



CEDEFOP

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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, skills and qualifications. We provide information, research, analyses and evidence on vocational education and training, skills and qualifications for policy-making in the EU Member States.

Cedefop was originally established in 1975 by Council Regulation (EEC) No 337/75. This decision was repealed in 2019 by Regulation (EU) 2019/128 establishing Cedefop as a Union Agency with a renewed mandate.

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Foreword



Twenty years ago, the EU Member States, EEA and candidate countries, EU social partners and the European Commission embarked on a joint journey to improve the quality of vocational education and training (VET) and make it more attractive. At the end of 2020, building on the achievements of this cooperation, a new course was charted for EU VET policy. It manifests VET's pivotal role in the EU policy package designed to lead towards post-COVID recovery and a greener, more digital and fair economy and society. It is embedded in the renewed Skills Agenda and closely linked to the overarching goals for education and training.

Cedefop's evidence on VET, skills and qualifications, as well as our vision and expertise, helped shape the policy framework. Accepting Europe's need for massive upskilling, it promotes boosting continuing skills development for all adults while aiming to ensure high-quality, inclusive, flexible and agile VET at all qualification levels, underpinned by strong skills intelligence. The policy framework sets ambitious targets for education and training, and specifically for VET and adult learning. As in the past, Cedefop has been entrusted with monitoring progress in the work towards the VET objectives, now also as a follow-up to the first ever Council Recommendation. The policy framework also acknowledges our expertise in developing new concepts to take the agenda forward and the support we can provide in following it up.

Cedefop's renewed strategy – shaped in close cooperation with our Management Board and now moving into its second year of implementation – is in line with the current dynamically evolving policy framework. It will enable us to contribute to the EU's endeavours in developing and retaining skills and talents,

one of 10 strategic areas to ensure that the EU can fulfil its long-term objectives set out in the Commission's 2021 foresight report.

Cedefop's renewed strategy guides our 2022 workplan, which builds on past activities and continues the path towards more emphasis on continuing VET, developing a new generation of skills intelligence and taking a closer look at VET content and qualifications. Continuity is important but the new course also requires reorientation in terms of focus and perspectives, providing new insights, and developing new approaches and changes in the way we work.

This year's work programme will include several novel aspects. The release of our new forecast data will give us an occasion to dig deeper into the implications of the green transition for specific sectors, adding a new perspective to the skills intelligence we provide. As we are moving to its 'next generation', our aim is to make it more user-focused and career-oriented. One important way of achieving this is complementing information on skill needs in sectors, occupations and regions with insights into how adults learn.

Our work on continuing VET (CVET) systems will also consider the needs of non-standard employees, the self-employed and the jobless. This work will support the follow-up of the Social Rights Pillar, the Porto Summit and the new Adult Learning Agenda as adopted during the Portuguese and Slovene Presidencies. By closely connecting our work on guidance, validation and financial and non-financial incentives, we will practise what we preach, reinforcing the case we are making for comprehensive and coordinated support systems to increase participation in continuing training. The insights that we will provide into incentives to support training in

companies, and the costs and results of publicly financed services and measures for adult career development, will demonstrate the value of this new approach.

New insights will also become available through our analyses of VET content and qualifications. We are looking forward to interesting discussions with our stakeholders at one of our major conferences this year, looking at new ways of combining job-related and transversal competences and potential European core profiles. Closer collaboration with our stakeholders to underline the tripartite nature of VET is a key characteristic of how we set about our work, as the new approach to our policy learning forums on apprenticeships demonstrates. Our study to support the EU work on microcredentials and their links to qualifications frameworks is the first that has been accompanied by a group of Management Board members. This new approach, which we intend to use for specifically selected activities, will ensure that they take account of our key stakeholders' views and needs. Our new interactive web portal will also make it possible to target our information better to the different user groups in the wider VET community.

This year's work programme is further proof of the growing demand for our expertise. We are on the right track and our stakeholders value our work. While our new approach to reviewing our activity portfolio and our digitalisation and human resource strategies allows us to adjust to evolving needs, reconciling growing demand with our human and financial resources remains a challenge.

Drawing on the experience gained during the pandemic, the smart use of online, hybrid and in-person events will help improve efficiency and

outreach. This is also an important step towards our ambitious environmental target.

Nonetheless, we are planning to celebrate our 100th Management Board meeting in a face-to-face event.

As in the past, we will cooperate closely with the Commission, Member States and social partners to help ensure that VET can fulfil its pivotal role. With a French Chair at the helm of our Management Board we are moving into another busy year for VET, skills and qualifications, this time led by the French and Czech Presidencies.

Jürgen Siebel
Executive Director

Acronyms

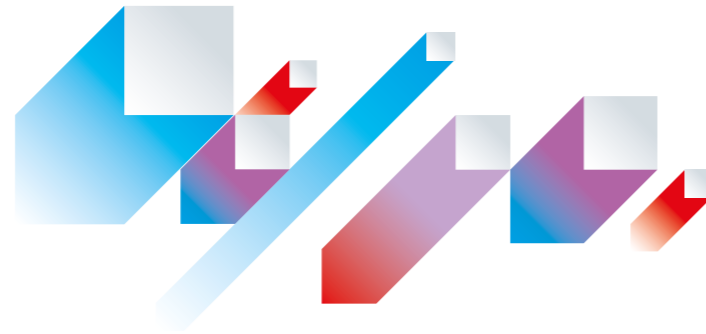


ABB	activity-based budget
AD	administrator
ACVT	Advisory Committee for Vocational Training
AST	assistant
CA	contract agent
CAAR	consolidated annual activity report
CareersNet	Cedefop's expert network on lifelong guidance
CPD	continuous professional development
CVET	continuing vocational education and training
DG EMPL	Directorate General for Employment, Social Affairs and Inclusion
DGVT	Directors General for Vocational Education and Training
EaFA	European Alliance for Apprenticeships
ECA	European Court of Auditor
ECS	European company survey
ECVET	European credit system for vocational education and training
EDPS	European Data Protection Supervisor
EQF	European qualifications framework
EMS	environmental management system
ENISA	European Union Agency for Cybersecurity
EQAVET	European quality assurance for vocational education and training
ESCO	multilingual classification of European skills, competence and occupations
ESJS	European skills and jobs survey
ETF	European Training Foundation
EUAN	EU Agencies Network
EUIPO	European Union Intellectual Property Office
EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
ILO	International Labour Organization
IVET	initial vocational education and training
ISCO	International Standard Classification of Occupations
ISCED	International Standard Classification of Education
LM	labour market
LMSI	labour market and skills intelligence
MFF	multiannual financial framework
NEET	not in education, employment or training
NQF	national qualifications framework

OECD	Organisation for Economic Cooperation and Development
OIB	Office for Infrastructure and Logistics in Brussels
EU-OSHA	European Agency for Safety and Health at Work
PIAAC	Programme for the international assessment of adult competencies
PDN	Performance and Development Network
PMS	performance measurement system
ReferNet	Cedefop's European network of expertise on VET
SkillsOVATE	skills online vacancy analysis tool for Europe
SLA	service level agreement
SME	small and medium-sized enterprise
SNE	seconded national expert
SPD	single programming document
SWD	Staff working document
UNESCO	United Nations Educational, Scientific and Cultural Organization
VET	vocational education and training



Vision, mission and values

Cedefop's tasks

While fully respecting the responsibilities of the Member States, Cedefop will:

- (a) analyse trends in vocational education and training, skills and qualification policies and systems, and provide comparative analyses thereof across countries;
- (b) analyse labour market trends in relation to skills and qualifications, and vocational education and training;
- (c) analyse and contribute to developments related to the design and award of qualifications, their organisation into frameworks, and their function in the labour market, and in relation to vocational education and training, with a view to enhancing their transparency and recognition;
- (d) analyse and contribute to developments in validation of non-formal and informal learning;
- (e) carry out or commission studies and carry out research on relevant socioeconomic developments and related policy issues;
- (f) provide forums for exchange of experiences and information between the governments, the social partners and other stakeholders at national level;
- (g) contribute, including through evidence-based information and analyses, to the implementation of reforms and policies at national level;
- (h) disseminate information with a view to contributing to policies and to raising awareness and understanding of the potential of vocational education and training in promoting and supporting the employability of people, productivity and lifelong learning;
- (i) manage and make available tools, datasets and services for vocational education and training, skills, occupations and qualifications to citizens, companies, policy-makers, the social partners and other stakeholders;
- (j) establish a strategy for relations with third countries and international organisations in accordance with Article 29 concerning matters for which Cedefop is competent.

Source: Regulation (EU) 2019/128, Article 2.



Cedefop's vision statement

- (1) Cedefop's vision statement summarises how VET can support individuals of any age, at different stages of learning and work, to acquire the skills they need to succeed. It puts people at the centre and recognises that their skills are the necessary foundation for prosperous, green, sustainable, digital, resilient economies and inclusive, fair, and democratic societies.

Through proactive VET, people continuously acquire the skills and qualifications they need to shape their work, lives, economies and societies.

- (2) Cedefop's vision statement is fully aligned with, and supports, the EU policy framework, particularly the [VET Recommendation](#) and the [Osnabrück Declaration](#) – which were inspired by the opinion of the [Advisory Committee on Vocational Training](#) – the updated [European Skills Agenda for sustainable competitiveness, social fairness and resilience](#), the first principle of the [European Pillar of Social Rights](#) ⁽¹⁾ and the [related action plan](#) ⁽²⁾.
- (3) The EU ambition for VET, set out in the [Council Recommendation](#), foresees implementing a Union vocational education and training policy which respects Member States' practices and the diversity of systems:
 - (a) equips young people and adults with the knowledge, skills and competences to thrive in the evolving labour market

- (b) ensures inclusiveness and equal opportunities and contributes to achieving resilience, social fairness and prosperity for all;
- (c) promotes European VET systems in an international context, so that they are recognised as a worldwide reference for vocational learners.

- (4) Cedefop's vision is based on the broad concept and perception of VET the Agency has helped to shape: VET that is proactive, excellent and inclusive; serves young people and adults; provides qualifications at nearly all levels and enables progression to higher and further education and the labour market; offers systematically organised upskilling and reskilling opportunities for all adults within formal or non-formal learning settings, on the job or elsewhere.
- (5) Cedefop's vision supports the aims of the [EU recovery package](#) to overcome the economic and social crisis caused by the COVID-19 pandemic ⁽³⁾ and the transition to greener and more digital economies and societies.

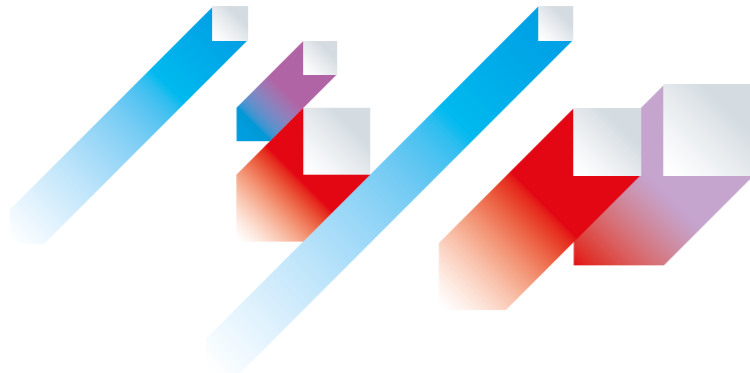
Cedefop's mission

- (6) While Cedefop's vision statement reflects the Agency's ambition for VET, its mission outlines what it does, for whom and how. It places Cedefop at the centre of Europe-

⁽¹⁾ See also [European Pillar of Social Rights](#) [accessed 22.12.2021].

⁽²⁾ See also [European Pillar of Social Rights action plan](#) [accessed 13.9.2021].

⁽³⁾ See also the [Note from the General Secretariat of the Council to the Delegations](#), Brussels, 21 July 2020, EUCO 10/20.



an cooperation aimed at improving VET through effective policy-making. Grounded in its [2019 recast Founding Regulation](#) ⁽⁴⁾, and reflecting the tripartite principle that underpins successful VET, the mission defines Cedefop's main partners.

Support the promotion, development and implementation of the Union policy in the field of vocational education and training (VET) as well as skills and qualifications policies by working together with the Commission, Member States and social partners.

To this end, enhance and disseminate knowledge, provide evidence and services for policy-making, including research-based conclusions, and facilitate knowledge sharing among and between Union and national actors.

Source: [Regulation \(EU\) 2019/128](#), Article 1.

(7) Cedefop's mission reflects its evolution as an organisation and its expanding portfolio of activities. Since its foundation in 1975, Cedefop's expertise has deepened and widened as cooperation on VET policy, skills and qualifications between the European Commission, Member States and social partners has become stronger and more sophisticated. To set the stage for future strategic priorities, insight into the development of VET and Cedefop's role and contribution is a prerequisite.

⁽⁴⁾ [Repealing Regulation](#) (EEC) No 337/75 as amended by No 2051/2004.

(8) The launch of systematic European VET cooperation in 2002 ⁽⁵⁾ has subsequently led to agreement on common policy objectives supported by indicators and regular monitoring. A set of European tools supporting mobility of learners, quality of VET programmes and the understanding of qualifications have been implemented. Countries have worked on common priorities to make VET more relevant and attractive to people and employers. Overall, European cooperation has raised VET's profile, helping it to prepare the transformations in the economy and society, including the digital and green transitions.

(9) Cedefop's contribution to these developments has been substantial. It has proposed and directly supported development and implementation of key European tools. Its expertise helped shape the [European qualifications framework](#) (EQF) and supported the national frameworks (NQFs) linked to it, making it easier to compare qualifications from different countries. Supporting the move to basing curricula and qualifications on learning outcomes, Cedefop has helped open new ways of validating non-formal and informal learning and new pathways to qualifications. Its policy reporting has monitored, reviewed and advised on implementing European VET policy priorities, helping shape policy direction.

(10) Cedefop's analyses and research have improved understanding of the strengths and weaknesses of VET systems and provided insights into VET's social, economic

⁽⁵⁾ The so-called Copenhagen Process. See [Vocational education and training initiatives](#) [accessed 22.12.2021].



and personal benefits. With its evidence base and analyses, Cedefop has supported countries' and social partners' efforts to expand work-based learning, including quality and effective apprenticeships. Drawing on its analytical capacity and its expertise in lifelong guidance, validation of skills and VET financing, Cedefop has backed their endeavour to devise upskilling strategies for people with low skills and implementing the Social Rights Pillar.

(11) Aiming to help inform VET policy and provision and, more broadly, people's education and career choices, Cedefop has developed EU-wide approaches to understanding current and anticipating future skill demand and supply. This work on labour market and skills intelligence, and relationships between jobs, skills and qualifications, allows improving VET governance and modernising VET proactively, in the pursuit of building and maintaining employability for learners and workers, and competitiveness for businesses. It has helped raise the profile of VET beyond education and training and employment policies, not least through its work on green skills and its activities dedicated to digitalisation, artificial intelligence and the future of work.

(12) Cedefop's knowledge broker activities bring together policy-makers, social partners, researchers, experts and other VET and labour market actors from across the EU, Iceland and Norway, representing national, regional and sectoral interests to strengthen and expand knowledge in VET-related areas. Cedefop's networks provide and help validate evidence and

information on different areas of VET policy, monitor developments in their countries, and support the Agency's wide and diverse dissemination activities. This work supports the Commission in the [European Semester](#) process.

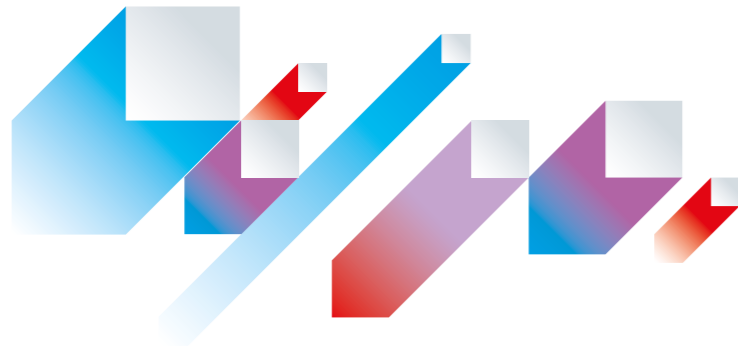
(13) The 2019 recast Founding Regulation formally recognised that, over time and in response to demands from its partners, Cedefop broadened its perspective by looking at skills and qualifications beyond traditional VET boundaries. The work on EQF and European tools, the analysis of VET systems and policies, apprenticeships and upskilling pathways for adults, and skills forecasts and intelligence are examples of activities that have gradually become key strands of the Agency's work.

(14) The ability to bring together a European and multidisciplinary perspective on VET and labour market analysis to help address national issues is Cedefop's unique selling point. As an exceptional European forum for sharing and debating experience and ideas to improve VET, Cedefop has been a key player in European cooperation on VET, skills and qualifications. The Agency has also left a clear mark on the evolving EU policy agenda for VET in the past two decades and will continue doing so in the coming years.

Cedefop's values

(15) Cedefop's values are the core principles by which it operates, inspiring its best efforts and actions.

(a) **Proactive and responsive:** we deliver relevant, high-quality and timely evidence, expertise and tools, addressing



our stakeholders' and users' needs, building inclusive partnerships, cooperating with other key players to tap synergies and avoid duplication ⁽⁶⁾, and proactively supporting EU policy objectives.

(b) **Well-run and ambitious:** we are an efficient and compliant Agency that is committed to transparency, scientifically sound research and analysis and the highest standards of ethics and integrity. We empower and engage our staff and continuously improve our processes.

(c) **Open-minded and adaptable:** we develop new ideas, embrace change and innovation, and view European Union values founded on human dignity, freedom, democracy, equality, the rule of law and respect for human rights as fundamental in all our activities.

(16) Our vision and values are in tune with the 2019 Regulation. They build on Cedefop's role and achievements to date, reflect the evolving EU policy framework for VET, qualifications and skills, and support the overall EU agenda and the work towards the global sustainable development goals.

(17) Cedefop's work programmes are well-aligned with the policy parameters known at the planning stage. In cooperation with its Management Board, the Agency re-

sponds flexibly to socioeconomic developments and emerging challenges that Member States and social partners may face.

(18) At critical junctures in its research and policy analysis, Cedefop engages with the parties represented on its Management Board: the governments, social partners (employer and trade union organisations) and the European Commission. The concrete shape of such engagement depends on the nature of the activity or project, themes addressed, areas of policy relevance, and outcomes and policy implications.

⁽⁶⁾ This is to be read in connection with Article 2.2 of [Cedefop's Regulation \(EU\) 2019/128](#) providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council.'

SECTION I

General context



(19) For 20 years, European cooperation has developed a coherent and comprehensive EU VET policy framework that supports and complements national VET policies, and education, training and skills more generally ⁽⁷⁾.

(20) Today, this EU policy framework encompasses EU-level and national VET priorities agreed through successive declarations and communiqués, the latest at Osnabrück, in 2020; it encourages the development of national skill strategies ⁽⁸⁾, places emphasis on excellence and inclusion, and supports national investment in VET through the Erasmus+ and other EU programmes ⁽⁹⁾. The policy framework also addresses the need for everyone to have strong **key competences**; it recognises the need for Europeans to update their skills and qualifications continually and that young people ⁽¹⁰⁾ and low-skilled adults ⁽¹¹⁾ especially, need opportunities and support to improve their employment prospects through continuing learning; it aims to expand work-based learning in all its forms, notably high-quality apprentice-

ships ⁽¹²⁾, as well as stimulating innovation and entrepreneurship; it assists mobility for learning ⁽¹³⁾; it supports ways to improve professional development of teachers and trainers ⁽¹⁴⁾ and the use of digital technology for teaching and learning ⁽¹⁵⁾; and it looks to improve the quality and use of labour market and skills intelligence to align skill supply and demand better. More widely, its aim is to create a **European education area** ⁽¹⁶⁾ by 2025 and to make Europe the leading learning society in the world ⁽¹⁷⁾, by enabling personalised and seamless lifelong learning paths and building comprehensive, quality and inclusive **adult learning systems**. Social partners are supporting the transition towards a learning society through their **recommendations on skills, innovation and training and employ-**

⁽⁷⁾ [New priorities for European cooperation in education and training](#). [accessed 8.11.2019].

⁽⁸⁾ [European Skills Agenda for sustainable competitiveness, social fairness and resilience](#) [accessed 14.9.2020].

⁽⁹⁾ [European Skills Agenda for sustainable competitiveness, social fairness and resilience and Council Recommendation on vocational education and training \(VET\) for sustainable competitiveness, social fairness and resilience](#) [accessed 7.12.2020].

⁽¹⁰⁾ [Council Recommendation on a bridge to jobs – Reinforcing the Youth Guarantee](#) [accessed 22.12.2021].

⁽¹¹⁾ [Council Recommendation on upskilling pathways: new opportunities for adults and Council conclusions on the implementation of the Council Recommendation on upskilling pathways: new opportunities for adults](#) [accessed 22.12.2021].

⁽¹²⁾ [Council Recommendation on a European framework for quality and effective apprenticeships](#). The Recommendation was informed by an ACVT opinion and Cedefop's analytical framework for apprenticeships [accessed 8.11.2019].

⁽¹³⁾ [Council Recommendation 'Youth on the move' – Promoting the learning mobility of young people](#). See also mobility target set by the [VET Recommendation](#) and the [Regulation establishing Erasmus+](#) [accessed 12.9.2021].

⁽¹⁴⁾ [Council conclusions on European teachers and trainers for the future](#) [accessed 4.9.2020].

⁽¹⁵⁾ [Communication from the Commission on the Digital Education Action Plan; Sofia call for action on digital skills and education; Digital education action plan 2021-27 and What is the Digital Education Action Plan \(2021-27\); and Council Recommendation on blended learning approaches for high-quality and inclusive primary and secondary education](#) [accessed 22.12.2021].

⁽¹⁶⁾ See also [Council Resolution on a strategic framework for European cooperation in education and training towards the European education area and beyond \(2021-30\)](#) [accessed 13.9.2021].

⁽¹⁷⁾ [Council conclusions on the key role of lifelong learning policies in empowering societies to address the technological and green transition in support of inclusive and sustainable growth](#) [accessed 4.9.2020].



ee training ⁽¹⁸⁾; and their [framework agreement on digitalisation](#) and [active ageing](#). In its [Opinion on adult learning](#), the European Economic and Social Committee (EESC) calls for a holistic perception of skills development to make lifelong learning a reality in the workplace and a lifestyle for all to overcome disparities and inequalities in society.

- (21) A constant theme of EU VET policy is a commitment to empowering people through quality and inclusive education and training, specifically through initial and continuing VET. This is evident from the past and current economic and employment priorities ⁽¹⁹⁾, the [sustainable developments goals](#) and the ambition to achieve a more social Union ⁽²⁰⁾ which was confirmed at the 2021 [Porto social summit](#) ⁽²¹⁾. As an essential enabler of productivity, innovation and resilience of our economies and societies, VET is also crucial for enterprises, particularly small and medium-sized firms. The challenging situation caused by the COVID-19 pandemic further emphasised the role of VET as a strategic policy lever to support transformation and recovery. Digitalisation of VET, the focus on its quality and innovation potential, and the centres of vocational excellence (COVEs) will be key drivers shaping this role in the coming decade.

