living conditions. Activities will be implemented on the basis of the following priorities:

- the promotion and development of exchanges of information and approaches with a view to elaborating common research and reporting activities designed mainly to provide policy-makers, key stakeholders, the social partners and other strategic target groups with support in matters relating both to industrial relations and lifelong learning policies;
- exploration of the development of common research tools and activities for improving the integration of information and achievements in the fields of lifelong learning and working and living conditions;
- cooperation in the scientific committees and the advice and guidance networks in which they are both involved.

Events and peer-learning activities

The wide experience of both institutions in this field represents a strength which can be exploited to create synergy and to share know-how and so give impetus to debates and discussions which concern both employment and learning communities and target- groups.

This involves in particular:

- exploring and developing common peer-learning activities to support social partner organisations in the context of both employment and vocational training policies and systems at company, sectoral, national and European levels. Also, facing the challenges posed by the enlargement and accession processes in cooperation with ETF;
- promoting common events and specific analyses to support the European social partners;
- developing peer-learning activities to improve and increase awareness of continuing vocational training for improving living and working conditions in the context of social, labour, economic and education policies at European level;
- planning joint activities with other sectoral, national, European and international organisations (DG EAC, DG EMPL, ILO, OCDE, ETF, etc.).

[Signed 29 November 2006]

Aviana Maria Bulgarelli
Director Cedefop

Dissemination activities

Both Agencies will use their human resources and IT tools to disseminate the results of their cooperation.

Implementation of the agreement

This agreement will be subject to regular review and will, if necessary, be updated.

The precise content of specific common activities will be part of the joint annual work programme.

[Signed 16 November 2006]

Jorma Karppinen
Director European Foundation

ANNEX VIII REFERNET (Network of reference and expertise)

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ANNEX IX

Budget execution 2006

OVERALL BUDGET EXECUTION 2006

	Budget	Financial cmt	Execution, % of budget
Title 1 (Staff)	9 443 050.00	8 483 195.00	89.84
Title 2 (Investment building, equipment)	1 419 175.00	1 280 853.00	90.25
Title 3 (Operating expenditure)	5 977 775.00	5 721 524.00	95.71
Total budget EU-25	16 840 000.00	15 485 572.00	91.96

Budget execution 2006

Title 3 by budget line and type of expenditure

Type of expenditure	Available	Committed	Execution, % of budget
Documentation	95 000.00	95 000.00	100.00
Translation expenses	615 600.00	611 242.19	99.29
Management board meetings	185 000.00	185 000.00	100.00
Missions, meeting, interpretation	1 022 868.00	938 779.36	91.78
Publications	643 567.00	616 648.79	95.82
Enhanced cooperation with partners	766 200.00	739 138.50	96.47
Technical support	342 526.00	342 525.70	100.00
Pilot studies and projects	1 097 015.00	1 069 218.60	31.22
Community study visits programme	1 210 000.00	1 123 971.00	92.89
Total	5 977 776.00	5 721 524.00	95.71

Budget execution 2006 - Title 3 by area and activity field

Execution by budget line

	Budget	Financial cmt*	Execution, % of budget
Transversal activities			
Documentation	95 000 .00	95 000.00	100.00 %
Translation expenses	615 600.00	611 242.00	99.29 %
Management board meetings	185 000.00	185 000.00	100.00 %
Total transversal activities	895 600.00	891 242.00	99.51 %
Area A			
Missions, meetings, interpretation	342 343.00	326 370.00	95.33 %
Publications	158 467.00	136 739.00	86.29 %
Enhanced cooperation with partners	87 000.00	60 000.00	68.97 %
Technical support	10 108.00	10 108.00	100.00 %
Pilot studies and projects	562 550.00	543 571.00	96.63 %
Total area A	1 160 467.00	1 076 787.00	92.79 %
Area B			
Missions, meetings, interpretation	403 525.00	375 416.00	93.03 %
Publications	71 100.00	69 383.00	97.58 %
Enhanced cooperation with partners	0.00	0.00	0.00 %
Technical support	214 885.00	214 885.00	100.00 %
Pilot studies and projects	331 590.00	322 773.00	97.34 %
Total area B	1 021 100.00	982 456.00	96.22 %
Area C			
Missions, meetings, interpretation	67 000.00	53 994.00	80.59 %
Publications	3 000.00	0.00	0.00 %
Technical support	0.00	0.00	0.00 %
Pilot studies and projects	202 875.00	202 875.00	100.00 %
Community study visits programme	1 210 000.00	1 123 971.00	92.89 %
Total area C	1 482 875.00	1 380 840.00	93.12 %
Area D			
Missions, meetings, interpretation	210 000.00	183 000.00	87.14 %
Publications	411 000.00	410 527.00	99.88 %
Enhanced cooperation with partners	679 200.00	679 139.00	99.99 %
Technical support	117 533.00	117 533.00	100.00 %
Total area D	1 417 733.00	1 390 199.00	98.06 %
Total	5 977 775.00	5 721 524.00	95.71 %

	Forecast	Actual
Developing research		
Activity field 1: research and policy analysis	365	342
Activity field 2: research cooperation and exchange	778	1052
Total (Title 3)	1 143	1 394
Reporting and facilitating a concerted approach		
Activity field 1: reporting on VET developments	430	212
Activity field 2: concerted approach and thematic networks	1030	914
Total (Title 3)	1 460	1 126
Exchange and supporting partners		
Activity field 1: LDV II study visits programme	1 245	1 124
Activity field 2: integrating candidate countries	30	9
Activity field 3: support and service to stakeholders	150	297
Total (Title 3)	1 425	1 430
Information, communication and dissemination		
Activity field 1: publications	325	398
Activity field 2: electronic media	344	34
Activity field 3: library, documentation, archives and ReferNet	771	1 011
Total (Title 3)	1 440	1 444
Directorate, administration, facilities and resources		
Total (Title 3)	110	274
Total (Title 3)	5 578	5 668

* The difference of 54 with the total amount committed is related to provisional commitments for meetings and missions. The Centre got a supplementary and amending budget of EUR 300.000 for title 3.

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