⁽¹⁸⁾ See also [Promoting social partnership in employee training – Final report, June 2018](#) [accessed 2.12.2021].

⁽¹⁹⁾ [Annual sustainable growth strategy; The 2022 European Semester cycle](#) [accessed 2.12.2021].

⁽²⁰⁾ [Communication from the Commission: a strong social Europe for just transitions](#) [accessed 22.12.2021].

⁽²¹⁾ See also [The Porto declaration](#) [accessed 12.9.2021].

12 actions foreseen in the 2020 Skills Agenda

- (1) A Pact for Skills
- (2) Strengthening skills intelligence
- (3) EU support for strategic national upskilling action
- (4) Proposal for a Council Recommendation on VET for sustainable competitiveness, social fairness and resilience
- (5) Rolling out the European universities' initiative and upskilling scientists
- (6) Skills to support the green and digital transitions
- (7) Increasing STEM graduates and fostering entrepreneurial and transversal skills
- (8) Skills for life
- (9) Initiative on individual learning accounts
- (10) A European approach to microcredentials
- (11) New Europass platform
- (12) Improving the enabling framework to unlock Member States' and private investments in skills

Council Recommendation on VET for sustainable competitiveness, social fairness and resilience

- (1) Agile in adapting to dynamic labour market changes
- (2) Flexibility and progression opportunities at its core
- (3) Driving innovation and growth and preparing for the digital and green transitions and occupations in high demand
- (4) Attractive and based on modern and digitalised provision of training/skills
- (5) Promoting equality of opportunities
- (6) Underpinned by a culture of quality assurance

Osnabrück Declaration 2020 on VET as an enabler of recovery and just transitions to digital and green economies

- (1) Resilience and excellence through quality, inclusive and flexible VET
- (2) Establishing a lifelong learning culture: relevance of CVET and digitalisation
- (3) Sustainability: a green link in VET
- (4) European education and training area and international dimension of VET

NB: Slightly amended to avoid repetition.



- (22) The [EU recovery plan](#) ⁽²²⁾, the 2020 updated Skills Agenda and the Council Recommendation on VET highlight that VET's contribution to other policy areas, notably those linked to the twin transitions to digital, fair and green societies, is effectuated through people. It is people who will shape their own futures and those of the economy and society. The new overarching policy framework, which promotes investing in people as a leitmotif across different policy domains ⁽²³⁾, can help prioritise areas of focus in the shorter and the longer term. The 12 actions of the updated Skills Agenda indicate from the outset which of these will be supported by targeted policy ⁽²⁴⁾.

- (23) As occurred 10 years ago, the current crisis impacts severely on youth employment and, depending on country and sector, apprenticeship training. At the same time, it accelerates the need for massive skills development of adults – not only to manage the digital and green transition, and not only of specific groups and those working in the most affected sectors. All adults, employed or jobless, and irrespective of their qualification and socioeconomic background, need opportunities and support to develop their skills. Guidance, validation and financing policies have an essential role to play in this; Cedefop re-

⁽²²⁾ See also the [Recovery and Resilience Facility](#) and the [Commission Recommendation of 4 March 2021 on an effective active support to employment](#).

⁽²³⁾ For instance [Communication from the Commission: a new industrial strategy for Europe and its 2021 update](#) [accessed 12.9.2021].

⁽²⁴⁾ On 10 December 2021 the European Commission presented its [proposals for Council recommendations on individual learning accounts and microcredentials](#).

search demonstrates the extraordinary challenge it entails. According to its estimates, based on indicators that go beyond formal qualifications, before the crisis, over 45% of the adult population in the EU-27+ already had low or outdated skills and potentially needed upskilling or reskilling ⁽²⁵⁾. Although employer-sponsored training has increased, and the gap between large, small and medium-sized enterprises has narrowed, inequalities in access and lacking awareness of training needs and of the potential of continuing VET often limit its use. The current policy framework has, therefore, raised the bar for adult learning substantially.

- (24) In light of current trends and future challenges facing the world of work and following EU policy trends, Cedefop supports the idea that, while developing initial VET (IVET) remains essential, EU policy needs to strengthen and encourage a more systematic approach to continuing VET (CVET). As an essential component of lifelong learning directly oriented towards professional development, CVET helps people and businesses of all sizes to drive, anticipate and adapt to change, and to create and seize new job opportunities. Excellent and inclusive IVET and CVET enable people to learn continuously to build the skills and qualifications they need to shape their work, life, economies and societies.

⁽²⁵⁾ Cedefop (2020). [Empowering adults through upskilling and reskilling pathways. Volume 1: Adult population with potential for upskilling and reskilling](#). Luxembourg: Publications Office of the European Union. Cedefop reference series; No 112.



- (25) To prepare young people to enter constantly changing labour markets and enable adults to manage more complex and unpredictable working lives, VET systems need to become more learner-centred. They need to adapt and respond to individual needs to support whomever, with whatever, whenever their learning needs arise, while taking account of the skills employers require. Learner-centred VET should be ‘age-open and neutral’, as advocated by the joint Cedefop-ETF discussion paper on challenges and opportunities for VET in the next decade ⁽²⁶⁾. It should also be inclusive and equally accessible, irrespective of gender, skills level and socioeconomic background. To achieve this, tapping the full potential of the opportunities digitalisation offers to make VET more widely accessible will be crucial.
- (26) CVET serving all age groups will only be possible through close interaction with IVET. This is particularly so, as the comparative advantage that VET graduates have in terms of labour market outcomes tends to dissipate over time, unless they can update, upgrade or complement their skills through equally strong and high-quality CVET. As demand for higher level skills has seen VET expand further in higher qualification levels, with an increasing role for higher education, providing initial qualifications and upgrading opportunities, the relationship between VET and general

education needs to be clearer to facilitate permeability.

- (27) It takes a strategic and systematic approach to CVET to ensure all individuals’ potential is utilised so they can become or remain employable, and advance in their educational and professional careers. To this end, CVET should become a standard path open to all adults. This implies expanding CVET’s role far beyond the traditional notion of skills training, for example through creating learning-conducive work environments and the expansion of work-based learning in CVET. Effective CVET meets the needs of both learners and employers. To do this, systematic CVET will need to marry a stable core with flexible elements. Such a systematic approach also requires adequate support for learners and enterprises, particularly SMEs ⁽²⁷⁾. This entails ensuring synergies between the different areas of policy supporting CVET, including financial incentives, guidance, validation, outreach policies and professional development of VET trainers and mentors. More generally, advancing CVET systematically requires specific organisation and governance arrangements that cannot be fully achieved through a simple ‘extension’ of formal education and training systems.
- (28) Learner-centred VET also requires new approaches to devising standards and curricula, modularised pathways, and assessment methods in which people can have confidence. This also applies to partial

qualifications and (micro) credentials. It requires strengthening dialogue on VET with the social partners, developing new partnerships, networking and interaction between different institutions, teachers and trainers and sectors responsible for different aspects of VET. It also requires giving people voice in shaping their VET and VET development more generally.

- (29) Investing in digital and green skills is key to managing and shaping the twin transitions. But preparing young people and adults more generally for changing skill needs and uncertainty means much more: the content and profile of VET need to be broadened, combining and balancing key competences and job-specific skills. To succeed in a context strongly shaped by digitalisation, to manage changing work content and organisation and handle more diverse and unpredictable tasks, people and employers do not just need new skills; they need new combinations of skills, spanning different domains and levels. This applies to all types of jobs, including those traditionally regarded as low-skilled; it also applies to managing new working arrangements, such as atypical working times, remote digital work arrangements, self-employment and the platform economy. What skills platform workers learn and require to be successful indicates what VET will need to align with: a blend of technical/occupational, communication, interpersonal, entrepreneurial and career management skills.
- (30) Understanding the nature and direction of changes in skill needs depends on sound labour market and skills intelligence. Infor-

mation on skill demand and supply should operate in a feedback loop with learning provision that is mutually reinforcing. Following a more complex and dynamic labour market requires combining sources and methods of labour market and skills intelligence, careful consideration of different perspectives and integration of scenarios to take account of uncertainty. Robust and actionable labour market and skills intelligence offers a compass for developing VET and skills policies.

- (31) Broad and inclusive social dialogue is essential to defining VET’s relationship with a changing labour market. Social partners should play a key role in strengthening VET and skills governance arrangements and in shaping feedback loops. The support of social partners is also central to managing and accommodating changes in occupations and expanding VET to new institutions and levels. The weight given to key competences and job-specific skills must be based on a clear and mutual understanding of the nature of new skill needs and how best to avoid or address skill mismatch. The need to build resilience to strengthen European economies’ and societies’ ability to withstand shocks, such as the 2008 crash and the COVID-19 pandemic, adds a new dimension.
- (32) Resilience of VET systems requires proactively building skill capacity to enable employers, workers and all people, to manage economic setbacks, which not only reduce jobs, but critically undermine employer investment in skills and contribute to later skill shortages through, for example, apprenticeships not completed.

⁽²⁶⁾ Cedefop and ETF (2020). *The importance of being vocational: challenges and opportunities for VET in the next decade*. Luxembourg: Publications Office. Cedefop and ETF discussion paper.

⁽²⁷⁾ See the communication from the Commission on an [SME strategy for a sustainable and digital Europe](#).



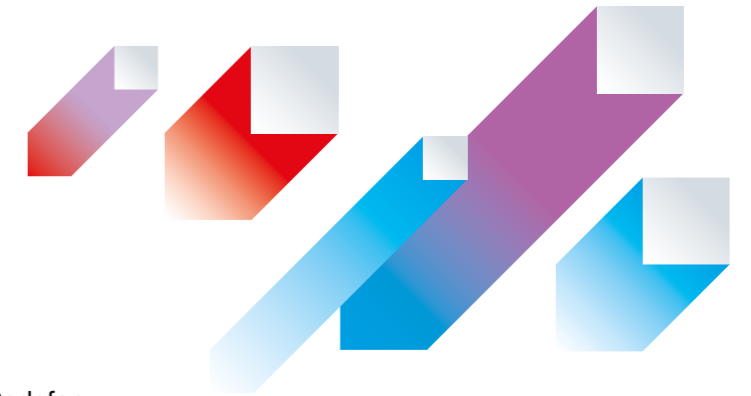
How to build such capacity, guided by labour market and skills intelligence, has important implications for how skill supply and demand are expected to interact. The need for more complex skill sets makes it more difficult to replace workers quickly. In fast-changing labour markets, where skills ecosystems develop dynamically, continued learning is the most powerful tool all workers, self-employed people and enterprises have at their disposal to remain competitive. To be effective, it needs to be underpinned by skills intelligence, coupled with financing, guidance and validation arrangements, and lead to credentials that are linked to qualifications frameworks. Tailored approaches and support to ensure CVET meets enterprise needs is particularly important for SMEs.

- (33) There is also the European dimension to changing VET systems. European cooperation in VET has stimulated profound change. VET systems are now more flexible, fewer young people leave education and training unqualified, and educational attainment among young people is rising. While there is a case for flexible solutions, integrating market-based international, sectoral qualifications and microcredentials in the European education area by 2025 should not come at the expense of transparency and the holistic approach to education and training. European instruments, such as the European qualifications framework and Europass can continue acting as catalysts for change.
- (34) Current times, and therefore also Cedefop's programming period 2022-24, are characterised by disruptive change and

complexity. VET will remain high on Europe's economic and social agenda as a key instrument in developing human capital to manage the twin transitions, develop resilience, create prosperity and alleviate social disadvantage. European cooperation in VET needs to be guided by clear and coherent advice, based on robust information and evidence that underpins EU objectives and must be supported by social dialogue. Cedefop is in a unique position to support its partners through its dedicated focus on VET, skills and qualifications and a Europe-wide pool of experts and researchers, policy-makers and social partners. Cedefop researches, analyses and interprets developments, fills knowledge gaps and provides a space to bring together people to discuss key VET-related issues, informing and shaping the debate.

- (35) Cedefop will continue supporting its partners by using its expertise to consider how European VET and skills policy initiatives can operate together to strengthen national integrated VET systems and skills strategies. The Council Recommendation on VET, the Pact for Skills, national upskilling strategies, and skills for life provide opportunities to develop closer links between initial, continuing and age-neutral VET, as well as VET's relationship with the labour market and the education system. Cedefop's multiannual objectives and its thematic strategic areas of operation, outlined below, define further how Cedefop will support its partners during the programming period. Its annual work programmes will specify the activities and deliverables of each year.

- (36) During the programming period, Cedefop is likely to face resource constraints. It will also have to continue operating effectively in an uncertain context, learning the lessons from the COVID-19 crisis. Cedefop will continually seek to develop its own resilience, adopt sustainable practices and processes and increase its efficiency. Transforming itself into a digital organisation, Cedefop will continue investing in its ICT and digital infrastructure and services to offer to its staff, partners and stakeholders the means to develop, build and share knowledge and organise events online; it will optimise processes and procedures through streamlining and digitising; it will explore further sharing services with other agencies to save resources; and it will continue operating in ways that aim to reduce its environmental footprint. However, during this programming period, policy changes, new initiatives and priorities are inevitable. Such changes will have consequences and priorities will need to be revised; expectations of Cedefop must be clear and proportionate to its available resources.



SECTION II

Multiannual programming 2022-24



2.1. Multiannual work programme

2.1.1. Multiannual objectives

- (37) Successful European cooperation in VET depends on information and insights into developments in VET, qualifications, skills and labour market trends and understanding their interrelationships. Cedefop's work on EQF/NQF, skills intelligence and governance, VET policy monitoring, apprenticeships and upskilling pathways for adults, has helped shape a comprehensive perspective on VET which has become the Agency's unique selling point. Building on past achievements, Cedefop's multiannual objectives aim to help partners to construct an informed, evidence-based policy agenda that continuously develops VET in response to the changing needs of people, economies and societies. Cedefop's objectives include policy learning between countries, social partners, VET providers and other stakeholders and supporting the implementation of EU policies and measures. The expertise Cedefop has generated through its wide spectrum of past and current analyses and research will inform EU-led VET initiatives such as the centres for vocational excellence and the new [EPALE](#) community of European VET practitioners.
- (38) Cedefop's multiannual objectives reflect its core functions:
- (a) produce innovative and forward-looking research and policy analyses to inspire policy-making and support well-designed policy implementation;
 - (b) develop and maintain the knowledge base and the unique blend of expertise at the interface of VET and the labour

market to sustain its role as the authoritative source on VET in Europe;

- (c) share skills, VET and policy intelligence, data, information, tools and perspectives and promote policy learning to foster partnerships in European VET and interactivity with our stakeholders;
- (d) focus corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal and online tools.

- (39) The multiannual objectives distinguish between innovative and future-oriented research and applied research and analysis, acknowledge that Cedefop's knowledge base, intelligence and policy learning activities are indispensable, and establish communication as an integrated corporate tool for increasing outreach, interactivity and stakeholder engagement.
- (40) Achievement of Cedefop's multiannual objectives will be assessed using indicators from its performance measurement system (PMS), focusing on the outcomes of the Agency's activities. They provide evidence on the degree to which Cedefop's information and expertise reaches its target groups, is used and valued.
- (41) Cedefop's PMS (Annex XIV) comprises qualitative and quantitative indicators. They include the key performance indicators ⁽²⁸⁾ to assess the Director's performance in achieving operational objectives and in managing human and financial resources in the context of the discharge procedure. Within the Work Programme

⁽²⁸⁾ Common approach on EU decentralised agencies [accessed 22.12.2021].

2022, eight indicators will be used for this purpose.

- (42) Fostering a culture of continuous organisational improvement, the PMS centres on three types of results: the organisation's impact in helping develop EU VET, skills and qualification policies, its outcomes and outputs. Outcomes are measured by quantitative and qualitative indicators and complemented by regular user surveys. The qualitative analysis of several outcome indicators that Cedefop includes in its annual reports helps tracking its contributions to, and alignment with, policy over a longer term, independently of policy cycle stages. This qualitative analysis relates specifically to: mandates, e.g. biennial skills forecasts entrusted by the Council; up-take of its work in EU policy documents; contributions to EU policy documents; meetings that inform policy and their implementation; and success in facilitating policy learning (implementation). In addition, an evaluative approach is used to capture the actual impact of Cedefop's work to the extent possible, considering that such impact depends on a range of factors outside Cedefop's remit. This approach is based on the periodic external evaluation organised by the European Commission. It examines Cedefop's alignment with the policy framework and compliance with its mission: its contributions to developing, promoting and implementing VET, skills and qualification policies, generally and in specific thematic areas. To capture overall satisfaction of our users, Cedefop also measures a net promoter score as part of its biennial user surveys. Output indicators help monitor

whether products are provided within the timeframe and budget planned.

- (43) Combined with the thematic strategic areas of operation (see Section 2.1.2.), the multiannual objectives define the type and scope of work the Agency intends to deliver during the programming period. By adopting the multiannual strategy, annual work programmes and annual reports, the Management Board ⁽²⁹⁾ confirms their alignment with the policy framework and compliance with Cedefop's mission. In addition, their implementation is followed up by the Executive Board ⁽³⁰⁾ throughout the year. Through its quantitative and qualitative assessment, the PMS helps the Agency to track and demonstrate its performance to the authorities, its stakeholders and EU citizens.

2.1.2. Strategic areas of operation

- (44) The strategic areas of operation reflect Cedefop's thematic priorities and overall directions rather than only particular projects or activities. They are a tool for making clear strategic choices and showing how key strands of work are conceptually related and could fit under the key policy aim of developing VET, skills and qualifications to support Cedefop's mission, vision and multiannual objectives.
- (45) In line with Cedefop's mission, vision and values for the programming period, three thematic strategic areas of operation have been defined.

⁽²⁹⁾ European Parliament and Council. Regulation 2019/128 Article 5.1 (b) and (d), Article 6.

⁽³⁰⁾ Ibid. Article 10.



(a) Shaping VET and qualifications

Improve overall transparency, relevance, quality and inclusiveness of VET by facilitating close interaction between IVET, CVET and general and higher education to serve the skill needs of all age groups at all levels; promoting structured lifelong and life-wide learning by strengthening institutional structures, ensuring content is continuously updated and reflected in qualifications and by inclusive governance. Focus will be put on VET's capacity to facilitate a fair transition to the green and digital economy.

(b) Valuing VET and skills

Support lifelong learning by helping develop and implement VET and VET-related policies and measures that enable and support people to develop and fulfil their potential, acquire the skills they need to manage labour market and life transitions and contribute to economic growth and the wellbeing of society. It will focus on: a systematic and inclusive lifelong approach to VET based on strong partnerships with stakeholders and social partners; integrated and coordinated policies and structures supporting sustainable and high-quality learning, and empowering individuals through lifelong guidance, validation, financing and other incentives; and teachers and trainers and VET provision development enabling lifelong learning for all.

(c) Informing VET and skills policies

Produce state-of-the-art and up-to-date evidence responding to stakeholders' needs to: capture labour market and skill trends and understand better the implications of wide-ranging changes in the

worlds of education and work; inform VET and skills development policies which help individuals reach their potential via initial, up- and reskilling; provide insight into how VET providers and employers can design more targeted training programmes; increase understanding of how Member States can manage just transitions in the next decade; and help VET and skills policies address skill mismatches and promote better skills utilisation.

(46) These thematic strategic areas of operation take account of the context and key challenges for VET and the objectives of EU VET policy. Activities within each area of cooperation contribute to Cedefop meeting its multiannual objectives. In working on their distinctive themes, the three areas of operation provide an integrated, systemic view of trends and developments to strengthen policy learning and implementation.

(47) Being a responsive, efficient and open-minded organisation will support the attainment of the Agency's vision. Achieving our objectives will contribute to Cedefop being further acknowledged and valued by its stakeholders as the European source for evidence on VET, skills and qualifications. It will also ensure that the Agency remains a key player in shaping and supporting the attainment of the overarching EU policy objectives, by helping to strengthen the joint efforts by the European Commission, Member States and social partners to design and implement world class and inclusive VET, in line with the commonly agreed priorities.

(48) The rationale guiding Cedefop's strategy is shown in Figure 1.

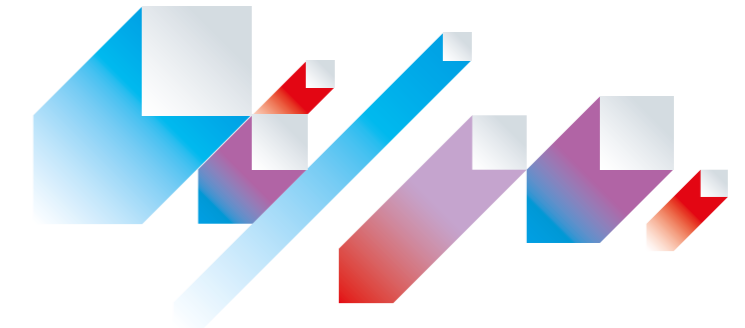
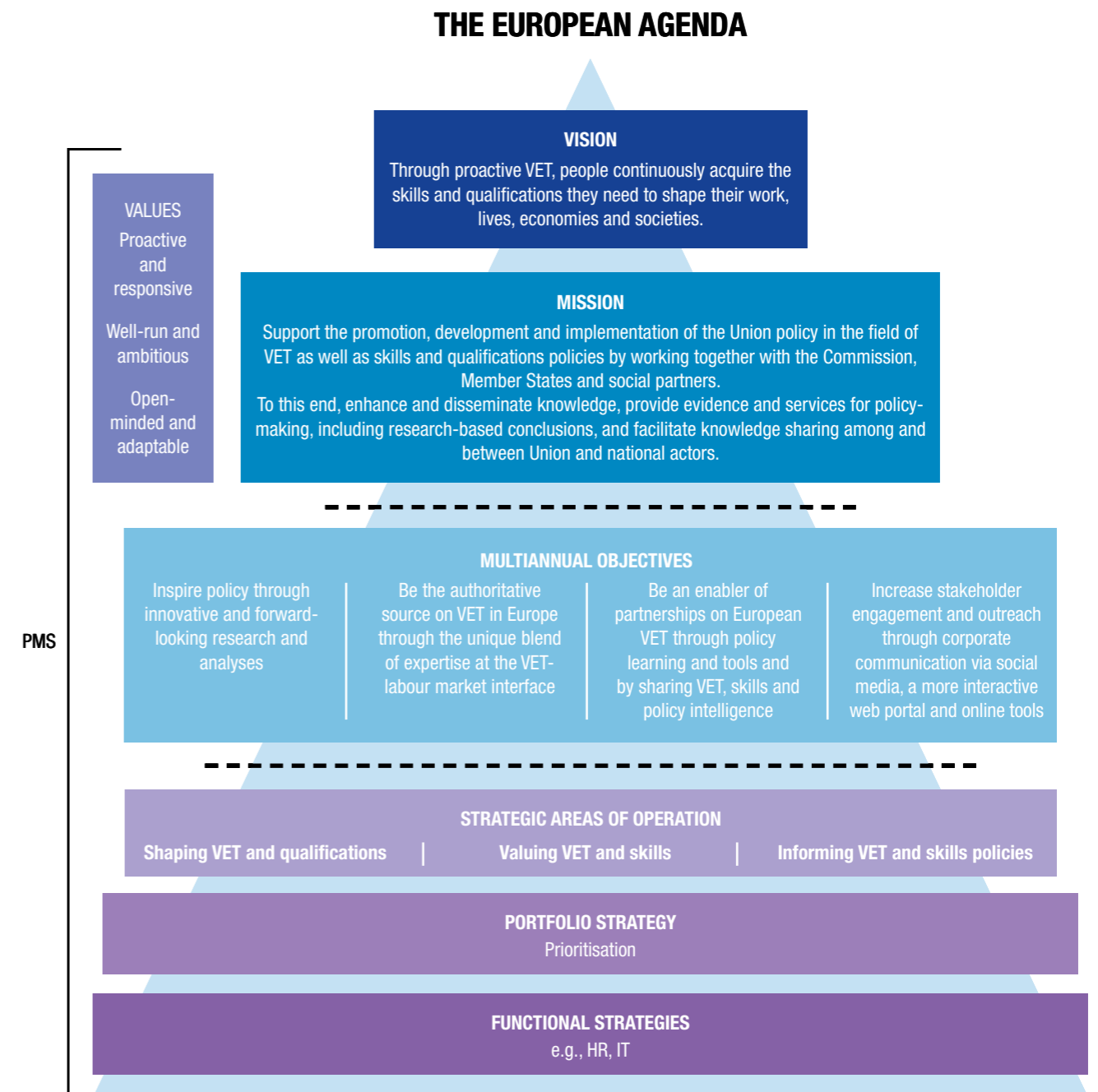


Figure 1. Rationale guiding Cedefop's strategy





2.1.3. Multiannual programme 2022-24

2.1.3.1. Strategic area of operation 1: Shaping VET and qualifications

- (49) This strategic area of operation aims at improving the overall relevance and quality of VET through: better interaction between IVET and CVET; improved structures, content and governance; and through a structured approach to lifelong and life-wide learning. It will consider the relationship of VET to other parts of education and training to strengthen the preparedness of VET and its capacity to facilitate the fair transition to the green and digital economy.
- (50) Cedefop will continue supporting the European Commission, Member States, social partners and other VET stakeholders by: monitoring policy developments and steps taken towards implementation of the commonly agreed objectives by EU countries; providing technical expertise and evidence that helps shape common EU objectives, principles and tools; and providing concise and comparative analyses of trends, challenges and opportunities for European VET systems and institutions.
- (51) The EU tools and principles for transparency of qualifications are a tangible outcome of the European cooperation process. They aim to increase permeability between VET and other forms of education and training, aid mobility across sectors and borders, and promote lifelong learning and employability. Working at the interface of VET and the labour market, Cedefop is in a unique position to understand how policies, tools and principles affect diverse VET systems, institutions and stakeholders to serve the

needs of individuals, employers and society in general.

- (52) In the period 2022-24, the Agency will therefore set specific priorities.
- (a) **Monitoring and analysing VET policy developments.** Building on its long-standing experience in monitoring and analysing European cooperation in VET since 2002, and in line with the mandates received in the [Council Recommendation on VET](#) and the [Osnabrück Declaration](#), this work will offer an overview of policy developments in the agreed European priorities: support policy-making in VET in the Member States; and provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European Semester. The monitoring framework will be adapted in line with the integrated monitoring and analysis approach of the Council Recommendation on VET and the Osnabrück Declaration, agreed by the ACVT on 8 and 9 June 2021. The Agency's monitoring approach will be developed in cooperation with the European Commission and based on the following principles: strong stakeholder involvement, including consultation with the Directors General for VET (DG-VTs) and the Advisory Committee on Vocational Training (ACVT); and focus on countries' priorities in relation to the new objectives and the ways to address them. Drawing on its ReferNet network, and in addition to flagship publications, Cedefop will enrich its interactive 'VET in Europe' database – launched in De-

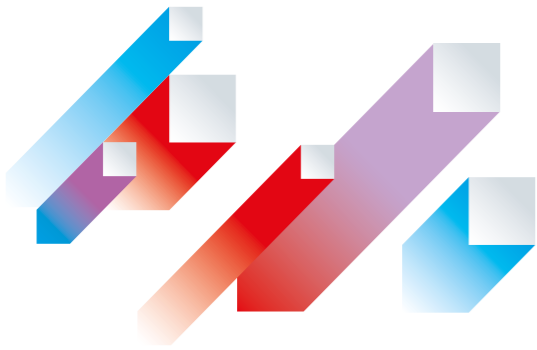
cember 2019 – with information on VET policy developments in the framework of the European cooperation in VET in the EU Member States, Norway and Iceland. The aim is to help policy-makers, including social partners, and other stakeholders understand the main developments and key characteristics of national VET policies and systems from a broader EU perspective. In close cooperation with ReferNet partners, Cedefop will continue disseminating national news on VET, highlighting developments and current challenges in the EU on topics related to the EU policy agenda on VET. Work on the IVET mobility scoreboard will also continue, in cooperation with ReferNet, shedding light on the challenges that IVET learners face when they participate in international learning mobility and in line with the Council Recommendation on VET. Cedefop will also continue its work on key competences in VET. The research will complement the results of the 2018-19 study on digital competences and languages/literacy by providing new evidence about entrepreneurship competence in VET.

- (b) **Implementation of European tools and principles for transparency and recognition of qualifications.** Work will focus on the consistent implementation of the European qualifications framework for lifelong learning (EQF) and the modernisation of national systems through further implementation of learning-outcomes-based national qualifications frameworks (NQFs) cov-



ering all levels and types of qualifications. Cedefop will continue providing technical expertise and analyses to address updated EQF referencing reports ⁽³¹⁾ and the contribution to, and impact of, qualifications frameworks on modernisation of VET policies and practices. A specific aim will be to understand better the role of learning outcomes in improving and promoting quality, transparency and recognition of qualifications. Cedefop will contribute to the work undertaken by the Member States, the Commission, social partners and other stakeholders in relation to horizontal comparisons of content and profile of qualifications in the context of the EQF, and continue working on providing insights into the way qualifications are defined, reviewed and renewed. The study on the use of micro-credentials in VET will provide insights into the changing nature of qualifications and credential systems in Europe. Cedefop will also continue providing conceptual support to working groups looking into procedures on the levelling of international qualifications and comparing third countries' national and regional qualifications frameworks in line with the 2017 EQF recommendation. The study on the impact of policies on

⁽³¹⁾ Referencing reports present the linking of NQF levels to EQF levels; they are a 'snapshot' at a given point in time. As systems and frameworks constantly evolve, the 2017 EQF Recommendation invites countries to review and update the information underpinning reports periodically: the more accurate and up to date it is, the more the EQF process is trusted and used to compare qualifications.



transparency and transferability of qualifications will provide important insights into the conditions for supporting life-long and life-wide learning. In addition, Cedefop will continue supporting work on quality assurance mechanisms in VET in line with the European quality assurance framework for VET (EQAVET), taking into account the priorities of the Council Recommendation on VET.

- (c) Deepening research-based reflections on **the future of VET** in Europe by analysing systematically the influence of internal and external factors on the delivery and take-up of initial and continuing VET. Particular attention will be paid to the changing content of VET, notably by seeking to understand how job-specific skills are balanced with research-based knowledge and transversal competences. Potentially influencing pedagogical approaches and institutional models, these changes, and the way they are addressed at national and local levels, will directly influence the relevance and quality of VET in the coming decade. This research will build on Cedefop's work on the changing nature and role of VET and will seek to identify alternative development paths for European VET in the 21st century. Cedefop will make sure to include the perspectives of different stakeholders, particularly those of national and regional authorities, enterprises and social partners.

2.1.3.2. **Strategic area of operation 2: Valuing VET and skills**

- (53) This strategic area of operation aims at providing evidence to help policy-makers design and implement VET and VET-related policies that enable all people to fulfil their potential, manage labour market and life transitions, and contribute to economic growth and the wellbeing of society from a lifelong learning perspective. Its scope includes policies and measures for young people to prepare them for their future work, adulthood and further learning; and for adults to continue their learning and progress within the labour market.
- (54) Particularly relevant policy areas can be derived from several EU policy documents, such as the Council Recommendations on upskilling pathways and validation of non-formal and informal learning; the Council Declaration on the European Alliance for Apprenticeships; the Council Recommendation on a European framework for quality and effective apprenticeships; the 2020 Commission Communication on a European Skills Agenda and the Council Recommendation on VET; as well as the joint proclamation of the European Pillar of Social Rights and the 2021 action plan to support its implementation.
- (55) In line with the 2020 [Cedefop-ETF discussion paper](#), this strategic area of operation takes the view that, in light of the future trends and changing world of work, the emphasis of EU VET policy needs to change in the decade ahead. While further developing IVET is pivotal to ensuring that young people are equipped with the right skills and competences for a smooth

transition into the labour market and further learning, more efforts are necessary to strengthen CVET and make it work as a system underpinned by multi-level and multi-stakeholder cooperation. CVET, especially its non-formal component, is currently under pressure and experiences an increasing gap between potential needs of the workforce and employers and actual demand and participation. A stronger focus on advancing CVET systems is essential in the years to come, to ensure that the new job opportunities created by the transformations of the economy outstrip job displacement.

- (56) In the period 2022-24, within this strategic area of operation, Cedefop will give CVET increasing attention. It will also strengthen synergies between its work on professional development of VET teachers and trainers and tackling early leaving from VET, as well as between VET-related policies and measures, including financing, lifelong career guidance, and validation of non-formal and informal learning. Specific activities will look, *inter alia*, into the multi-stakeholder and multi-level cooperation in CVET; professional development of VET trainers and mentors; and the growing role of quality and recognised company-based learning for young and adult learners.
- (57) Work in this area will be based on cross-country thematic and multi-disciplinary research, thematic country support, opinion surveys, all leading to provision of new evidence to support policy- and decision-making at EU level and across Member States. Collecting people's views and investigating individuals' needs and

perspectives will be an integral part of this strategic area of work in the years ahead.

- (58) To strengthen countries' and social partners' capacity to use Cedefop's evidence and policy advice, better knowledge management will be implemented through networking platforms and tailored knowledge dissemination activities. Knowledge mobilisation and policy learning across countries will support cooperation among Member States, social partners and other VET and labour market stakeholders, while providing direct support to selected clusters of countries and policy areas.
- (59) In the period 2022-24, Cedefop will therefore set priorities as follows.
- (a) **Enabling young people's employability and participation in lifelong learning.** Supporting young people in achieving their full potential requires that they have the right skills and competences to enter complex and rapid-changing labour markets, as well as supporting them to engage successfully in continuous learning over their life course. To this end, Cedefop will focus on: professional development of VET teachers and trainers, also drawing on synergies with Cedefop's work on tackling early leaving from VET; work-based learning in all its forms, particularly apprenticeships underpinned by knowledge generation and sharing, enabling national and EU stakeholders to learn from one another, including sharing experiences in approaches to quality of apprenticeships; and further expanding Cedefop's knowledge brokering role and promoting further policy learning





initiatives to foster mutual learning and exchanges among Member States and social partners.

- (b) **Empowering adults through upskilling/reskilling and a systematic approach to CVET.** CVET is an essential component of lifelong learning and is central to ensuring that every adult has lifelong opportunities to update and acquire new skills and competences to navigate complex and frequent transitions, and to thrive in their life and career. To support the ambitions laid down in the Osnabrück Declaration on VET, Cedefop will focus on: the development of well-functioning and inclusive CVET systems; continued support to the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways of low-skilled adults; further expanding Cedefop's knowledge brokering role by addressing specific areas of policy and applying a cross-disciplinary approach, as well as engaging more directly with stakeholders at different levels and in several countries by promoting further policy learning initiatives and mutual learning among Member States and social partners; and sharing knowledge and expertise to support the ambitions of the Pact for Skills.
- (c) **Supporting lifelong learning for all through guidance, validation and incentives.** A systematic approach to lifelong learning for all can be sustained with the right VET-related policies and measures to support individuals and companies in taking full advantage of

lifelong learning and up-/reskilling opportunities. To this end, and taking full advantage of opportunities to engage European social partners and ongoing social dialogue discussions, Cedefop will focus on fostering greater synergies and integration among the three strands of work: financing and attractiveness of VET, lifelong career guidance, and validation of non-formal and informal learning.

- (d) **Streamlining and improving the evidence base on VET.** Supporting the development and implementation of VET and VET-related policies and fostering lifelong learning implies that the evidence and knowledge generated within this strategic area of operation is complemented by sound, clear, comprehensive and integrated evidence. To this end, Cedefop will focus on enhancing VET statistical overviews, supporting the new generation of the EU working groups, and online reference sources on national VET policies, practices and tools.

2.1.3.3. Strategic area of operation 3: Informing VET and skills policies

- (60) This strategic area of operation aims at producing state-of-the-art evidence responding to stakeholders' needs to: capture labour market trends and better understand the implications of wide-ranging changes in the worlds of education and work; inform VET and skills policies which help individuals reach their potential via initial, up- and reskilling; provide insight into how VET providers and employers can

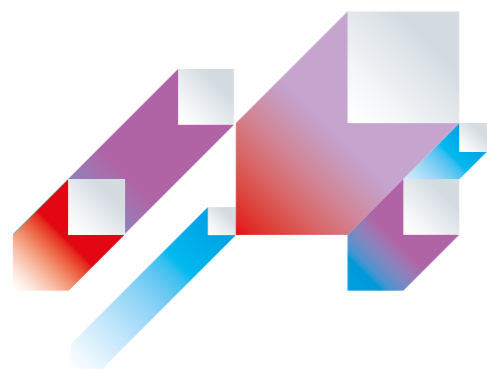
design more targeted training programmes and how Member States can manage just transitions in the next decade; and encourage the development of VET and skills policies which address skill mismatches and promote better skills utilisation.

- (61) In the coming years, all EU Member States will have to adapt to the new realities and uncertainties of the future world of work. To remain competitive, ensure social fairness and increase resilience, skills take centre stage. The skilling revolution to be rolled out in the next decade needs to provide workers with the skills necessary to thrive in digital, intellectual and human-centred jobs and new forms of work, facilitate just digital and green transitions, and shape the recovery from the COVID-19 pandemic. Sound and forward-looking labour market and skills intelligence (LMSI) is a compass, guiding skills strategies. Strong LMSI enables VET and learning to be more responsive to change, more learner-centric and more relevant to forward-looking economic strategies and innovation, while acting as a foundation of up- and reskilling policies and measures. It helps citizens, employers, education and training providers, policy-makers, including social partners, and other stakeholders make more informed decisions in an increasingly complex and uncertain world.
- (62) Skills intelligence is the outcome of an expert-driven process of identifying, analysing, synthesising and presenting quantitative and/or qualitative skills and labour market information. This may be drawn from multiple sources and adjusted to the needs of different users. Cedefop's back-

bone for developing strong skills intelligence – data collection, and research and analysis capacity – has been strengthened considerably in recent years.

- (63) Building on its big data pilot analysis of online job advertisements, Cedefop will capitalise on the potential of machine learning and other artificial intelligence methods to complement and enrich its established EU skills intelligence, such as the European skills forecast, the European skills index, the European skills and jobs survey, the European company survey and the *CrowdLearn* survey. The granularity of big data makes it possible to provide much more detailed information on skill needs at occupational, regional and sectoral levels. While several methodological and practical challenges in using big data need to be overcome, such data can provide policy-relevant insight into trends in job content and complexity which would be difficult to obtain via more traditional approaches. Such work directly supports the 2020 Skills Agenda.
- (64) To link labour market and other trends, and policy choices meaningfully to changing skill needs, and to analyse skill mismatches, primary survey data are vital. To inform and shape the European VET and skills policy agenda, Cedefop will continue developing and implementing surveys and using them to produce policy-relevant evidence. Such work considers the perspectives of workers and enterprises and aims to develop novel insights that support the design of better VET policies and the crafting of more learning-intensive jobs that deploy workers' skills effectively. As such, it contributes to shaping work where learning





and up-/reskilling becomes the new normal for all.

(65) In disseminating findings from its labour market and skills intelligence, Cedefop will emphasise combining different types and sources of information in smart ways to provide meaningful insights that meet the needs of stakeholders in their particular context. To support Member States in shaping national skills strategies, such findings will be coupled with evidence on skills anticipation systems and practices to promote policy learning.

(66) In the period 2022-24, Cedefop will therefore set priorities as follows.

(a) **Producing and disseminating LMSI.**

The Agency will carry out research on trends in the economy, individuals and in companies and their influence on changes in employment, jobs and skills. Using state-of-the-art surveys, methods and tools, including big data analysis, Cedefop will continue investigating changes affecting skill supply and demand – including the disruption caused by the COVID-19 crisis – identifying emerging skill trends in sectors and occupations, forecasting future skill needs in the EU, digging deeper to map and understand better the changes within jobs, and exploring reasons behind skill mismatch. The wide-ranging changes brought about by megatrends such as digitalisation, population ageing, greening, and growing income and skills inequalities have impacts on employers and workers that go beyond what can be fully captured in Cedefop's current LMSI. In 2022-24, Cedefop will there-

fore work towards using the full potential of its in-house data collection and analysis and blend different types of information on labour market and skill trends to shape next-generation LMSI (LMSI 2.0). In doing so, where relevant, Cedefop will also consider graduate tracking information and Eurofound's labour market change analysis.

(b) **Increasing understanding of the implications of technological, social and economic megatrends on skill needs** in Member States and selected sectors. This will help provide more and better insight into how to respond to the impacts of, among others, the increasing digitalisation of work, new forms of organising work and learning, the transition to a greener economy and the ageing population. The Agency will collect and exploit new EU-level data which will link technological changes associated with the fourth industrial revolution with changing skill needs and workers' skill formation and matching. This will shed light on the means of effectively mitigating technological skills obsolescence and managing work automation. Cedefop will also promote insights from its analysis on learning practices, skills requirements and effective initial and continuing VET of individuals employed in new forms of digital work. There will be focus on the role work organisation plays in building skills to help identify policy levers that can bring about change. The Agency will analyse skill utilisation and development in enterprises and explore the links between

skills strategy, HR management, and market conditions shaping the context in which firms operate.

(c) **Supporting national and sectoral stakeholders' information needs.** In its dissemination activities, Cedefop will increasingly emphasise taking a broader perspective, combining different types of labour market and skills information to produce richer and more policy-relevant and stakeholder-centred insights. This will support national (and – depending on data availability – regional) and sectoral stakeholders, including social partners, in better understanding the implications of megatrends, such as digitalisation, greening and population ageing for labour market trends and skill needs in their context, and in shaping effective policy responses to tackle skill mismatch.

2.1.3.4. **Communication and dissemination**

(67) Effective communication supports achieving Cedefop's mission set out in its 2019 recast Founding Regulation, its vision and values, and specifically the multiannual objective of focusing corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal, and online tools.

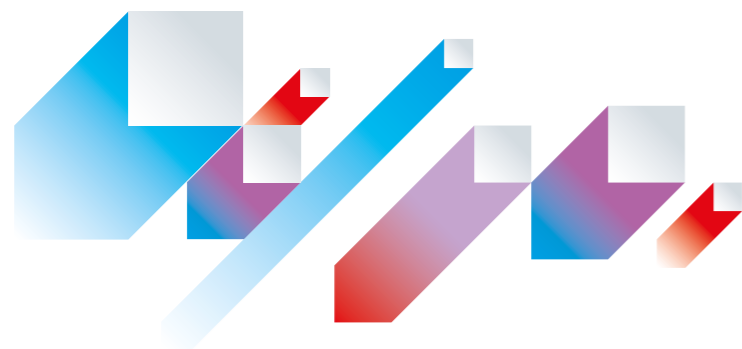
(68) Like the European Commission, Cedefop communication is following the principles of corporate communications. In the context of a European Agency this implies management and steering of all internal and external communication activities in such a way as to create a favourable point of view among the organisation's key



accounts and stakeholder groups: policy-makers and social partners, researchers and international organisations, practitioners, as well as the wider public.

(69) The target is to link communication effectively to the Agency's business strategy, expressed by its four multiannual objectives with well-defined performance indicators. Efficient communication in the medium term is more than just meeting the expectations of various groups of key stakeholders by delivering information that is target-group-specific, user-need-oriented, coherent, reliable, up to date and timely. Cedefop's communication activities will go beyond pure information provision and will focus on user engagement. This means utilisation of a wide range of information formats (including push/pull and interactive communication), as well as provision of channels for tailored stakeholder engagement.

(70) Following the COVID-19-triggered acceleration of the digital transformation, Cedefop will continue systematically to invest in web portal development, social media communication and other innovative and interactive communication formats, like online data visualisation, audiovisual content, infographics, animation, webinars, online polls, and especially in the provision of state-of-the-art virtual/hybrid stakeholder events. Cedefop will continuously optimise the thematic access points of the web portal, online tools and databases by systematically interlinking its latest research results and data sets in the interest of the Agency's various stakeholder groups: policy-makers and social partners, research-



ers, international organisations, practitioners, media and the wider public. Valuable correlations between key online outputs of related research activities will be achieved by applying an integrative cross-departmental approach and close cooperation between communication experts and research experts. The printing and dissemination of traditional publications will be refocused, and hard-copy-related activities will be reduced to a minimum, and successively replaced by new innovative electronic publication formats tailored to specific stakeholder information needs.

- (71) Cedefop communication will continue its strategic alignment with the Commission's (DG EMPL) communication unit and, where relevant, with communication activities of other EU agencies. An integrated communication approach, with joint forces in press work, social media, publications and events, as well as concerted communication campaigns, will ensure high efficiency and maximum outreach in the interests of European citizens. Regular exchange of information will ensure identifying joint communication themes, goals and priorities, determining key messages, defining common or complementary target audiences, and efficiently sharing resources, communication channels and means for impact assessment.
- (72) Another milestone in Cedefop's multiannual planning is the gradual implementation of an open access repository. As an EU agency, Cedefop aims at supporting free and accessible dissemination of high-quality VET research results in accordance with the open access standard. Open access

technology allows Cedefop to interact and communicate more effectively by systematically following the latest developments in the dissemination of scientific, research and policy information. In the long term, open access technology will be of paramount importance for Cedefop to be acknowledged not only as an authoritative source, but also as the leading knowledge broker for providing evidence to inform and shape EU VET, skills and qualification policies.

2.1.3.5. Management and resources

- (73) During the programming period, Cedefop is likely to face resource constraints. It will also have to continue operating effectively in an uncertain context, learning the lessons from the COVID-19 crisis. Cedefop will continually seek to develop its own resilience, adopt sustainable practices and processes, and increase its efficiency in managing resources.
- (74) Human capital and its management are crucial to the effectiveness of a knowledge-based organisation such as Cedefop. In the period 2022-24, Cedefop will pursue the implementation of its human resource strategy and refine it as necessary. The aim is to boost staff engagement and contribution; increased organisational agility and capacity for change; enhanced impact of HR services; and administrative efficiency in the way human resources are developed, managed and allocated. More specifically, the HR strategy will be implemented around three building blocks: talent acquisition and matching to ensure that the Agency avails of the right talents,

and attracts and retains the right people for the right job; talent management to enable Cedefop's sustained performance through the development of its people; and staff wellbeing to foster a healthy, engaged and resilient workforce. The HR strategy will benefit during its implementation from close dialogue with the Agency's Staff Committee.

- (75) Transforming itself into a digital organisation, Cedefop will continue implementing its ICT strategy and will invest in its ICT and digital infrastructure to offer its staff, partners and stakeholders means to develop, build and share knowledge online. In parallel, the Agency will optimise processes and procedures through streamlining and digitising in the pursuit of efficiency and to reduce the administrative burden. Doing so, Cedefop will progressively harmonise its IT landscape with that of other EU institutions. The ICT service will also continue its close cooperation with the operational departments to innovate and implement new technologies in direct support of core business.
- (76) In addition to improving the functionality of its building facilities, Cedefop will, within the limits of evolving budgetary constraints, gradually convert to a reliable, sustainable and competitive energy system. The aim is to generate savings through energy efficiency, and to reduce the environmental footprint of the organisation.
- (77) Across the organisation, and particularly for administrative and support services, Cedefop will continue to search for synergies with the network of EU agencies, to benefit from shared services, and share



resources, as in the case of joint procurement procedures, services and capabilities with ENISA on finance and procurement issues. The Agency will also continue benefiting from services offered by the European Commission through service-level agreements.

2.2. Human and financial resource outlook for the years 2022-24

2.2.1. Overview of the past and current situation

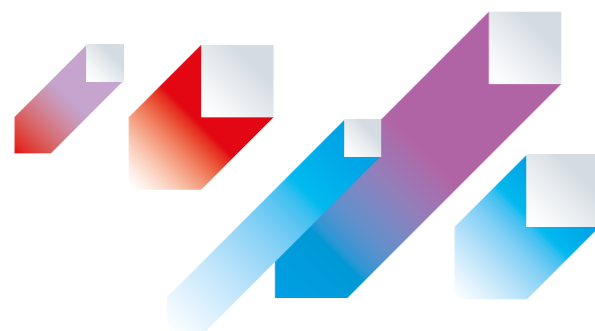
2.2.1.1. Staff population overview for 2020

- (78) Cedefop's 2020 establishment plan had 91 posts (49 AD and 42 AST). It included 10 permanent and 81 temporary posts. In 2020, Cedefop employed 21 contract agents and three seconded national experts (SNEs). Cedefop staff and SNEs were drawn from 20 EU nationalities⁽³²⁾ and Norway.

2.2.1.2. Expenditure for 2020

- (79) The rate of commitment of budget appropriations for the year 2020 was 100% and the rate of payment appropriations was 99.23%, demonstrating the successful effort towards optimal use of resources entrusted to the Agency, for yet another year and despite the significant budget adjustments required in the context of the COVID-19 crisis. Cedefop closely monitors budget execution, and appropriate

⁽³²⁾ Unrepresented EU nationalities in 2020: Estonia, Ireland, Cyprus, Lithuania, Luxembourg, Hungary, Malta and Portugal.



means and controls are in place to ensure that potential savings in administrative expenditure (Titles 1 and 2) are used to fund operational activities included in the work programme (Title 3).

2.2.2. Resource programming for the years 2022-24

In the past, retroactive salary adjustments which were beyond the standard estimates of the Agency for salary increases (2% per annum), led to significant budgetary shortfall or surplus in Title 1 (staff costs). In previous years, Cedefop covered these by expanding the list of negative priorities across all Titles (in case of shortfall) or by transferring budget surplus from Title 1 to other Titles, particularly to fund core business activities. The recent salary cost increase of 2021, measured by the 1.9% salary indexation and the increase of the weighting factor for Greece by 3.8 base points, created an imbalance in the year's commitment appropriations projections and necessitated swift change of priorities at the end of the year, impacting the budget estimates presented in the document.

This illustrates the vulnerability of Cedefop's budgetary planning and management to external factors, which are outside its control and where experience may not be a reliable guide.

2.2.2.1. Financial resources

- (80) The estimates for the budget of the years 2022 to 2024 (Table 1) are in line with the multiannual financial framework (MFF) 2021-27.
- (81) In allocating the budget across Titles, the Agency's forecasts factor in a moderate in-

crease in staff expenditure, due primarily to inflation and weighting factor changes, as well as progressive salary increases, and some planned investments in infrastructure expenditure, particularly to implement the ICT strategy and to increase the energy efficiency of the building. However, Cedefop plans to recoup such investments in later years.

- (82) Nevertheless, and to ensure adequate budget allocation to core business in line with the strategic priorities identified by the Agency, the budget planning 2022-24 foresees several measures, including: a staff policy that takes account of budgetary constraints, regular workforce planning exercises, further synergies and shared services with other EU agencies, and constantly revisiting the Agency's portfolio of activities and outputs with a view to streamlining and focusing them further (Table 2).
- (83) The revenue of the Agency consists of the subsidy from the EU budget, Norway and Iceland contributions⁽³³⁾ and own revenues (mainly interest generated from cash at banks).

Allocation and evolution of budget appropriations by title: budgets 2022-24

- (84) For Title 1 – staff expenditure – the estimate for 2022 is based on the provisions for the establishment plan and its occupation

⁽³³⁾ The rates of the 'proportionality factor' for Norway and Iceland, applicable as a ratio on the EU subsidy amount for the calculation of budget 2022, are used for the estimates of the years 2022-24. They are updated in Q2 of year N-1 for the year N. The amount increases in line with increases in the EU subsidy.

(see also Annex IV). It takes into account planned recruitments, turnover and retirements, and the staff resources needed for the implementation of Cedefop activities, thus representing an increase of 5.05% in 2022 compared to 2021⁽³⁴⁾. For the years 2023 and 2024, Cedefop's budget estimates for salary costs are based on the assumption of a 2% increase every year, linked to staff career progression – automatic step increase every 2 years as provided for by the Staff Regulation, as well as promotion and reclassification exercises following staff appraisals – and inflation impact on salaries and allowances. However, this 2% increase does not include potential changes in the weighting factor for Greece.

- (85) For Title 2, which is used to fund administrative and operating expenditure, as well as investments in building and ICT infrastructure and technologies, the amount needed for the year 2022 is on a level with that of 2021. However, it is increased by 7.27% and 2.16% in 2023 and 2024 respectively, as it includes investments in new technologies, aiming at implementing Cedefop's new ICT strategy, aligning the IT landscape of the Agency with other EU institutions, deploying modern IT solutions for collaboration and knowledge sharing, both internally and with external stakehold-

⁽³⁴⁾ This increase results from: the unexpectedly high 2022 salary cost increase (indexation of 1.9% and increase of the weighting factor by 3.8 base points (since 1 July 2021), and a projected full occupation rate of the establishment plan.

ers, and creating efficiency improvements through digitalisation of all processes and smart working. Further investments to increase the energy efficiency of the building and reduce CO2 emissions may be needed in the years 2023-24, in line with Cedefop's forthcoming greening and energy efficiency policy. Investments in ICT and shifts to new energy sources are expected to be recouped in the following years and to generate higher efficiency and productivity enhancements, as well as energy savings.

- (86) Title 3 – operational expenditure – decreases by 3.90% in 2022, compared to 2021, which is mainly attributable to the increase in salary cost. The combined reduction of operational mission and meeting costs by 47% in 2022⁽³⁵⁾, achieved by reducing mission costs in 2022 by 71% and maximising online and hybrid meeting formats, creates savings which are directed to the core business projects. The negative trend will continue in 2023, with an additional reduction of 1.48% in operational expenditure, before turning into a 2.37% increase in 2024, which will be focused on research and policy analysis studies and activities. The Agency will need to capitalise on the efficiency gains created and apply a staff policy which will maintain a balance between attractiveness as an employer and savings in staff costs whenever possible.

⁽³⁵⁾ Excluding the cost of the Management Board meeting, which will take place as a physical event in Thessaloniki in 2022, as decided by the Board.



Table 1. Budget evolution 2022-24 by Title ⁽³⁶⁾

	Budget 2021	VAR 2022/21	Envisaged in 2022	VAR 2023/22	Envisaged in 2023	VAR 2024/23	Envisaged in 2024
Title 1 Staff expenditure	11 117 600	5.05%	11 679 320	2.51%	11 971 920	2.03%	12 215 140
Title 2 Infrastructure and operating expenditure	1 850 200	-0.03%	1 849 600	7.27%	1 984 100	2.16%	2 027 000
Title 3 Operational expenditure	5 521 000	-3.90%	5 305 500	-1.48%	5 227 000	2.37%	5 351 000
TOTAL	18 488 800	1.87%	18 834 420	1.85%	19 183 020	2.14%	19 593 140

2.2.2.2. Human resources

(87) Cedefop's establishment plan had 91 posts in 2020. Sustained efficiency drives, digitising processes, redeployments and reassignments have been employed to address new and growing tasks within ever-increasing resource constraints. Without prioritisation, these instruments will soon be exhausted. To anticipate future potential financial constraints, Cedefop will develop different scenarios to manage resources, including strategic workforce planning, for the coming years.

Resource outlook over the years 2022-24

(88) Over the years Cedefop has progressively broadened its work to respond to increasing policy demands. The recast Founding Regulation, which entered into force in February 2019, reflects in the Agency's mandate the work it had done on VET and on qualifications and skills policies, at the intersection between education and the labour market. However, this extended

portfolio of activities has not been accompanied by additional resource provision. In the 2014-20 MFF, the Agency's budget was only marginally increased, while the number of staff on the establishment plan was reduced by 10% ⁽³⁷⁾. Moreover, the expected increase for 2020 did not materialise due to an unexpected budget cut of EUR 300 000 below the MFF 2014-20 set ceilings. The identification of negative priorities and systematic efficiency gains have made it possible for the Agency to deliver, but this has led to an increased workload and pressure for its staff. Looking ahead, the MFF 2021-27 does not reflect the high policy priority attached by the European

⁽³⁶⁾ The budget allocation by Title includes the contributions from Norway and Iceland, as well as own revenues, because they are an integral part of the Agency's budget. The distinction of EU contribution allocation by Title is not necessary as it fits the purpose of presenting the budget of partially fee-financed agencies.

⁽³⁷⁾ Commission Communication COM(2013)519 provided for a stable budget from 2014 to 2018 (nominal freeze), and a 2% increase in both 2019 and 2020.

Commission and Member States to education, training and skills and may, therefore, pose serious challenges to the Agency to respond adequately to policy and stakeholder demands.

(89) Achieving the ambitious policy goals set by the European Commission requires a strong and ambitious investment in VET and skills, which is currently not reflected in the resources planned to be endowed to Cedefop. This new and evolving policy context will no doubt further increase the demand for Cedefop's work, leading to new tasks and an increased workload for existing tasks. Cedefop believes that this requires considering a more adequate allocation of staff and budget to the Agency, to ensure an appropriate balance between tasks and resources. This will allow maintaining a sustainable and successful performance track record, thus ensuring that Cedefop will be able to fulfil its mission.

(90) In summary, Cedefop stresses that:

(a) its mission is highly relevant to the critical EU economic and social challenges. This is reflected in its recast Founding Regulation, which acknowledges that the Agency's mission and objectives reach beyond VET to include skills and qualifications policies as well. The budget allocated to the Agency should be reconsidered to reflect better the importance of its mission and the breadth of its objectives;

(b) in this programming document, the Agency has not accounted for new tasks, while budget constraints already imply agility and flexibility through prioritisation of activities. Should new tasks

be demanded from Cedefop, this would only be feasible with provision of the corresponding additional resources.

(91) **Growing tasks** which might materialise in 2022-24 and affect the Agency's planned activities and resources include the following:

- promoting CVET as a system and coordinating supporting measures to enhance its attractiveness;
- web portal integration;
- sustainable development goals integration.

Promoting CVET as a system and coordinating supporting measures to enhance its attractiveness

(92) The fast-changing world of work inevitably increases the potential demand for continuous learning from companies, as well as from individuals not supported by their employers. However, many barriers must be overcome to translate this demand into actual participation in training.

(93) In the context of a rising need for upskilling and reskilling adults, Cedefop will intensify its efforts in research and policy analysis of CVET as an essential component of lifelong learning directly oriented towards professional development. This will include carrying out extensive work on how to ensure more opportunities for work-based training as a more attractive and effective learning mode for people of all ages, regardless of their starting points; and how to integrate up- and reskilling policies with other policy supporting measures, including guidance, validation, financial and non-financial incentives, and social support.



Web portal integration

- (94) The strategic emphasis of the web portal will be on data visualisation, online tools and cross-thematic interconnectivity, using open access technologies to ensure efficient and effective dissemination of Cedefop outcomes. Thematic online access points – focused and tailored to the information needs of Cedefop’s key stakeholders – will make use of a fully integrated and holistic approach to information management and dissemination, spanning all evidence and intelligence produced by the Agency.
- (95) Open access technology will increase the outreach of Cedefop’s work and its impact through reuse for research and policy development. It allows making Cedefop’s publication formats widely available through interoperable technology used by reputable search engines, such as Google Scholar.

Sustainable development goals integration

- (96) In 2022-24, Cedefop will commit itself to implementing gradually the [2030 Agenda for sustainable development](#) and its 17 SDGs. The Agency plans to design and implement a corporate sustainability policy and produce a first sustainability report in 2022-23, targeted at internal and external stakeholders. Cedefop will measure and disclose the organisation’s performance towards the goal of sustainable development, attesting how the organisation considers sustainability issues in its operations, and its environmental, social and economic impacts.

2.3. Strategy for achieving efficiency gains

- (97) To ensure optimum use of its resources, Cedefop has been operating an activity-based budget (ABB) since 2007 and introduced a performance measurement system (PMS) in 2009. In its Cedefop discharge reports for the financial years 2017, 2018 and 2019, published in 2019, 2020 and 2021 respectively, the European Parliament acknowledged the Agency’s performance measurement system as ‘exemplary’⁽⁹⁸⁾.
- (98) By measuring project, activity and organisational level performance, the PMS helps Cedefop manage and evaluate its impact, efficiency, effectiveness and relevance, and strengthens the alignment of the organisation’s activities with its strategic objective and priorities. The PMS thus provides a system for tracking and improving performance and efficiency.
- (99) Cedefop cooperates with Eurofound, EU-OSHA and the ETF to compare and, where possible, align administrative indicators and to improve data collection and analysis methods for output/outcome indicators more generally. This is in line with a recommendation following the 2017 external evaluation of the four agencies within the remit of DG Employment. Cedefop is also an active member of the EU Agencies Network (EUAN) and a strong supporter of developing strategies for sharing resources

⁽⁹⁸⁾ European Parliament decision of 26 March 2019 (2018/2178 (DEC)); European Parliament decision of 14 May 2020 (2019/2066 (DEC)); and European Parliament decision of 29 April 2021 (2020/2150(DEC)).

across agencies. The service-level agreement signed with ENISA in 2020 and the Memorandum of Understanding with Eurofound envisage more such resource/staff pooling; as of 2021, and for the first time, ENISA and Cedefop have shared resources in the form of shared data protection officers.

- (100) Cedefop systematically examines further scope for efficiency gains and pursues strongly its efforts towards digitisation, efforts that the Commission has acknowledged and recommended to be continued. In 2020, Cedefop endorsed a new ICT strategy to foster the digital transformation of the Agency, aiming to generate greater efficiency and enhance productivity across the organisation, as well as boosting collaboration and knowledge sharing with external stakeholders. Further, the COVID-19 crisis triggered a systematic reduction of mission and travel costs, which have been partly replaced by virtual meetings and online collaboration tools. Savings have been redirected to core business activities. Finally, continuous efforts have been made to develop talents and boost staff potential through learning and development, as well as to redeploy staff internally towards core business services. This effort is demonstrated in the results of the job screening exercise, which show a consistent increase in staff allocated to core business and a reduction in staff allocated to administrative support and coordination since 2015.

- (101) While there is limited residual scope for substantial further efficiency gains within existing regulatory and compliance con-

straints, the following initiatives are foreseen for 2022-24:

- continuous collaboration with other agencies to achieve further efficiency gains through shared services such as inter-agency resource pooling, joint procurements for common services and also for other services, as available in the agencies’ catalogue of shared services;
- learning the lessons from COVID-19, reduce mission costs by at least 65% (-71% in 2022) and implement a combination of online, hybrid and physical events that is efficient while reducing the overall meetings and missions budget of the Agency by half (-51% in 2022). On top of further increasing cost savings and efficiency gains to the benefit of core business, this measure witnesses Cedefop’s firm commitment to reduce its environmental footprint and minimise its environmental impact;
- further use of Commission/inter-agency framework contracts, wherever possible, to reduce administrative overheads;
- further investment in ICT and new technologies to achieve modernisation and digital transformation, bearing in mind that investments in automation lead to temporary cost increases;
- the planned greening strategy will focus on increasing energy efficiency, thereby reducing carbon footprint and generating savings;
- participation in selected inter-agency working groups to pool expertise, resources and best practice and, when-





ever possible, carry out joint projects across agencies (such as joint surveys); (g) regularly revisiting HR and budget allocation with a view to securing additional resources for the core business.

(102) Cedefop carries out **systematic reviews of its portfolio of activities** and outputs to streamline and focus them further. The review offers a broad idea of the direction of change in the period 2022-24 implied by the thematic corporate priorities. It addresses current activities with an increased focus on clusters of thematic activities, and how they are prioritised and synergised through cooperation and shared focus. The thematic clusters are considered from a dynamic perspective, combining continuity and consolidation with future investment necessary to deepen and expand expertise in line with evolving priorities, while reflecting Cedefop's relative strengths and needs for capacity building. Outcomes of the prioritisation exercise carried out in 2020 are shown in Table 2.

(103) Cedefop has seen growth and changes in existing tasks and has been entrusted with new or growing tasks over the past several years in light of evolving policy priorities at EU level. These developments have been systematically discussed with Cedefop's Executive and Management Boards, including to identify and agree negative priorities and make room for new demands. Cedefop will continue this close dialogue with its Executive and Management Boards.

(104) Negative priorities have been set because the additional human and financial resources needed for the Agency to fulfil its mandate and carry out the new and growing

tasks outlined above were not provided. For this reason, several activities were discontinued or downsized in previous years. These include: reduction in the regularity of updates of a selection of policy-relevant indicators offering snapshots on progress in VET and lifelong learning across countries in terms of access and attractiveness, VET investment and outcomes and labour market transitions; cancellation of the launch of a new line of activity concerning foresight studies on skill needs in selected sectors and related sectoral approaches and social partner cooperation in designing and implementing VET-related policies; cancellation of the study and publication on the use of guidance and counselling by EU citizens; downsizing dissemination activities regarding the European skills index and skills forecast; and the third conference of the learning providers' community. Several projects had to be discontinued in 2020 due an unexpected budget cut of EUR 300 000 on top of the MFF 2013-20 set ceilings. These include: cancellation of the final work assignment of the project 'Complementary pathways for adult refugees: the role of VET, skills and qualifications'; no interpretation at Management Board meetings; and radical reduction in printing and dissemination of hard-copy publications.

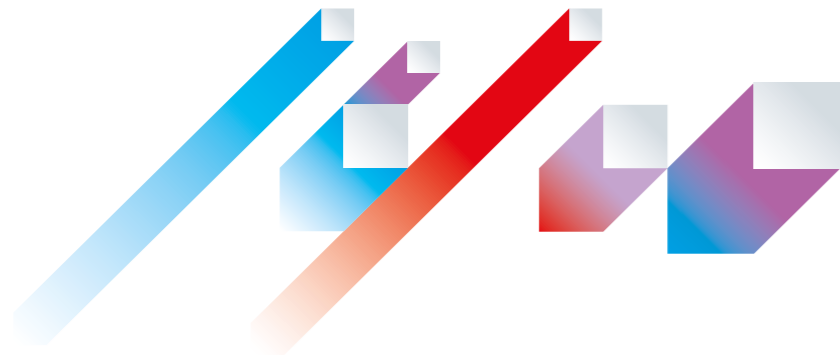
Table 2. **Prioritisation exercise: portfolio review**

Expand	Reinforce
<p>This category includes strategic areas of expansion, and in need of new investment, building selectively around main strengths and added value to Cedefop's objectives and stakeholders.</p> <ul style="list-style-type: none"> • Supporting CVET systems and WBL in CVET • Skills intelligence 2.0 • Key competences and learning outcomes • Online job vacancies analysis • Survey on VET teachers and trainers • Integration of teachers/trainers and tackling early leaving from VET • Green deal and sectoral analysis on jobs/skills • Virtual and hybrid events • Social media/audiovisual activities • Web portal interactive tools 	<p>This category includes areas which have already reached a high level of expansion and maturity, and in need of investment to reinforce vulnerable areas and build further on what has already been achieved.</p> <ul style="list-style-type: none"> • Up-/reskilling pathways for all • VET systems and policy monitoring • Qualifications and credentials • Integration of guidance, validation and incentives • Cross-national database and networks on apprenticeships • Digitalisation and future of work • Future of VET • Survey-based/data set-based in-house skills analysis • Skills forecast: thematic analysis of megatrends • Tailored stakeholder communication activities
Harvest	Refocus
<p>This category includes areas of activity that will maintain their level of development and importance but are not considered for further expansion. Investment will be constrained to that necessary to consolidate and take advantage of results already achieved.</p> <ul style="list-style-type: none"> • ECVET • Mobility scoreboard • ESCO • National reviews of apprenticeships • Refugees • Tackling early leaving from VET • Online job vacancies • National support to skills anticipation and matching • High-quality publication formats 	<p>This category includes relevant segments of existing activities which need to be re-oriented and/or streamlined with a view to defending their strength and increasing their added value.</p> <ul style="list-style-type: none"> • EQAVET • Reporting on qualifications frameworks • VET statistics and indicators • Teachers and trainers • Guidance/validation/financing • Skill demand and supply forecast • Policy learning on skills anticipation and matching • Skills surveys • Skills index • Printing and hardcopy dissemination

(105) In addition, in the period 2022-24, **negative priorities** will (continue to) affect the following tasks and deliverables:

- (a) cancellation of the policy learning forum on IVET mobility;
- (b) the launch of the planned Cedefop Yearbook will continue being postponed;
- (c) current work on the production of large-scale surveys will be streamlined focusing resources on a single Cedefop

- (d) survey on skills (compared to the two surveys currently carried out) to be repeated every 3 to 4 years in alternation with Cedefop's opinion survey on VET;
- (d) the shift of thematic country reviews from systematic support to individual Member States in a specific area of policy into a tool for enhancing policy learning capacity in a variety of policy areas will continue, with a view to re-



ducing the resource burden while preserving overall effectiveness;
 (e) no interpretation at Management Board meetings;

printing and dissemination of hard-copy publications will be radically reduced and progressively replaced by alternative communication channels, such as mobile-friendly electronic formats and impact-oriented, interactive online tools.

For several years, budget spending on infrastructure has been limited to the extent possible in order to focus resources on core business. However, Cedefop adopted a strategy to accelerate the digitalisation of the Agency, including considering the effect of the COVID-19 crisis. The resulting investments in ICT will temporarily increase expenditures in infrastructure for the period 2022-24. Further, the Agency aims at becoming greener, requiring investment to increase the energy efficiency of the building, thereby reducing CO2 emissions. However, these investments are expected to be recouped in later years through increased productivity, efficiency and savings.

The future budgetary constraints envisaged under the new MFF 2021-27 will imply further downsizing or cuts among the Agency's activities, which has to balance fulfilling the missions and tasks of its recast regulation and the ever-tighter budgetary resources allocated to the institution. Completely new lines of services or deliverables can only be assumed by the Agency if human and financial resources are made available.

Specific (additional) negative priorities for the coming years must, by definition, be flexibly identified to respond to the dynamic policy environment.

Considering the anticipated severe budgetary constraints, identifying negative priorities may no longer suffice. Instead, bold **positive priorities** need to be set, allowing for a substantial, rather than piecemeal, review of the activity portfolio.

Redeployments between administration and operational departments and reassignments between projects and operational departments will continue being employed systematically to address new and growing tasks within ever-increasing resource constraints.

SECTION III

Work Programme 2022



3.1. Executive summary

(106) Cedefop's strategy and its lines of action in the current programming period are designed to help take the EU's renewed VET policy and the comprehensive 2020 Skills Agenda forward. Supporting the shift towards a green, digital, fair and resilient economy and society, this policy framework was informed by Cedefop evidence, expertise and reflections.

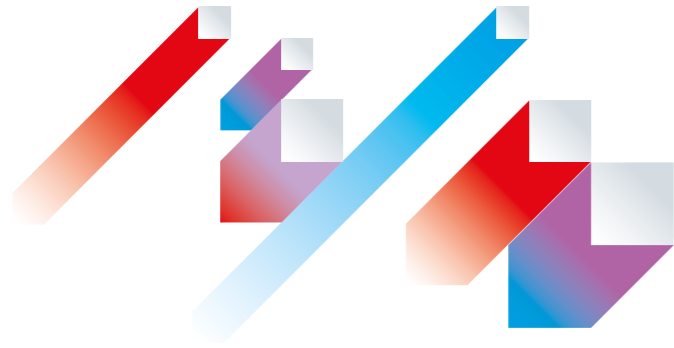
(107) Cedefop's 2022 activities fit the renewed policy context and support its vision and strategy on VET, skills and qualifications. The objectives and actions of the Skills Agenda, as well as the principles, priorities and targets set out in the VET Recommendation and the Osnabrück Declaration, entail a combination of continuity, refocus, and novelty. The rolling policy agenda, the limited financial resources – which do not reflect the priority that the policy framework attaches to skilling – and the need to anticipate or respond to new developments, require flexibility. Cedefop's 2022 work programme allows for flexibility, while its transparent approach to (re)prioritising its portfolio of activities supports potential adjustments in agreement with its Management Board. (Re)prioritising is guided by the priorities in the policy framework for VET and skills, Cedefop's mission and strategy, its expertise and resources.

(108) Continuity, refocus and novelty also characterise Cedefop's work in this second year of the new policy cycle. Coupled with sound expertise, novelties relate to developing new approaches, introducing a new thematic focus, and providing new insights, particularly in the following ar-

reas that feature high on the EU VET and Skills Agenda: the monitoring task, which now also includes the follow-up of the VET Recommendation, requires a new way of collecting and analysing information; strong national, regional and sectoral skills intelligence to support the green and digital transitions and recovery; massive reskilling and upskilling and 'promoting VET as a path for jobs and life' ⁽³⁹⁾; and exploring microcredentials to make learning paths more flexible. A new approach to stakeholder involvement, whereby a group of Management Board representatives follows selected thematic work of critical relevance, will bear fruit in 2022. The policy learning forums on apprenticeships now reflect the tripartite character of VET by involving representatives of governments and social partners from each Member State.

(109) Cedefop's work on skills intelligence, which is highly valued by its partners, will include a new focus in 2022. Starting from its new skills forecast data, Cedefop will look specifically at the green transition. Considering the targets set by the Green Deal and the policies intended to achieve them, it will offer quantitative and qualitative insights in their implications for EU labour markets, jobs and skills. This work aims to highlight challenges and opportunities for workers and SMEs and potential implications for the role of social partners. Cedefop will involve representatives from each party of

⁽³⁹⁾ Osnabrück Declaration on vocational education and training as an enabler of recovery and just transitions to digital and green economies.



its Management Board ⁽⁴⁰⁾ by setting up a consultation process, which may take the form of an advisory/consultation group. The analysis of the second European skills and jobs survey will offer new insights into changing skill needs in jobs, and skills development and mismatches of EU adult workers in the light of accelerating technological development and digitalisation pre- and post-COVID19. A new survey on learning from the perspective of the adult workforce will reflect the new approach to Cedefop surveys, aiming to achieve synergies across its different lines of work.

- (110) It takes more than adequate learning offers and promoting CVET to encourage and enable all adults to build skills throughout their lives. It also requires providing effective support and incentives to citizens and employers. Cedefop advocates approaches that interlink guidance services and outreach policies with access to skills assessment, validation and recognition as well as financial and non-financial incentives. To assist countries' efforts towards coordinated strategies, Cedefop applies a new approach in its own work to create greater synergies. In 2022, this will be evident in the outcomes of two interrelated studies: one on financial and non-financial incentives to support training in companies with specific attention to micro, small and medium enterprises; and one on costs and results of publicly financed services and measures for adult career development.

- (111) In its work towards a strategic systemic approach to CVET for all, Cedefop will also include a new dimension to shed light on how CVET may cater for non-standard employees, the self-employed and the jobless. Building on earlier work, it will help examine how to ease refugees' integration in Member States' labour markets. Work will centre on obstacles to skills validation and participation in training and potential support measures.

- (112) The VET Recommendation invites the European Commission to explore the concept of microcredentials as one of the ways to encourage adults to continue learning throughout their lives. This would include examining how they can be made portable and stackable, and how they can be connected to qualifications frameworks. Supporting this work and the related reflections within the EQF advisory group, a comprehensive Cedefop study will offer first insights into the use of microcredentials in VET and their relevance to users. Given different understandings of, and concerns about, microcredentials, a group of Management Board members will follow this study to help ensure it reflects the different perspectives of Cedefop's key stakeholders. By investigating the different policies over time to help people transfer learning outcomes and (re-)enter and combine education and training more flexibly, Cedefop will shed further light on how they support lifelong and life-wide learning.

- (113) As part of its long-term project on the future of VET, Cedefop's study on new ways to combine technical and job-specific skills with transversal competences will yield re-

sults which will be discussed at a major conference. To inform the Commission's work as a follow-up to the VET Recommendation, a focus on European core profiles will be included. Initial findings of Cedefop's analysis of how entrepreneurship is embedded in different types of VET will provide additional insights. Both studies support the aims of the Skills Agenda action dedicated to fostering entrepreneurial and transversal skills.

- (114) Cedefop will also provide new knowledge and evidence in workshops dedicated to conditions for European tools to support people's lifelong learning and career development effectively, and the successful use of learning outcomes. 2022 will also see the release of a new online tool based on the rich information gathered to understand progress in countries' common priorities for VET. It will offer an easily accessible overview of policy developments in EU Member States, Norway and Iceland since 2015. A new dimension will be included in the update of the VET mobility scoreboard to capture countries' efforts towards the 2025 target set out in the recommendation.

- (115) Adapting VET policies and offers to help learners acquire the skills they need to manage and shape current and future transitions is only one side of the coin. Empowering VET teaching and training staff to be proactive lifelong learners, to fulfil their crucial roles as learning facilitators and key agents of change, is the other. Following the re-orientation of Cedefop's work in this area, Cedefop will provide a comprehensive set of new evidence on the roles and needs of teachers and trainers.



This evidence will be based on a dedicated survey and a comparative analysis of how their professional development and digital tools benefit learners and VET quality. It will support countries' efforts in following up the principles and actions agreed in the VET Recommendation and the Osnabrück Declaration.

- (116) Through Cedefop's newly developed web portal, users will be able to access interactive tools, data visualisations and databases via thematic access points that offer research results linking the outputs and findings from different lines of actions and activities. The gradual use of open access technology will help to increase Cedefop's outreach to a wider audience.

3.2. Activities 2022

- (117) To tap VET's key enabling role effectively, policy-making and provision require information on labour market trends, the relevance and benefits of the skills and qualifications VET provides, and necessary conditions and support measures. Informing, shaping and valuing are therefore essential pillars for modernising VET. For each, the activities programmed for 2022 reflect a particular emphasis aligned with recent EU VET and skills policy priorities:

- (a) *in Shaping VET and qualifications*, work will focus on the likely implications of current challenges for VET systems and qualifications and on how the new policy priorities can contribute to making them future-proof;
- (b) *in Valuing VET and skills*, the emphasis will be on developing a more systematic

⁽⁴⁰⁾ Governments, social partners (employer and trade union organisations) and the European Commission.



approach to CVET to support upskilling and reskilling;

- (c) *Informing VET and skills policies* will focus on further developing Cedefop's skills intelligence with a view to strengthening and expanding the evidence base underlying VET and skills policies, and reinforcing the Agency's skills intelligence tools to support the ambitions of the 2020 EU Skills Agenda.

3.2.1. Strategic area of operation 1 – Shaping VET and qualifications: rethinking relevance and quality

- (118) Under this strategic area of operation, Cedefop will continue supporting the European Commission, Member States, social partners and other VET stakeholders by: monitoring implementation and analysing national VET systems and policies; providing expertise and evidence that helps shape common EU objectives, principles and tools; and providing comparative analyses of future trends, challenges and opportunities for European VET systems and institutions.

Monitoring implementation and analysing national VET systems and policies

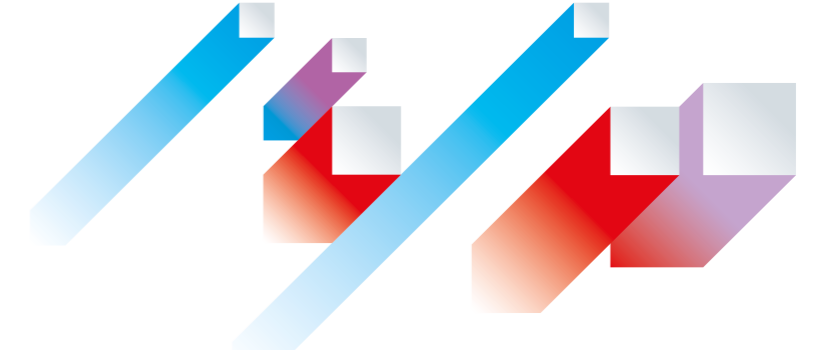
- (119) In 2022 Cedefop will adjust its monitoring and analysis framework in line with the integrated monitoring approach of the Council Recommendation on VET and the Osnabrück Declaration, on which the Advisory Committee on Vocational Training (ACVT) agreed in June 2021. Cedefop will analyse the national implementation plans that countries will submit to the Commission by 31 May 2022 and define the scope for

further analysis focusing only on the priorities selected by the countries. It will collect and analyse information on policy developments in the EU Member States, Norway and Iceland, piloting the revised monitoring approach in line with the priorities defined in the Council Recommendation on VET and the Osnabrück Declaration.

- (120) **Cedefop's annual qualitative monitoring of developments** will focus on measures that Member States are taking to implement the commonly agreed VET priorities building on the Agency's vast experience of monitoring European cooperation in VET since 2002. Results will be used to report to the ACVT in line with Cedefop's mandates in the Council Recommendation on VET and the Osnabrück Declaration. In 2022, Cedefop will make available an online overview of policy developments in EU Member States, Norway and Iceland since 2015. This will complement the information on VET systems in Cedefop's [VET in Europe database](#), which helps contextualise national policy measures. The aim is to support policy and decision-making in the Member States, increase the transparency of VET systems and support comparative work and analyses on VET-related topics across countries. The online database will also provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European Semester, and evidence to support implementation of the EU Recovery Plan.
- (121) Drawing on **ReferNet** partners' input, Cedefop's regular reporting on national VET systems helps policy-makers and other

VET and labour market stakeholders understand the main features and key characteristics of VET in the EU Member States, Iceland and Norway. In 2022, Cedefop will produce *Short descriptions of VET systems in France and Czechia*, the countries holding the EU Presidency, accompanied by *Spotlight on VET* flyers to inform DGVTs and ACVT meetings and other Presidency events.

- (122) In close cooperation with Cedefop's ReferNet partners, online *National news on VET* will present the latest VET developments in the EU Member States, Iceland and Norway, including innovative projects and successful practices that may inspire other countries. Published on Cedefop's web portal, in newsletters and in the *Skillset and Match* magazine, these news items attract the attention of a broad audience and constitute a major opportunity for disseminating updates on national VET-related developments.
- (123) In close cooperation with Cedefop's ReferNet partners, update of the **IVET mobility scoreboard** will continue, including the indicator on mobility of learners, one of the quantitative targets in the VET Recommendation, as well as work on cross-country thematic briefs in cooperation with the European Commission.
- (124) Cedefop will pursue its work on **key competences** in VET which are crucial for lifelong learning, employment and social integration. In 2022, research will enter its final stages on how entrepreneurship competence is embedded into VET and how to improve it through policy and practice. This new knowledge will support implementa-



tion of the 2020 European Skills Agenda priority (Action 7) that encourages fostering entrepreneurial and transversal skills in VET.

Supporting the development and use of European tools and principles

- (125) Cedefop will support further development and implementation of **European tools and principles** for transparency and recognition of qualifications. The focus will be on the further implementation of the EQF, notably by linking national databases and making it possible for citizens to have access not only to levels but also to comparable information on the content and profile of single qualifications throughout Europe. Cedefop will continue supporting the strengthening of learning-outcomes-based NQFs, covering all levels and types of qualifications. Work will continue on providing conceptual support to working groups seeking to deepen and detail the relevance of the EQF, particularly by developing and connecting national qualifications databases, by giving systematic access to information on the content and profile of single qualifications, by promoting validation as an integrated part of qualifications frameworks, and by strengthening links to qualifications frameworks outside Europe, in cooperation with UNESCO and the ETF. Cedefop will support work on the EQF evaluation, expected to start in early 2022, and form one of the sources of the Commission's report to the Council on the implementation of the EQF Recommendation, due by 2022. Conceptual work will continue regarding the support to the



development of ESCO, the European terminology on skills competences, qualifications and occupations, ensuring its link to learning outcomes.

- (126) The study on **microcredentials**, initiated in 2021, will present interim findings providing analytical input on the role of microcredentials from a wider qualifications system perspective, and their relevance to individual users. Work will continue in close cooperation with the advisory group, representing all Cedefop Management Board groups.
- (127) Cedefop's support to the development and implementation of the EQF and ESCO builds on the long-term development of expertise connected to the definition and use of **learning outcomes**. A balanced and reflected use of learning outcomes is critical for strengthening the relevance of curricula, the understanding and comparability of qualifications, for improving learning and teaching practices and for facilitating dialogue between education and training and the labour market. Cedefop will continue contributing its expertise on learning outcomes to work by UNESCO and the ETF on the international dimension of learning outcomes. Work on the **global handbook** on defining, writing and applying learning outcomes will be presented in a publication. A dedicated workshop on the use of learning outcomes at European and global levels will also be organised.
- (128) The new study *Ensuring transparency and facilitating transferability of learning outcomes; analysing two decades of European and national initiatives* will analyse the efforts since the turn of the century to

increase the flexibility of European education, training and learning systems, notably by making it possible for individual citizens to enter, re-enter and combine education, training and learning, according to their needs and current circumstances. The study looks at developments over time, from a comprehensive, cross-national and cross-sectoral perspective. The study adds value by focusing on synergies (or lack of such) between different national and European qualifications policies and initiatives.

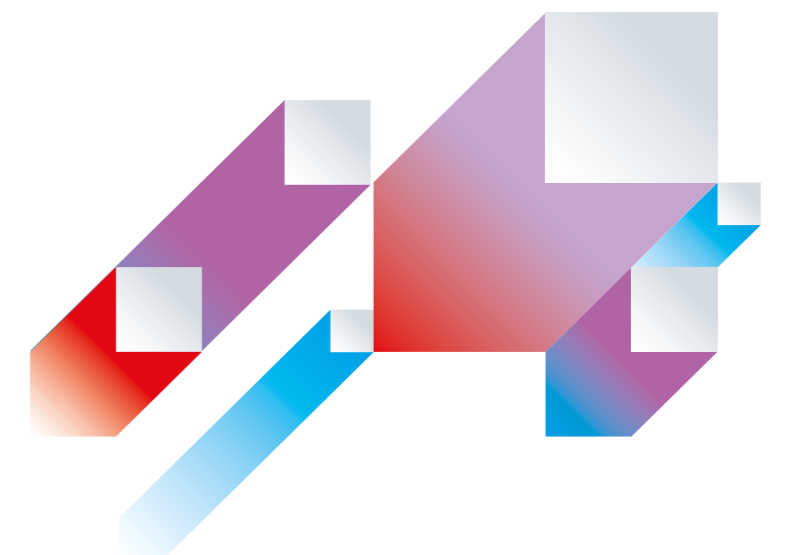
- (129) Cedefop will continue working on quality assurance mechanisms in VET, supporting the European Commission and the European network for quality assurance in VET with independent research and analysis in line with the European quality assurance framework for VET (**EQAVET**) as described in the Council Recommendation on VET.

Comparative research on the future of VET

- (130) To monitor implementation of VET policy effectively, it is important to understand how VET is changing in response to internal and external factors. VET systems in most European countries need to adapt to ageing populations and changing labour markets by continuously updating and improving content, pedagogics and institutional solutions.
- (131) In 2022, work on the **Future of VET in Europe** project will move towards its final stages, providing better understanding, through research and targeted testing, of the challenges and opportunities facing European VET, how these vary between countries, and how they have changed over time. While paying attention to the way VET

institutions and structures change, Cedefop's work in this area will focus on the changing content, notably on how technical and job-specific skills need to be combined in innovative ways with transversal skills and competences. The implications of these content changes for pedagogics, assessment and the institutions delivering VET will be systematically addressed. Research findings will support policy-makers and stakeholders in strengthening the overall relevance and quality of vocation-

ally oriented education and training in Europe. Increased focus will also be on the development of European core profiles, building on the findings of the study *Comparing VET qualifications*, finalised in 2021. The outcomes of the research will be presented and discussed in a major European conference in late 2022. The outcomes of this discussion will inform Cedefop's long-term work on the future challenges and opportunities for European VET.



OPERATIONAL ACTIVITY 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

ACTIVITIES IN 2022 WILL FOCUS ON:

- analysing Member States' national implementation plans for VET and the role of social partners in the priorities of the Council Recommendation on VET and the Osnabrück Declaration; and improving the visibility and standing of VET systems in Europe;
- continuing the analytical work on the future of VET;
- continuing the analytical work on microcredentials;
- finalising work on the analysis of key competences in VET: entrepreneurship;
- continuing and deepening analyses and support to the further implementation of the EQF/ NQFs and the learning outcomes approach;
- further developing expertise and guidance on the definition and use of the learning outcomes approach.

Activity objective

To improve transparency, relevance, quality and inclusiveness of VET and support an evidence-based European VET policy agenda and stronger European cooperation between countries and social partners sharing common policy priorities.

To promote structured lifelong and life-wide learning by strengthening institutional structures and ensuring that content is continuously updated and reflected in qualifications by inclusive governance.

To support the development and implementation of the EU tools stimulating VET policies and reforms at all levels, strengthening dialogue and interaction between education and training and social partners, and easing citizen mobility.

OPERATIONAL ACTIVITY 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY**Expected results: outcomes 2022**

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- future of VET;
- key competences in VET: entrepreneurship;
- the role of microcredentials;
- contribution of national qualifications frameworks (NQFs) to policies and practices on qualifications and skills;
- the conditions for successful use of learning outcomes;
- the conditions for European tools and principles supporting individuals' progress in lifelong learning and career development.

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES PROVIDED ON:

- national implementation plans of the EU-27+ in the new priorities of the Council Recommendation on VET and the Osnabrück Declaration;
- key features of national VET systems and trends;
- mobility scoreboard for IVET;
- transparent and trustworthy referencing of national qualifications frameworks to the EQF.

KNOWLEDGE BROKERING FOR COUNTRIES AND STAKEHOLDERS ON:

- design, writing and application of learning outcomes.

Indicators: see corporate indicators (Section 2.1 and Annex XIV)



OPERATIONAL ACTIVITY 1:

SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY**Main outputs 2022**

- Conference: *Future of VET: the way forward*
- Workshop: *Making progression in learning a reality: building on the lessons from European transparency tools*
- Workshop: *Global inventory on learning outcomes*
- Publication: *Entrepreneurship competence in VET: two case studies*
- Publication: *VET in France: short description and Spotlight on VET (Presidency January-June 2022)*
- Publication: *VET in Czechia: short description and Spotlight on VET (Presidency July-December 2022)*
- Publication: *Global handbook on defining, writing and applying learning outcomes*
- Publication: *The future of VET: research papers 1-4*
- Online: *An online database on the overview of policy developments in EU Member States, Norway and Iceland*
- Online: *Update of Cedefop's 'VET in Europe' database on national VET systems*
- Online: *National news on VET*

Targets 2022

- Updated country information and findings of the analysis of countries' national implementation plans on VET to inform stakeholder discussions
- Increased number of countries involved in policy learning activities about EU tools implementation
- Updated country information and findings of the entrepreneurship competence in VET

Resources 2022

43.9 FTEs: includes indirect staff FTEs

EUR 6.03 M total ABB resource allocation: Title III operational budget is EUR 1.89 M

Corresponding ABB activity: Shaping VET

3.2.2. Strategic area of operation 2 – Valuing VET and skills: fostering CVET as a system from a lifelong perspective

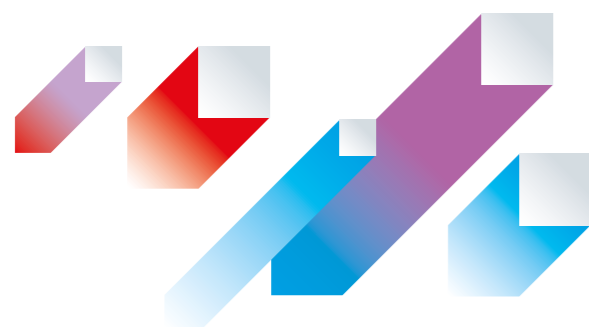
(132) In 2022 this strategic area of operation will continue its increased focus on the development of a systematic approach to lifelong learning through upskilling/reskilling pathways and through the development of coordinated CVET systems based on strong stakeholder partnerships. These address not only the needs of the adults in standard employment but also, increasingly, the needs of underrepresented groups such as the **unemployed, self-employed and non-standard employees**. This will imply in-depth consideration of multi-stakeholder and multi-level dimensions and special attention to the social partner role in CVET governance.

(133) Activities in this strategic area aim at: providing new knowledge and evidence through research, policy analysis, cross-country as well as country-specific reviews; and acting as a knowledge broker for countries and stakeholders through a variety of policy learning initiatives. Work will be organised into three main thematic objectives and one transversal one: increasing young people's employability and participation in lifelong learning; empowering adults through upskilling/reskilling and a systematic approach to CVET; supporting lifelong learning for all through lifelong career guidance, validation and (financial and non-financial) incentives; and streamlining and improving the information base on VET.

Increasing young people's employability and participation in lifelong learning

(134) Since 2021, Cedefop's work on **professional development of VET teachers and trainers**, supporting the social inclusion of **NEETs and tackling early leaving from VET** has been consolidated. Based on Cedefop's third opinion survey focusing on principals, teachers, in-company trainers and learners in initial VET launched in 2021 as a feasibility study, this strand of work will provide in 2022 new evidence and insights into the role of teachers and trainers in enabling young people to engage successfully in continuous learning over their life course. A dedicated policy learning event will take place to present the conclusions and engage stakeholders in a future European survey. Country-based information from ReferNet and a synthesis comparative report will show how digital tools and professional development of VET teachers and trainers may raise education quality, promote inclusive education, and improve employability of young people. A working paper on concepts and research needs for teacher and trainer professional development will also be published. Cedefop's network of ambassadors tackling early leaving from VET will continue supporting this strand of work.

(135) Cedefop's work on **apprenticeships and work-based learning** will be underpinned by knowledge production, enabling national and EU stakeholders to learn from one another, including sharing experiences in approaches to quality of apprenticeships. This will support the implementation of the Council Recommendation on a European



framework for quality and effectiveness of apprenticeships. Cedefop's work on apprenticeships will be developed around two strategic lines.

- (136) First, the fourth policy learning forum on apprenticeships will engage its expanded community which, following the conceptual reshuffling carried out in 2021, will involve all EU-27 countries with a tripartite composition, including representatives of governments and social partners from each Member State. Focus will be on the analysis of current policies and regulatory frameworks in the Member States for the support of adults without – or with low – qualifications and/or skills in upskilling through apprenticeships. The membership of Cedefop's community of apprenticeship experts will be renewed, following a call for experts launched in 2021. The community will continue improving understanding of apprenticeship schemes across Member States and providing Cedefop and its stakeholders with a robust knowledge base to underpin policy-making through, *inter-alia*, analytical work on specific topics of cross-country relevance for apprenticeships. Thanks to cooperation with this pool of national experts, Cedefop's European database on apprenticeship schemes will be kept up to date and will support monitoring of the implementation of the European framework for quality and effectiveness of apprenticeships. In 2022, the community will meet for the fifth time.
- (137) Second, following the second joint 'Cedefop-OECD symposium on apprenticeships for a green economy and society' held in 2021, a publication on the symposium out-

puts will be released in 2022. It will bring together contributions from researchers across the world on emerging trends and policy lessons.

Empowering adults through upskilling/reskilling and a systematic approach to CVET

- (138) To support the development of **well-functioning and inclusive CVET**, Cedefop will work to identify approaches and strategies leading in the long term to CVET systems underpinned by: learning-conducive work environments and learning-intensive working lives; and a shift in enterprises' and people's behaviour from one that looks at CVET as a short-term training delivery instrument to one that makes CVET a strategic and long-term leverage to build new sustainable labour markets with opportunities for all. Particular attention will be given to how CVET systems could better reach out to underrepresented groups, such as the **unemployed, self-employed and non-standard employees**, and address their needs. Preliminary findings of the study on CVET systems will be available in 2022. Cedefop will also launch a cross-country study on the role of social partners in supporting learning at the workplace.
- (139) Building on its previous work on empowering adults through **upskilling and reskilling pathways**, Cedefop will continue supporting the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways of low-skilled adults; it will cooperate with Member States to undertake in-depth thematic country reviews of their nation-

al approach to the implementation of the Upskilling pathways Recommendation and one or two additional country reviews will be prepared in 2022 and launched in 2023-24. Preliminary results of the reviews on upskilling pathways in France and Italy will be available in 2022. Building on these results, Cedefop will organise the fourth policy learning forum on flexible learning pathways for adults with low skills.

- (140) Outcomes from **Cedefop's second opinion survey in Europe**, published in 2020 and 2021, will be further analysed by exploring synergies between various Cedefop surveys (opinion survey, European skills and jobs survey, European company survey) to identify common themes and key messages that support Cedefop's narrative on CVET and adult learning.

Supporting lifelong learning for all through career guidance, validation, and (financial and non-financial) incentives

- (141) In 2022, Cedefop will continue developing synergies between its work strands on **financing and attractiveness of VET, lifelong career guidance, and validation of non-formal and informal learning**, which together act as a transversal support component enabling realisation of sustainable lifelong learning policies for adults and young people.
- (142) The Commission and Cedefop are working closely together on updating the **European guidelines on validation of non-formal and informal learning**. Based on the work of the EQF advisory group and wide consultation with stakeholders, the third edition of the guidelines will be published. It

will consider the results of **the evaluation of the 2012 Recommendation** ⁽⁴¹⁾ as well as the new developments in the Europass framework and the updated Skills Agenda. The update will be available in time for the second *Validation festival* where Cedefop will have a joint organiser role together with the Commission. Cedefop will also contribute to the fourth *Biennale on validation*, which will take place in Iceland. The European inventory on validation will be revamped.

- (143) Cedefop will continue its work on the role of VET, skills and qualifications in supporting **refugees' fast integration into EU labour markets and societies** by looking at the obstacles in terms of validation and recognition of their skills and of participation in training. This also includes governance arrangements and financial and non-financial support. Cedefop will seek to contribute to a more strategic approach to legal migration, oriented towards better attracting and keeping talent, as called for in the update of the Skills Agenda and the new Pact on migration and asylum.
- (144) Outcomes of the study *Support and incentives to learning and careers* will be published. Cedefop will release the findings of its analysis of financial and non-financial incentives supporting training activities in micro, small and medium-sized enterprises. The analysis will offer detailed description and typology of the identified incentives. It will also provide insights into

⁽⁴¹⁾ See also <https://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=9723&furtherNews=yes> [accessed 5.1.2021].



the interplay of financial and non-financial incentives and their effectiveness against the backdrop of the relevant institutional, regional or sectoral environments. Cedefop's online database on financing CVET/adult learning will be updated (reference year 2020). The database will present comprehensive information on instruments targeting companies and individuals, such as training funds, tax incentives, grants/vouchers/individual learning accounts, loans and paid training leave. The tool will also provide overviews of national systems/approaches for financing adult learning, with a focus on demand-side funding. Building on these findings, in 2022 Cedefop will continue working on individual learning accounts and related issues with the support of an advisory group by Management Board members, taking into account and supporting EU-level work in this field ⁽⁴²⁾.

(145) To support mutual learning among Member States and social partners, Cedefop will organise a dedicated policy learning event disseminating and discussing the findings of its study on financial and non-financial incentives to support training in micro and SMEs.

(146) Two additional publications will be released. The first will include a proposal for shared minimum standards for monitoring and evaluation of lifelong guidance sys-

tems and services (Volume 2). The second is a report on understanding costs/investments and results of publicly financed services and measures towards adults' career development and career learning support. This report will provide evidence on the estimated cost, expenditure, outputs and outcomes of relevant services where data are available, providing a first understanding of Member States' efforts in investing in career guidance support services and measures for adults.

(147) On this basis, and drawing on its other work, Cedefop's resources on financing, validation and lifelong guidance will be further interlinked to support policy learning, including looking at the feasibility of developing a self-assessment tool for guidance providers, while exploring and implementing possible synergies with the new Europass. Developments in this direction will be explored with the Europass advisory group, as well as with the involvement of **CareersNet**. The latter will continue its core activity towards the establishment of a knowledge and evidence base that reflects the state of play across Europe, including outputs and impacts of national lifelong guidance systems.

(148) Cedefop's CareersNet will continue providing knowledge to inform and improve Cedefop's tools and resources relevant to guidance policy across Europe, such as advanced tools for modern labour market information and intelligence that can benefit guidance practitioners and policy-makers on digital platforms and self-help services. Following the 2021 publication on rethinking professionalism of guidance

practitioners in the digital context ⁽⁴³⁾, the network will continue its focus on quality-related themes for its next round of network publishing.

(149) Thanks to close cooperation with CareersNet experts, Cedefop's EU+ *Inventory of lifelong guidance systems and practices* will complete its next full update in 2022 (first launched in 2020). The inventory was launched in order to monitor the 2015 European guidelines on lifelong guidance policies and systems. In 2022, the network will convene for its sixth annual meeting, with a workshop and network management session, hosted each year at the venue of a national stakeholder engaged in career guidance and counselling policy development and/or implementation.

(150) Results of the ongoing evaluation of the Council Recommendation on validation, to which Cedefop is providing full support, will be considered to identify future priorities for Cedefop's work in this area.

Streamlining and enhancing the information basis on VET

(151) An update of Cedefop's **VET statistical overviews** for all EU Member States will be carried out. This will represent the basis for a thorough mapping and assessment of data availability on VET and related policies with a view to the development of new online tools for benchmarking exercises and policy learning. To this end, Cedefop will continue its cooperation with the Europe-

an Commission, Eurostat, and the OECD to improve availability and analysis of data and statistics.

(152) The **online source of reference on VET policies, practices and tools** on raising youth employment and supporting lifelong learning for young people and adults, piloted in 2020, will be further developed to integrate systematically all information and knowledge generated within this strategic area of operation.



⁽⁴²⁾ At the time of writing, the Commission was preparing an initiative on individual learning accounts as one of its Skills Agenda actions. Alongside a public consultation, this process was informed by an opinion of the Commission's tripartite Advisory Committee on Vocational Training (ACVT). The Commission's proposal for a Council Recommendation was presented on 10 December 2021.

⁽⁴³⁾ Cedefop et al. (2021). *Digital transitions in lifelong guidance: rethinking careers practitioner professionalism: a CareersNet expert collection*. Luxembourg: Publications Office of the European Union. Cedefop working paper; No 2.

OPERATIONAL ACTIVITY 2:

VALUING VET AND SKILLS – FOSTERING CVET AS A SYSTEM FROM A LIFELONG PERSPECTIVE

ACTIVITIES IN 2022 WILL FOCUS ON:

- strengthening CVET systems, and supporting low-skilled adults' empowerment through upskilling and reskilling pathways;
- providing further insights into adults' opinions on VET and adult learning;
- understanding the role of VET teachers and trainers and supporting their professional development;
- expanding the work on financing and non-financing instruments targeted at individuals and companies to increase adult participation in education and training and training provision by micro and SMEs;
- exploring the potential of individual learning accounts and similar schemes;
- reinforcing synergies and cooperation in cross-project work in lifelong career guidance, validation and financing;
- further developing the existing knowledge and evidence base and monitoring the quality of lifelong guidance systems, practices and policies.

Activity objective

To gain better understanding of which strategic approaches, intervention models, and supporting measures can be successfully designed and implemented in a systematic and coordinated way to engage people and support their participation in VET and lifelong skills development.

To improve knowledge generation and policy learning between countries, social partners and other VET and labour market stakeholders, fostering the diffusion of research findings, policy implementation and good practices, and informing European social dialogue.

OPERATIONAL ACTIVITY 2:

VALUING VET AND SKILLS – FOSTERING CVET AS A SYSTEM FROM A LIFELONG PERSPECTIVE**Expected results: outcomes 2022**

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- approaches to monitoring and evaluating guidance systems services towards developing shared standards;
- costs and results of services supporting career development, including guidance, validation, basic skills development and integrated services;
- raising young NEET employability and participation in lifelong learning;
- European residents' opinions and attitudes towards adult learning and VET;
- topics of relevance for apprenticeship policy-making;
- new taxonomy of financial and non-financial incentives to encourage provision of training/skills formation by micro and SMEs;
- developing coherent and coordinated approaches to upskilling pathways for adults with low skills.

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES ON:

- national apprenticeship systems/schemes;
- financing instruments for individuals and companies to increase adult participation in education and training;
- upskilling pathways for adults;
- young NEETs and early leavers;
- VET teacher and trainer professional development;
- quality of lifelong guidance systems and services.

KNOWLEDGE BROKERING FOR COUNTRIES AND STAKEHOLDERS AT NATIONAL AND EU LEVELS ON:

- apprenticeships and work-based learning;
- the role of, and supporting measures for, VET teachers and trainers in work with disadvantaged learners;
- upskilling and reskilling pathways for adults;
- validation of non-formal and informal learning;
- monitoring and evaluation of lifelong guidance systems and services.

Indicators: see corporate indicators (Section 2.1 and Annex XI)

OPERATIONAL ACTIVITY 2:

VALUING VET AND SKILLS – FOSTERING CVET AS A SYSTEM FROM A LIFELONG PERSPECTIVE**Main outputs 2022**

- Publication: *Monitoring and evaluation of career guidance (Volume 2)*
- Publication: *European guidelines for validation (third update)*
- Publication: *Cedefop community of apprenticeship expert papers on selected topics of relevance for apprenticeship policy-making*
- Publication: *Outcomes of the second Cedefop/OECD symposium on apprenticeships for a green economy and society*
- Publication: *Concepts and research needs for teacher and trainer professional development*
- Publication: *ReferNet articles: supporting VET teachers and trainers in current and future learning contexts*
- Publication: *Supporting VET teachers and trainers in current and future learning contexts: comparative synthesis report*
- Publication: *Financial and non-financial incentives to support training in micro, small and medium-sized enterprises*
- Publication: *Understanding the costs and results of publicly financed services and measures for adult career development*
- Event: *Third policy learning event on professional development of VET teachers and trainers*
- Forum: *Fourth policy learning forum on flexible learning pathways for adults with low skills*
- Forum: *Fourth policy learning forum on apprenticeships*
- Event: *Second validation festival (jointly with the Commission)*
- Meeting: *Sixth CareersNet meeting (Cedefop's network of experts on lifelong guidance and career development)*
- Meeting: *Fifth meeting of Cedefop's community of apprenticeship experts*
- Event: *Policy learning event to disseminate and discuss Cedefop's analysis of financial and non-financial incentives to support training in micro, small and medium-sized enterprises*
- Online: *Cedefop database on financing CVET/adult learning (update)*
- Online: *Cedefop inventory of lifelong guidance systems and practices (update)*
- Online: *VET statistics and indicators overview (update)*

OPERATIONAL ACTIVITY 2:

VALUING VET AND SKILLS – FOSTERING CVET AS A SYSTEM FROM A LIFELONG PERSPECTIVE**Targets 2022**

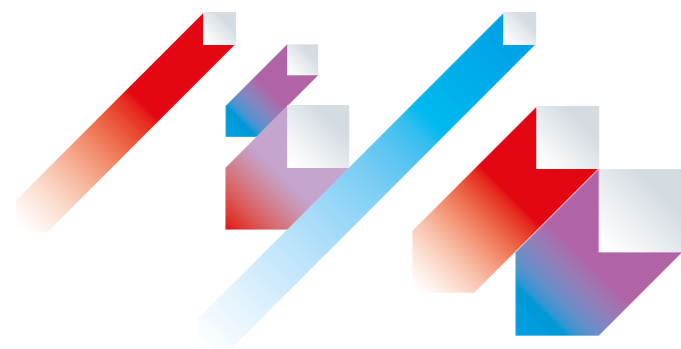
- Increased number of stakeholders and countries involved in policy learning activities
- Updated and extended inventories of data, toolkits, and good practices to support European policy implementation
- Increased knowledge exchange and generation between researchers, policy-makers, social partners
- New evidence and insights to support policy debates and developments

Resources 2022

31.3 FTEs: includes indirect staff FTEs

EUR 5.46 M total ABB resource allocation: Title III operational budget is EUR 1.57 M

Corresponding ABB activity: Valuing VET



3.2.3. Strategic area of operation 3 – Informing VET and skills policies: skills intelligence 2.0 in action

(153) Cedefop's focus on further developing and disseminating labour market and skills intelligence (LMSI) for Europe contributes directly to realising the priorities outlined in the 2020 EU Skills Agenda, which emphasises the role of LMSI in future-proofing VET and up- and reskilling initiatives. Activities in 2022 will focus on tapping the potential of LMSI in the context of the twin transitions and up- and reskilling. Building on previous years' work, Cedefop will aim at fully exploiting its surveys, analysis, data and policy intelligence to produce and disseminate VET and skills-policy-relevant LMSI to stakeholders to support them better in the context of rapid labour market change and disruption. Key skills intelligence generated elsewhere, such as the graduate tracking information developed as part of the European Commission's work and Eurofound's labour market change analysis, will be considered where relevant.

Producing and disseminating new skills research and policy analysis and LMSI

(154) With Eurostat responsible for data collection, Cedefop will continue in 2022 to focus on analysing job advertisements from online job portals. The focus will be on generating policy-relevant **real-time labour market information** relevant to sectoral, regional and other stakeholders. The cooperation with the ESCO project will continue, aiming at achieving improvements to both projects. Cedefop will flexibly shape

its real-time labour market information analysis set-up so that it can be used for multiple purposes, including Europass. The corporate **SkillsOVATE web tool** ⁽⁴⁴⁾ will be used to release new findings. Cooperation agreements with other DGs and EU institutions (e.g. Commission Joint Research Centre, the ETF) as well as international organisations (e.g. the OECD, UNESCO) will remain a basis for inter-institutional collaboration.

- (155) Several strands of work in 2022 will continue focusing on identifying **skill mismatches**, analysing their impact and developing policy recommendations to mitigate them. The fresh information from the second European skills and jobs survey collected in 2021 will be analysed in 2022. The survey investigates changing skill needs in jobs, skills development, and mismatches of EU adult workers in the context of accelerating technological development and digitalisation pre- and post-COVID. Main survey findings will be presented and discussed at a dedicated conference on digitalisation and artificial intelligence. Cedefop will also develop the questionnaire for its new survey on learning from the perspective of the adult workforce and organise its piloting. The survey will be designed to generate policy-relevant insight, particularly on how to facilitate and stimulate up- and reskilling.
- (156) In 2022, Cedefop will release a new **Skills forecast** and an update of the **European skills index**. The skills forecast will devote particular attention to mapping the labour market impact of the digital and green

⁽⁴⁴⁾ Skills online vacancy analysis tool for Europe.

transitions. The 2022 European skills index will incorporate the methodological refinements developed in 2021 in response to feedback received from Member States. As in the past, European skills index findings will be widely disseminated, used to contextualise other Cedefop analysis and research, and serve as input for reflection and debate by social partners and other stakeholders. By making available these EU LMSI products and national analyses and findings, Cedefop supports the Commission's European Semester work and the implementation of the European Pillar of Social Rights.

- (157) Cedefop will continue disseminating LMSI via its web portal. Efforts will focus on blending and synthesising LMSI and combining it with other Cedefop evidence to provide users with meaningful insights. Cedefop LMSI also supports national and sectoral stakeholders in their efforts to address the most pressing VET and skills policy priorities. In parallel, based on an agreement with the Commission, Cedefop will continue linking LMSI to the Europass portal.

Tapping the potential of LMSI 2.0 in skills and policy analysis

- (158) Following the work on shaping a new generation of skills intelligence (2.0) in 2021, Cedefop will focus on operationalising and effectively disseminating it in 2022. This entails:
- (a) using the Agency's forecasts, surveys, real-time labour market information and 'future of work' research to analyse how dominant labour market and societal



- trends reshape the worlds of work and skill needs;
- (b) identifying future information needs in VET, skills and related policy areas and translating them into LMSI through surveys and robust skills research and policy analysis;
- (c) disseminating user-centred LMSI on Cedefop's web portal via web tools and other means.

OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE 2.0 IN ACTION

ACTIVITIES IN 2022 WILL FOCUS ON:

- analysing labour market and skill trends and mismatches to inform EU VET and skills policy;
- skills research and policy analysis to produce new evidence on the future of work;
- analysing EU online job advertisements and producing new types of skills intelligence;
- updating LMSI tools, including the Skills forecast, the European skills index, SkillsOVATE and the matching skills web tool;
- combining LMSI to meet information needs of national and sectoral stakeholders;
- disseminating user-centred LMSI on Cedefop's web portal.

Activity objective

Inform the design of VET and skills policies that ensure the availability of a qualified workforce and its continuous and effective skilling in light of marked technological, environmental and social developments shaping the future of work. Promote policies and practices that facilitate up-and reskilling in alignment with changing skill needs, labour market transitions, and skills matching and utilisation.

Expected results: outcomes 2022

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- how megatrends and policy choices change the labour market and reshape skill needs;
- LMSI to support policy-makers and other stakeholders in a rapidly changing labour market;
- skill trends and emerging skill needs in regions and sectors.

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES PROVIDED ON:

- skills anticipation and intelligence systems and practices in EU countries.

KNOWLEDGE BROKERING ON:

- strengthening LMSI to benefit sectoral actors, social partners, employment services and guidance counsellors.

Indicators: see corporate indicators (Section 2.1 and Annex XIV)

OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE 2.0 IN ACTION

Main outputs 2022

- Publication: *2022 skills forecast*
- Publication: *European skills index 2022 update*
- Publication: *Navigating the green transition: the skills perspective*
- Event: *2030 on the horizon: digitalisation and artificial intelligence*

Targets 2022

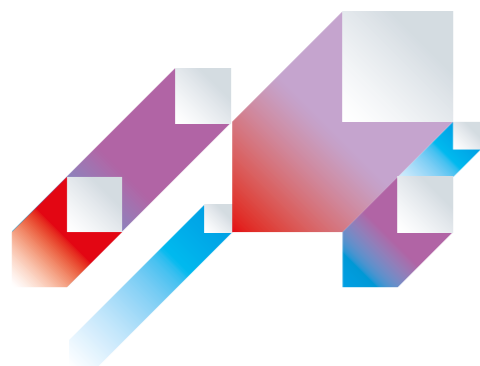
- Develop advanced labour market and skills analysis and LMSI
- Analyse the data of the second European skills and jobs survey
- Prepare for the implementation of the 'learning in work' survey

Resources 2022

30.7 FTE: includes indirect staff FTEs

EUR 5.46 M total ABB resource allocation: Title III operational budget is EUR 0.84 M

Corresponding ABB activity: Informing VET and skills policies



3.2.4. Communication and dissemination

- (159) Effective communication supports achieving Cedefop's vision, values and, specifically, the multiannual objective of focusing corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal and online tools.
- (160) Cedefop's communication strategy will align with the Commission's (DG EMPL) communication unit and, where relevant, with other EU agencies, especially Eurofound, the ETF and EU-OSHA. An integrated communication approach, with joint forces in press work, social media, publications and events, as well as concerted communication campaigns, will ensure high efficiency and maximum outreach to European citizens.
- (161) The Brussels Liaison Office will continue playing an important role in ensuring that Cedefop's work gains maximum exposure among key stakeholders in Brussels through regular contact with the European institutions, Member States' Permanent Representations and European social partners.
- (162) Cedefop's newly developed next-generation web portal will provide Cedefop's stakeholder groups – policy-makers and social partners, researchers, international organisations and practitioners – with focused and tailored thematic access points to the Agency's outputs by interlinking research results and data sets. The purpose of the interactive web portal tools, data visualisations and databases is to establish correlations between key online outputs of related Cedefop activities by applying a

cross-departmental approach with close cooperation between communication experts and research experts. An important recent example is the integration of the Agency's intellectual property on skills intelligence through web portal interfaces that successfully blend quantitative with qualitative data.

- (163) The gradual use of open access technology will also be important to increase outreach and optimise the searchability of Cedefop's online content. Publications will be widely available on important search engines, such as Google Scholar, increasing their impact through reuse for research and policy development.
- (164) Cedefop will systematically focus on the digitisation of information provision and stakeholder interactivity and will further invest in its capacities for social media activities, using the most cost-effective channels for increasing user engagement and outreach to the Member States. Audiovisual content, motion graphics and animations will complement the effort of translating complex research results into appealing messages for innovative virtual/hybrid events and communication campaigns targeted at specific stakeholder groups, media and the wider public.

TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION

ACTIVITIES IN 2022 WILL FOCUS ON:

- organising increased outreach in Member States, the wider VET community and the media;
- meeting the information needs of key target groups through the right media mix of publications, audiovisual content, social media channels, state-of-the-art web portal services and interactive virtual/hybrid event formats;
- responding promptly to newly emerging communication channels and changing user behaviour/expectations.

Activity objective

Relevant and up-to-date information is provided to Cedefop's stakeholders in formats serving their needs and fostering their engagement. Supporting the Agency in being acknowledged as an authoritative source of information on VET, skills and qualifications.

Expected results: outcomes 2022

- raising profile and attractiveness of VET in Member States;
- increased outreach, communication tailored to the information needs of the Agency's key stakeholder groups;
- interactive relationship building with VET community in Member States, ministries responsible for VET and employment, social partners, researchers, experts and VET learners;
- selected VET themes are communicated efficiently via stakeholder relations events, briefing notes, newsletters, corporate magazine, integrated web portal services, social media activities and press work;
- records of the organisation are authentic, reliable and accessible, meeting legal obligations;
- refocused Research Support Centre serving the information needs of Cedefop's research projects.

Indicators: see corporate indicators (Section 2.1 and Annex XIV)

TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION**Main outputs 2022**

- Online publishing: full implementation of the new generation web portal with strong focus on data visualisation, online tools and cross-thematic interconnectivity, using gradually open access repository technologies for Cedefop publications
- Media and news: press releases, social media campaigns, magazine *Skillset and match*, online news and newsletters
- Audiovisual: corporate video production, video interviews, animations, video teasers and motion graphics
- Publications: refocused print/dissemination approach; provision of corporate information material, briefing notes, brochures and flyers
- European vocational skills week: linking Cedefop communication activities to this initiative and providing communication support
- Stakeholder events: provision of innovative virtual and hybrid conference services; close collaboration with Brussels Liaison Office

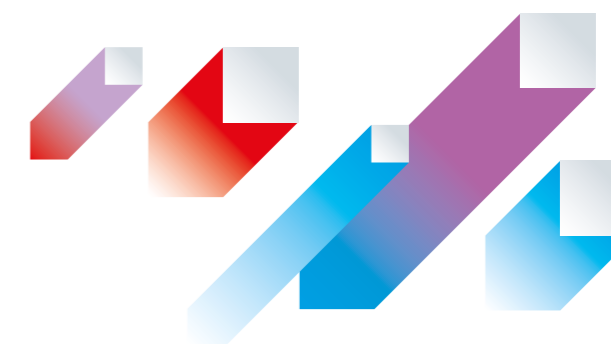
Targets 2022

- Increase in communication outreach in Member States and to social partners
- Strengthening of interactive relationships and stakeholder engagement, including international media
- Cedefop's knowledge base is accessible via thematic, user-friendly and interactive web portal services

Resources 2022

17 FTEs: includes indirect staff FTEs
 EUR 1.89 M total ABB resource allocation: Title III operational budget is EUR 0.61 M

Corresponding ABB activity: Communication and dissemination

**3.2.5. Resources and support**

(165) Good and safe working conditions will be ensured for staff and other personnel, considering the COVID-19 context, if and as required in 2022. Business continuity will be maintained throughout the year by ensuring continuous availability of administrative services and IT infrastructure, as well as encouraging flexible and smart working conditions for all staff.

(166) In 2022, Cedefop will continue implementing the Agency's ICT strategy: pursuing the corporate service digitalisation programme to increase efficiency; and improving collaboration, knowledge sharing, including with external stakeholders, as well as data management and analysis through IT. The new ICT strategy foresees moving away from home-grown corporate IT systems towards cost-efficient IT solutions and the progressive harmonisation of the IT landscape of the Agency with that of the European Commission and other agencies. In 2022, the Agency will continue the migration of administrative processes to Commission solutions (e.g. AGM for meeting management; PPMT for procurement), finalise the digitisation of all corporate service workflows, and start a staged migration to SharePoint and cloud-based solutions. More efficient and shared solutions for data management and advanced analytics will be explored in close cooperation with the operational departments.

(167) In parallel, Cedefop will continue deploying projects in line with its human resource strategy. In 2022, work will focus on developing employer branding and the capacity of the organisation to attract talents, while

ensuring diversity and gender balance; and maintaining wellbeing initiatives that boost staff resilience. Cedefop will also carry out the next staff engagement survey.

(168) Cedefop will take steps to implement its greening and energy efficiency policy by making selected investment to reduce CO2 emissions, while increasing energy efficiency (also resulting in future budget savings) and will continue progressively refurbishing its meeting and conference rooms with modern technical and audiovisual tools.

TRANSVERSAL ACTIVITY 2:
RESOURCES AND SUPPORT

Cedefop’s Department for resources and support provides efficient and effective administration services (HR, finance and procurement, ICT, facilities and other general services) in support of the strategic and operational objectives. It develops and implements internal policies and procedures as required by the Staff Regulations and the Financial Regulations. It develops tools for streamlining administrative tasks, optimising organisational efficiency and ensuring clear and accurate reporting. It supports the development and implementation of a coherent Agency strategy for corporate services, such as HR and ICT.

Activities are distributed across four areas:

- human resources provides a full range of centralised human resource management services for Cedefop staff and assists Cedefop management in attracting, retaining and ensuring the professional development of qualified staff;
- finance and procurement provides support in forecasting, implementing and monitoring budget appropriations and in designing, running and completing the required procurement and grant procedures in all fields of Cedefop activity;
- information and communication technology provides the underlying hardware, software, network infrastructure, and enterprise services, as well as information systems to support the Agency’s core business;
- facilities ensures the maintenance and security of the building.

Activity objective

Cedefop aims to be acknowledged as a well-run organisation with efficient and compliant processes and qualified and motivated staff in a nurturing environment.

Expected results: outcomes	Outcome indicators	Targets 2022
Efficient support services and good administrative practice followed through:		
<ul style="list-style-type: none"> • proper financial management; 	<ul style="list-style-type: none"> • Budget execution rate • Average period for payments of invoices 	<ul style="list-style-type: none"> • 98% on total commitment and payment appropriations • 28 days

TRANSVERSAL ACTIVITY 2:
RESOURCES AND SUPPORT

<ul style="list-style-type: none"> • timely availability of well-trained and qualified staff – Cedefop’s HR scoreboard indicators; 	<ul style="list-style-type: none"> • Timeliness and duration of selection procedures 	<ul style="list-style-type: none"> • on average 60 working days between deadline for applications and date of job offer
	<ul style="list-style-type: none"> • Percentage of the establishment plan filled (including ongoing procedures) 	<ul style="list-style-type: none"> • 95%
	<ul style="list-style-type: none"> • Percentage of execution of the learning and development budget 	<ul style="list-style-type: none"> • 95%
	<ul style="list-style-type: none"> • Average duration in grade across grades 	<ul style="list-style-type: none"> • Equal or above years prescribed in the DGE
	<ul style="list-style-type: none"> • Gender balance 	<ul style="list-style-type: none"> • 60/40 for either gender
	<ul style="list-style-type: none"> • Geographic balance 	<ul style="list-style-type: none"> • no nationality exceeds more than 50% of all staff
	Age distribution; tenure in the organisation	<ul style="list-style-type: none"> • n/a
	Turnover rate	<ul style="list-style-type: none"> • 5% of staff
	Percentage of staff members who participated in awareness-raising initiatives on ethics, integrity, conflict of interest or fraud in the past 3 years	<ul style="list-style-type: none"> • 80%

TRANSVERSAL ACTIVITY 2:
RESOURCES AND SUPPORT

<ul style="list-style-type: none"> secure information technology infrastructure based on user requirements. 	<ul style="list-style-type: none"> Availability of core ICT external systems (web access, email and telecommunications) 	<ul style="list-style-type: none"> 97%
	<ul style="list-style-type: none"> Availability of core ICT internal systems (e.g. ERP systems) 	<ul style="list-style-type: none"> 95%

Main outputs

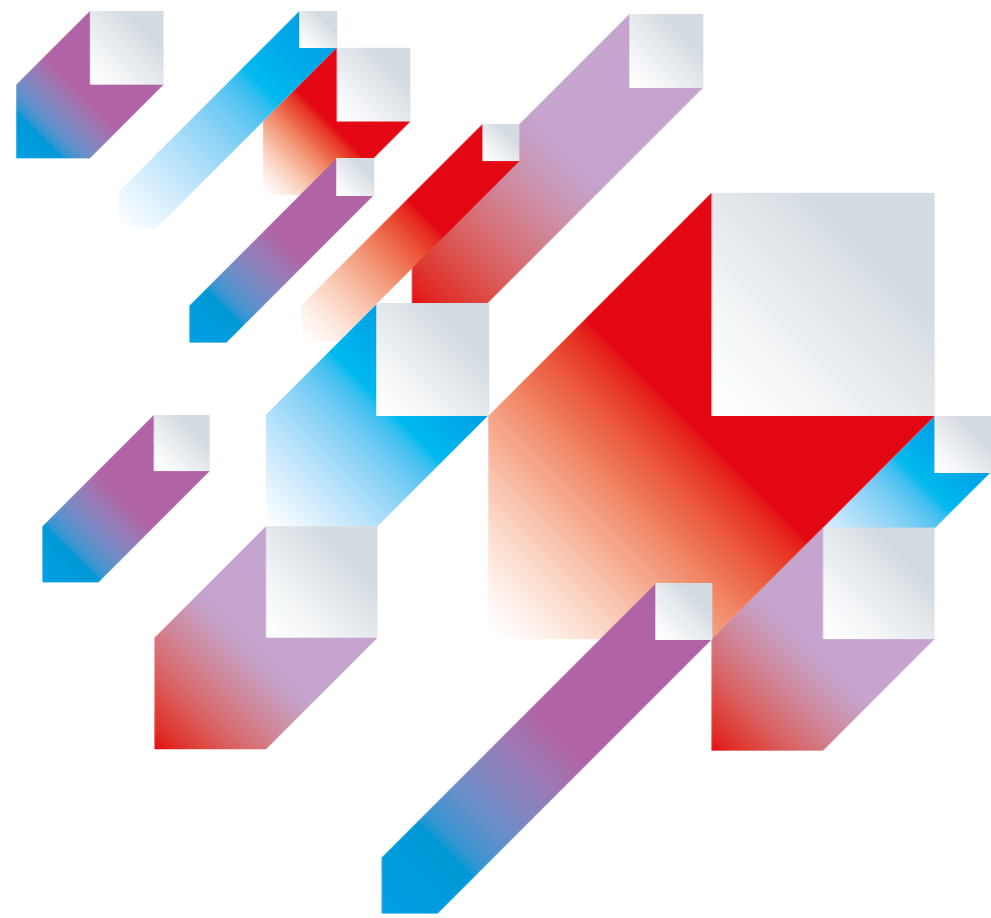
- ICT security, efficient corporate solutions and progressive alignment of ICT systems with other EU institutions
- Streamlined administrative workflows and use of electronic workflows
- Carry out the 2022 staff engagement survey

31 FTEs and EUR 1.84 M (redistributed across operational activities in the ABB)



3.2.6. Flexibility

- (169) Cedefop aligns the planning of its activities with EU policy-making. In case of new developments, Cedefop discusses and agrees with the Executive and Management Boards whether and how activities included in the work programme can be reprioritised, deprioritised and adjusted.
- (170) Cedefop has the expertise, methodologies, infrastructure, tools and processes in place to adjust its activities to new requirements. Focusing, for instance, more on green skills in our LMSI work will require shifts in content, still to be analysed using methodologies and tools already in place, and disseminated using our established channels.
- (171) To build in further flexibility and be able to adapt more swiftly to unforeseen developments of high policy relevance, Cedefop:
- discusses and indicates activities of second level priority in the planning stage of the programming document/work programme, thus creating a *marge de manoeuvre* that is agreed with the Executive and Management Boards. This should enable swifter adaptation should unforeseen developments occur, and should the Board agree that there is a need for reprioritising;
 - carries out systematic reviews of its activities and outputs with a view to streamlining and focusing them further, and increasing cost-effectiveness and flexibility in its work programme.

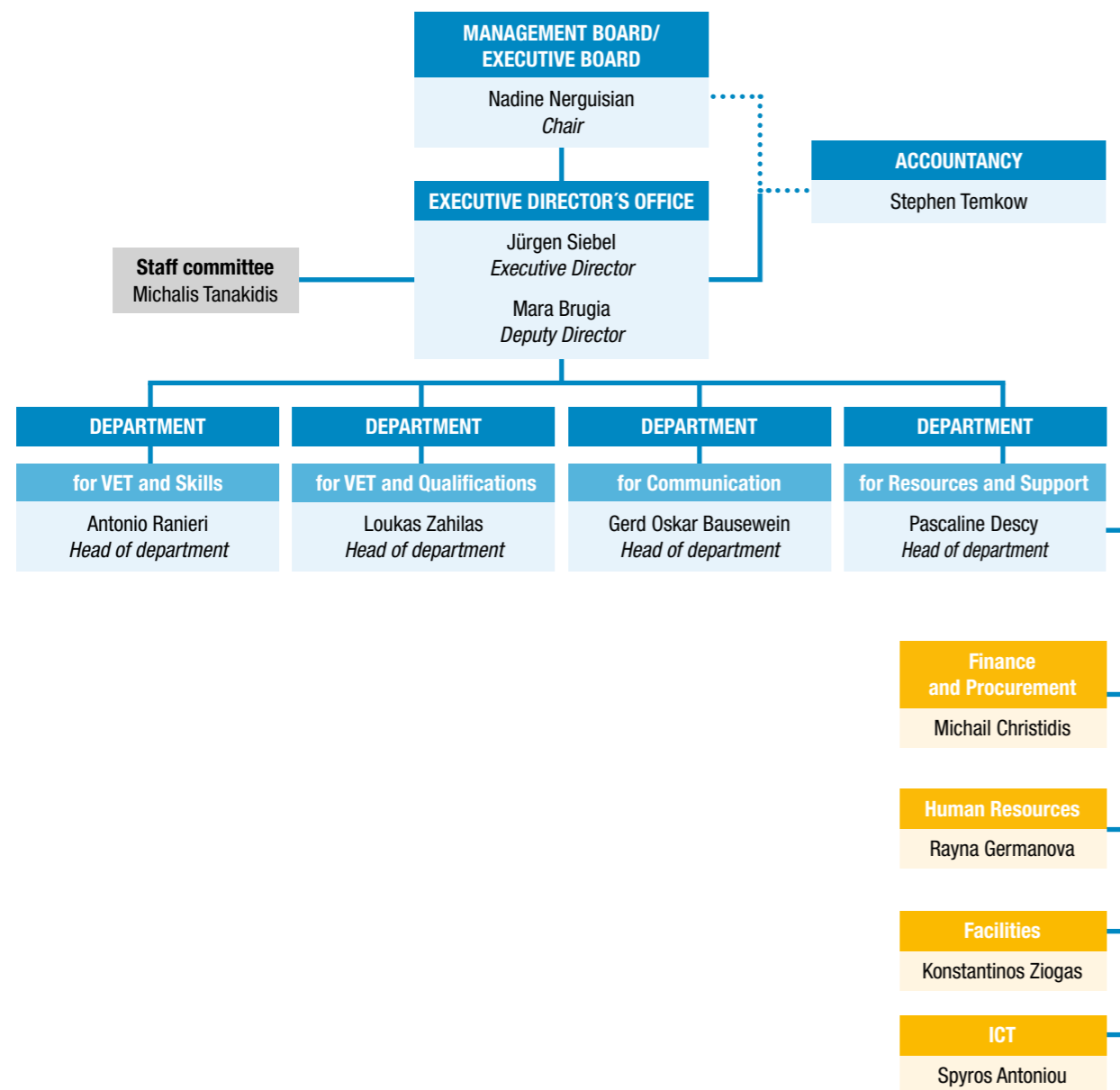
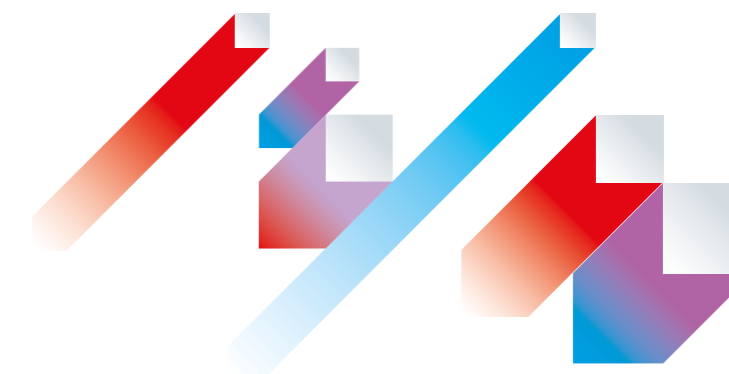


Annexes



ANNEX I

Organisation chart year 2021



Cedefop has Departments (units) depicted in blue. Within the Department for resources and support, there are two services (Human Resources and Finance & Procurement) and two smaller organisational entities (facilities and ICT). Cedefop's Accounting Officer reports directly to the Executive Director's office (administrative) and to the Management Board (functional) ⁽⁴⁵⁾.

Table A1.1. Distribution of staff between departments (data 31 December 2021)

Entity	Officials	TA	CA	SNE	Total
Director's Office		7.8	0.2		8
Department for VET and qualifications	3.9	14	3	3	23.9
Department for VET and skills	2	25.55	3		30.55
Department for communication	3.1	14.2	5.8		23.1
Department for resources and support, including:		3	1		4
Finance and procurement		6	3		9
Human resources		4.45	2		6.45
Facilities		2	0.7		2.7
ICT	1	1	2.3		4.3
Total	10	78	21	3	112

⁽⁴⁵⁾ In accordance with Article 5.1.(m) of Cedefop's Founding Regulation of 16 January 2019 and Article 50 of Cedefop's Financial Regulation adopted by the Management Board on 16 July 2019.

ANNEX II

Resource allocation per activity 2022-24



	Year N (2021)			Year N+1 (2022)			Year N+2 (2023)			Year N+3 (2024)		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
Shaping VET and qualifications	32.5	11.4	5 916 416	32.5	11.4	6 027 014	32.5	11.4	6 138 566	32.5	11.4	6 269 805
Valuing VET and skills	23.2	8.1	4 807 088	23.2	8.1	5 461 982	23.2	8.1	6 138 566	23.2	8.1	5 682 011
Informing VET and skills policies	22.7	8.0	5 916 416	22.7	8.0	5 461 982	22.7	8.0	4 987 585	22.7	8.0	5 682 011
Communication and dissemination	12.6	4.4	1 848 880	12.6	4.4	1 883 442	12.6	4.4	1 918 302	12.6	4.4	1 959 314
TOTAL	91.0	32.0	18 488 800	91.0	32.0	18 834 420	91.0	32.0	19 183 020	91.0	32.0	19 593 140

ANNEX III

Financial resources 2022-24

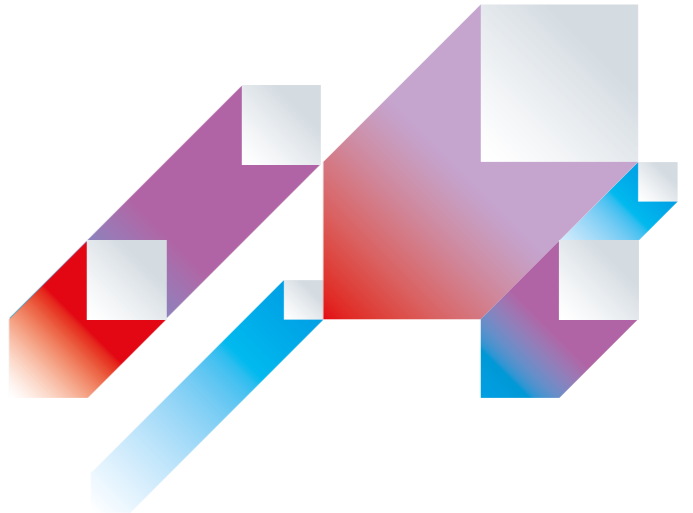


Table 3.1. Revenue

General revenues

REVENUES	N (2021) Revenues estimated by the Agency	N+1 (2022) Budget forecast
EU contribution	18 000 000	18 360 000
Other revenue	488 800	474 420
Total revenues	18 488 800	18 834 420

REVENUES	General revenues						
	Executed N-1 (2020)	Estimated by the Agency N (2021)	N+1 (2022)		VAR N+1 / N	Envisaged N+2 (2023)	Envisaged N+3 (2024)
			Agency request	Budget forecast			
1. REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	16 738 000	18 000 000	18 400 000	18 360 000	2.00%	18 700 000	19 100 000
of which assigned revenues deriving from previous years' surpluses	22 510	195 379	127 001	127 001		Tbd	Tbd
3. THIRD COUNTRIES' CONTRIBUTION (incl. EFTA and candidate countries)	429 890	478 800	489 440	464 420	-3.00%	473 020	483 140
• of which EFTA	429 890	478 800	489 440	464 420	-3.00%	473 020	483 140
• of which candidate countries							
4. OTHER CONTRIBUTIONS							
• of which delegation agreement, ad hoc grants							
5. ADMINISTRATIVE OPERATIONS	10 000	10 000	10 000	10 000	0.00%	10 000	10 000
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7. CORRECTION OF BUDGETARY IMBALANCES							
TOTAL REVENUES	17 177 890	18 488 800	18 899 440	18 834 420	1.87%	19 183 020	19 593 140



Additional EU funding: grant, contribution and service-level agreements – **Not applicable to Cedefop in 2021-22**

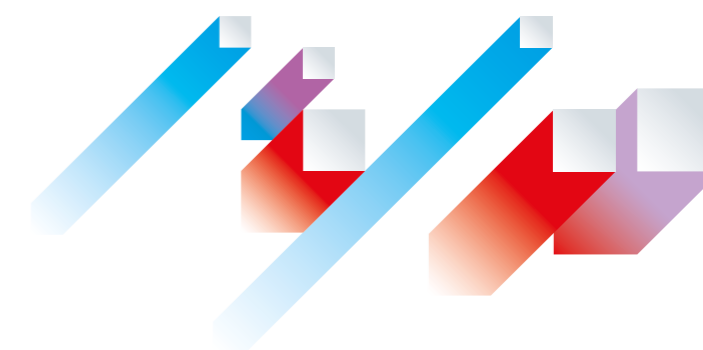
REVENUES	N	N+1
	Revenues estimated by the Agency	Budget forecast
TOTAL REVENUES		

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed N-1	Estimated by the Agency N	N+1		VAR N+1/N (%)	Envisaged N+2	Envisaged N+3
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM SERVICE-LEVEL AGREEMENTS (FFR Art. 43.2)							
TOTAL							

Table A3.2. **Expenditure**

Expenditure	N (2021)		N+1 (2022)	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations ⁽⁴⁶⁾
Title 1 – Staff expenditure	11 117 600	11 117 600	11 679 320	11 679 320
Title 2 – Infrastructure and operating expenditure	1 850 200	1 850 200	1 849 600	1 849 600
Title 3 – Operational expenditure	5 521 000	5 521 000	5 305 500	5 305 500
Total expenditure	18 488 800	18 488 800	18 834 420	18 834 420

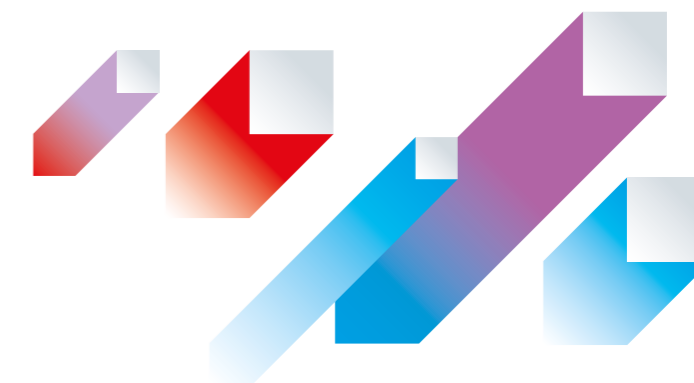
⁽⁴⁶⁾ Payment appropriations for the year may be revised during the financial year in subject, by means of an Amending Budget, according to the actual payment obligations for the year.



EXPENDITURE	Commitment appropriations						
	Executed budget N-1 (2020)	Budget N (2021)	Draft Budget N+1 (2022)		VAR N+1 / N	Envisaged in N+2 (2023)	Envisaged in N+3 (2024)
			Agency request	Budget forecast			
Title 1 – Staff expenditure	10 646 375	11 117 600	11 642 240	11 679 320	5.05%	11 971 920	12 215 140
11 Salaries & allowances	9 829 207	10 185 858	10 774 998	10 829 820	6.32%	11 083 420	11 306 140
- of which establishment plan posts	8 495 044	8 842 343	9 197 281	9 451 782	6.89%	9 639 749	9 833 140
- of which external personnel	1 334 163	1 343 515	1 577 717	1 378 038	2.57%	1 443 671	1 473 000
12 Expenditure relating to staff recruitment	213 497	210 000	210 000	175 000	-16.67%	175 000	179 000
13 Mission expenses	8 859	50 000	80 000	35 000	-30.00%	35 000	36 000
14 Socio-medical infrastructure	194 397	217 000	199 000	199 000	-8.29%	218 000	223 000
15 Training	114 843	120 000	120 000	100 000	-16.67%	120 000	123 000
16 External services	278 574	322 742	242 742	325 000	0.70%	325 000	332 000
17 Receptions and events	6 997	12 000	15 500	15 500	29.17%	15 500	16 000
Title 2 – Infrastructure and operating expenditure	1 880 148	1 850 200	1 824 200	1 849 600	-0.03%	1 984 100	2 027 000
20 Rental of buildings and associated costs	562 742	648 000	648 000	661 000	2.01%	751 000	767 000
21 Information and communication technology	856 682	794 700	728 700	747 600	-5.93%	782 600	799 000
22 Movable property and associated costs	2 910	15 000	15 000	14 000	-6.67%	14 000	15 000
23 Current administrative expenditure	118 975	213 000	253 000	247 500	16.20%	259 000	265 000
24 Postage/Telecoms	338 788	175 500	172 500	175 500	0.00%	172 500	176 000
25 Meeting expenses	52	4 000	7 000	4 000	0.00%	5 000	5 000
Title 3 – Operational expenditure	5 751 267	5 521 000	5 433 000	5 305 500	-3.90%	5 227 000	5 351 000
30 Transversal activities	171 496	330 000	380 000	391 000	18.48%	353 000	361 000
32 Skills and labour market	1 666 230	1 983 000	1 225 000	839 000	-57.69%	457 000	469 000
33 VET systems and institutions	1 748 816	2 042 000	2 000 000	1 892 000	-7.35%	2 002 000	2 050 000
34 Learning and employability	1 319 996	546 000	1 220 000	1 573 500	188.19%	1 821 000	1 865 000
35 Communication	844 728	620 000	608 000	610 000	-1.61%	594 000	606 000
TOTAL EXPENDITURE	18 277 790	18 488 800	18 899 440	18 834 420	1.87%	19 183 020	19 593 140



EXPENDITURE	Payment appropriations						
	Executed budget N-1 (2020)	Budget N (2021)	Draft Budget N+1 (2022)		VAR N+1 / N	Envisaged in N+2 (2023)	Envisaged in N+3 (2024)
			Agency request	Budget forecast			
Title 1 – Staff expenditure	10 539 467	11 117 600	11 642 240	11 679 320	5.05%	11 971 920	12 215 140
11 Salaries & allowances	9 829 207	10 185 858	10 774 998	10 829 820	6.32%	11 083 420	11 306 140
- of which establishment plan posts	8 495 044	8 842 343	9 197 281	9 451 782	6.89%	9 639 749	9 833 140
- of which external personnel	1 334 163	1 343 515	1 577 717	1 378 038	2.57%	1 443 671	1 473 000
12 Expenditure relating to staff recruitment	233 981	210 000	210 000	175 000	-16.67%	175 000	179 000
13 Mission expenses	18 755	50 000	80 000	35 000	-30.00%	35 000	36 000
14 Socio-medical infrastructure	176 561	217 000	199 000	199 000	-8.29%	218 000	223 000
15 Training	76 001	120 000	120 000	100 000	-16.67%	120 000	123 000
16 External services	196 215	322 742	242 742	325 000	0.70%	325 000	332 000
17 Receptions and events	8 746	12 000	15 500	15 500	29.17%	15 500	16 000
Title 2 – Infrastructure and operating expenditure	1 543 351	1 850 200	1 824 200	1 849 600	-0.03%	1 984 100	2 027 000
20 Rental of buildings and associated costs	514 978	648 000	648 000	661 000	2.01%	751 000	767 000
21 Information and communication technology	802 160	794 700	728 700	747 600	-5.93%	782 600	799 000
22 Movable property and associated costs	2 865	15 000	15 000	14 000	-6.67%	14 000	15 000
23 Current administrative expenditure	98 244	213 000	253 000	247 500	16.20%	259 000	265 000
24 Postage/Telecoms	124 955	175 500	172 500	175 500	0.00%	172 500	176 000
25 Meeting expenses	149	4 000	7 000	4 000	0.00%	5 000	5 000
Title 3 – Operational expenditure	4 571 515	5 521 000	5 433 000	5 305 500	-3.90%	5 227 000	5 351 000
30 Transversal activities	181 782	330 000	380 000	391 000	18.48%	353 000	361 000
32 Skills and labour market	1 515 069	1 983 000	1 225 000	839 000	-57.69%	457 000	469 000
33 VET systems and institutions	1 489 669	2 042 000	2 000 000	1 892 000	-7.35%	2 002 000	2 050 000
34 Learning and employability	748 226	546 000	1 220 000	1 573 500	188.19%	1 821 000	1 865 000
35 Communication	636 769	620 000	608 000	610 000	-1.61%	594 000	606 000
TOTAL EXPENDITURE	16 654 333	18 488 800	18 899 440	18 834 420	1.87%	19 183 020	19 593 140

Table A3.3. **Budget outturn and cancellation of appropriations**

Calculation of budget outturn

Budget outturn	N-4 (2017)	N-3 (2018)	N-2 (2019)	N-1 (2020)
Revenue actually received (+)	18 002 235	17 912 176	19 308 595	17 173 664
Payments made (-)	-16 092 569	-17 653 998	-18 342 813	-15 918 322
Carry-over of appropriations (-)	-952 222	-670 287	-827 786	-1 218 993
Cancellation of appropriations carried over (+)	52 767	62 137	59 332	58 261
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	312 728	373 605	0	33 514
Exchange rate differences (+/-)	667	-1 122	-1 948	-1 123
Adjustment for negative balance from previous year (-)	0	0	0	0
Total	1 323 605	22 510	195 379	127 001



ANNEX IV

Human resources: quantitative

Table A4.1. Staff population and its evolution; overview of all categories of staff

A. Statutory staff and SNE

Human resources	Year N-1 (2020)			Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
	Authorised budget	Actually filled as of 31/12/N-1 ⁽⁴⁷⁾	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	49	46	94%	49	49	49	49
Assistants (AST)	42	42	100%	42	42	42	42
Assistants/Secretaries (AST/SC)	0			0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	91	88	97%	91	91	91	91
EXTERNAL STAFF	FTE corresponding to authorised budget	Executed FTE as of 31/12/N-1	Execution rate %	Headcount as of 31/12/N-1	FTE corresponding to authorised budget	Envisaged FTE	Envisaged FTE
Contract agents (CA) incl. short-term	30	21	67%	25	25	25	25
Seconded national experts (SNEs)	4	3	75%	4	4	4	4
TOTAL EXTERNAL STAFF	34	24	71%	29	29	29	29
TOTAL	125	112	90%	120	120	120	120

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human resources	Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract agents (CA)				
Seconded national experts (SNEs)				
TOTAL	0	0	0	0

C. Other staff

- Structural service providers

	Actually filled as of 31/12/N-1 (2020)
Security	5.5
IT	3.75
Maintenance	2.5
Cleaning	4.5
EUROPASS	1 ⁽⁴⁸⁾
Medical officer	0.4
Cook	0.5 ⁽⁴⁹⁾

- Interim workers

	Actually filled as of 31/12/N-1 (2020)
Number	2

⁽⁴⁷⁾ In line with previous years, posts offered are considered posts filled.

⁽⁴⁸⁾ Only for the period from 1 January to 17 June 2020 (termination of contract).

⁽⁴⁹⁾ Only for the period from January to March 2020 (due to the COVID-19 situation, Cedefop's restaurant operated only for take-away, so services were not needed).



Table A4.2. Multiannual staff policy plan Year N+1, Year N+2, Year, N+3

Function group and grade	Year N-1 (2020)				Year N (2021)		Year N+1 (2022)		Year N+2 (2023)		Year N+3 (2024)	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent Posts	Temporary posts	Permanent posts	Temporary posts
AD 16												
AD 15		1		1		1		1		1		1
AD 14		1		1		1		1		1		1
AD 13		2		2		3		4		4		4
AD 12	3	9	3	9	3	10	2 ⁽⁵⁰⁾	11	2	11	1	12
AD 11		8		7		8		9		9		10
AD 10		9		8		9		9		9		8
AD 9		6		6		7		7		7		6
AD 8		5		5		4		2		2		3
AD 7		4		4		3		2		2		2
AD 6		1						1		1		1
AD 5												
AD TOTAL	3	46	3	43	3	46	2	47	2	47	1	48
AST 11		1		1		1		1		1		1
AST 10	1	1	1	1	1	1	1	2	1	2	1	2
AST 9	2	3	2	3	2	4	3	5	3	5	4	5
AST 8	1	3	1	3	2	4	2	5	2	5	1	5
AST 7	3	10	3	10	1	11		10		10		10
AST 6		8		8		8		8		8		8
AST 5		6		6		6		4		4		4
AST 4		3		3		1		1		1		1
AST 3												
AST 2												
AST 1												
AST TOTAL	7	35	7	35	6	36	6	36	6	36	6	36
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												

⁽⁵⁰⁾ On 1.1.2022 there are 3 AD 12 official posts on the establishment plan, one of which will be converted to a temporary post upon retirement of the official occupying it.

Function group and grade	Year N-1 (2020)				Year N (2021)		Year N+1 (2022)		Year N+2 (2023)		Year N+3 (2024)	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent Posts	Temporary posts	Permanent posts	Temporary posts
AST/SC 2												
AST/SC 1												
AST/SC TOTAL	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	10	81	10	78	9	82	8	83	8	83	7	84
GRAND TOTAL	91		88		91		91		91		91	

- **External personnel**

Contract agents, including short-term

Contract agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (2020)	Headcount as of 31/12/N-1 (2020)	FTE corresponding to the authorised budget N (2021)	FTE corresponding to the authorised budget N+1 (2022)	FTE corresponding to the authorised budget N+2 (2023)	FTE corresponding to the authorised budget N+3 (2024)
Function Group IV	6	3	3	6	6	6	6
Function Group III	9	3	3	4	5	5	5
Function Group II	12	12	12	12	11	11	11
Function Group I	3	3	3	3	3	3	3
TOTAL	30	21	21	25	25	25	25

- **Seconded national experts**

Seconded national experts	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (2020)	Headcount as of 31/12/N-1 (2020)	FTE corresponding to the authorised budget N (2021)	FTE corresponding to the authorised budget N+1 (2022)	FTE corresponding to the authorised budget N+2 (2023)	FTE corresponding to the authorised budget N+3 (2024)
TOTAL	4	3	3	4	4	4	4

Table A4.3. Recruitment forecasts for year N+1 (2022) following retirement/Mobility or new requested posts (Information on the entry level for each type of post: indicative table)

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official Function group/grade of recruitment	CA
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (brackets) and external (single grade) foreseen for publication*	Recruitment Function Group (I, II, III or IV)
Expert	Mobility		AD7-8	
Assistant	Retirement		AST 2-3 (internal/inter-agency); AST2 (external)	
Assistants (TBC)	Mobility			CA FG II - III

* Indication of both is required.

Number of inter-agency mobility from and to the Agency: all 2f temporary agent vacancy notices are published also as inter-agency but as recruitment is based on merit, it is not possible to make predictions regarding inter-agency mobility.



ANNEX V

Human resources: qualitative

**A. Recruitment policy**

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	X		
Engagement of TA	Model Decision C(2015)1509	X		
Middle management	Model Decision C(2018)2542	X		
Type of posts	Model Decision C(2018)8800		X	Commission decision by analogy

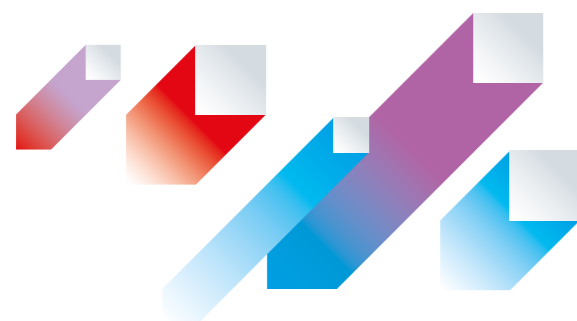
B. Appraisal and reclassification/promotions

Implementing rules in place:

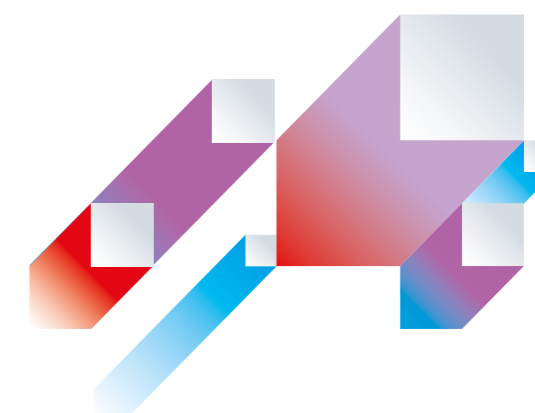
		Yes	No	If no, which other implementing rules are in place
Reclassification of TA	Model Decision C(2015)9563	X		
Reclassification of CA	Model Decision C(2015)9561	X		

Table A5.1. **Reclassification of TA/promotion of officials**

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 (2017)	Year N-3 (2018)	Year N-2 (2019)	Year N-1 (2020)	Year N (2021)	Actual average over 5 years	Average over 5 years (Annex IB SR)
AD05	2.7	3.5		2.9		3	2.8
AD06	5	2.8	3	3	3	3.4	2.8
AD07	4.3	3.3	3	3	3	3.4	2.8
AD08		3	3.5		3	3.2	3
AD09	4		5.5	4		4.5	4
AD10	4	2.8			4	3.6	4
AD11	6	6.9	13.8	8.7	3.3	7.7	4
AD12							6.7
AD13					5	5	6.7
AST1							3
AST2							3
AST3	3.6	4	4.3			4	3
AST4	4.3	2.6	3.6		2.9	3.4	3
AST5	5.9	3.5			3.7	4.4	4
AST6			6	4	3.5	4.5	4
AST7	3.5		4			3.8	4
AST8			4		4.3	4.2	4
AST9			6.6			6.6	N/A
AST10 (Senior assistant)							5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3

Table A5.2. **Reclassification of contract staff**

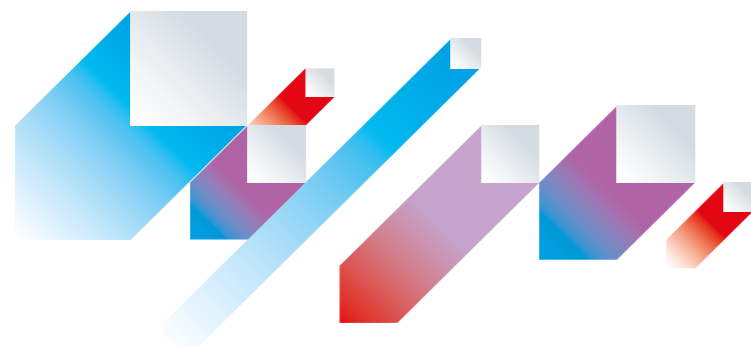
Function Group	Grade	Staff in activity at 1.01. Year N-2 (2019)	How many staff members were reclassified in Year N-1 (2020)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to decision C(2015)9561
CA IV	17	1			Between 6 and 10 years
	16	1			Between 5 and 7 years
	15	1			Between 4 and 6 years
	14	1			Between 3 and 5 years
	13				Between 3 and 5 years
CA III	11	2	1	6	Between 6 and 10 years
	10	3	1	5	Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	5	1	6	Between 6 and 10 years
	5	1			Between 5 and 7 years
	4	1			Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

**D. Gender representation**Table A5.3. **Data on 31.12. Year N-1 (2020) /statutory staff (only officials, temporary agents and contract agents)**

		Official		Temporary		Contract agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	2	28.6%	14	34.1%	1	8.3%	17	28.3%
	Assistant level (AST & AST/SC)	5	71.4%	27	65.9%	11	91.7%	43	71.7%
	Total	7	100.0%	41	100.0%	12	100.0%	60	100.0%
Male	Administrator level	1	33.3%	26	76.5%	2	25.0%	29	64.4%
	Assistant level (AST & AST/SC)	2	66.7%	8	23.5%	6	75.0%	16	35.6%
	Total	3	100.0%	34	100.0%	8	100.0%	45	100.0%
Grand total		10		75		20		105	

Table A5.4. **Data on gender evolution over 5 years of the middle and senior management**

	N-5 (2016)		N-1 (2020)	
	Number	%	Number	%
Female managers	2	33.3	2	33.3
Male managers	4	66.7	4	66.7



E. Geographic balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant / CA FG I, II, III)

Table A5.5. Table on 31.12.year N-1 (2020) – statutory staff only (officials, temporary agents and contract agents)

Nationality	AD + CA FG IV		AST/SC-AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	1	2.2%	1	1.7%	2	1.9%
BE	3	6.5%	3	5.1%	6	5.7%
BG	1	2.2%	0	0.0%	1	1.0%
CZ	1	2.2%	1	1.7%	2	1.9%
DE	4	8.7%	4	6.8%	8	7.6%
DK	0	0.0%	2	3.4%	2	1.9%
EL	15	32.6%	33	55.9%	48	45.7%
ES	2	4.3%	1	1.7%	3	2.9%
FI	0	0.0%	1	1.7%	1	1.0%
FR	2	4.3%	7	11.9%	9	8.6%
IT	7	15.2%	2	3.4%	9	8.6%
LV	2	4.3%	0	0.0%	2	1.9%
NL	2	4.3%	0	0.0%	2	1.9%
NO	1	2.2%	0	0.0%	1	1.0%
PL	1	2.2%	0	0.0%	1	1.0%
RO	1	2.2%	2	3.4%	3	2.9%
SE	0	0.0%	1	1.7%	1	1.0%
SI	1	2.2%	0	0.0%	1	1.0%
SK	1	2.2%	0	0.0%	1	1.0%
UK	1	2.2%	1	1.7%	2	1.9%
TOTAL	46	100.0%	59	100.0%	105	100.0%

Table A5.6. Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	N-5 (2016)		N-1 (2020)	
	Number	%	Number	%
EL	49	40.5	48	45.7

F. Schooling

Agreement in place with the European School(s) of N/A

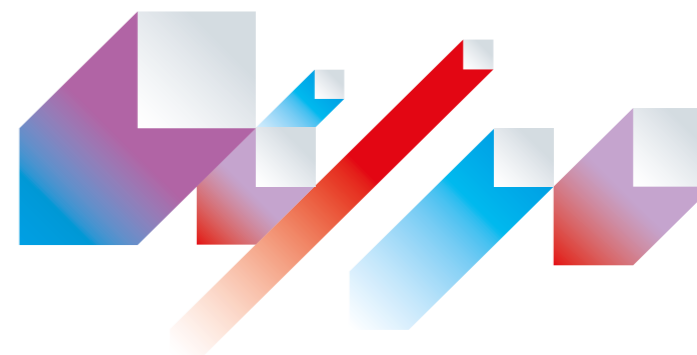
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X
Number of service contracts in place with international schools:	2			

Description of any other solutions or actions in place:

14 contracts with private schools (1 French, 1 German and 12 Greek)

ANNEX VI

Environment management



In the context of the inter-agency Performance and Development Network (PDN), a proposal emerged in October 2020 to promote a common approach to the programming and reporting requirements on environment management ⁽⁵¹⁾ in the form of a practical guide providing succinct practical advice and inspiration to agencies on how to structure and present the programming and reporting information of their environmental performance. Cedefop’s approach is in line with this initiative.

Agency context and environmental management strategy

Sustainability reporting is the practice of measuring, disclosing and being accountable to internal and external stakeholders for organisational performance towards the goal of sustainable development. Sustainability reporting is both a management and an accountability tool. It involves reporting on how the organisation considers **sustainability issues** in its operations, and on its environmental, social and economic impacts.

Cedefop monitors and reports its impact on various environmental and social sustainability indicators. As part of its core business, Cedefop also maps developments in the area of skills for green jobs. This includes the development of scenario analysis and foresight exercises on the impact of the greening of the economy and relevant policy (e.g. Green Deal) on the labour market, as well as targeted analysis in specific sectors and/or occupations. Working at the interface of VET and the labour market, Cedefop’s work as a whole contributes directly to the UN’s sustainable developments goals 4 (quality education) and 8 (decent work and economic growth).

Overview of the Agency’s environmental management system

Since 2008, Cedefop has made a firm commitment to environment management practices. The Agency introduced a comprehensive and structured internal environmental management system (EMS) in 2014 ⁽⁵²⁾.

The EMS is a framework helping the organisation achieve its environmental targets through consistent control and assessment of its operations, aiming to provide:

- (a) better regulatory compliance: ensuring that the Agency’s environmental legal responsibilities are met and better managed on a day-to-day basis;
- (b) more effective use of resources: managing resources and waste more effectively and at reduced costs;
- (c) improved public image: improving the Agency’s credentials as an environmentally aware institution that has made a commitment to continuous environmental improvement;
- (d) protection of the environment: moderating or eliminating major impacts, monitoring and controlling impacts that cannot be eliminated or mitigated.

As with most EMS models ⁽⁵³⁾, Cedefop’s EMS is built on the ‘plan, do, check, act’ model.

To measure progress towards the achievement of the Agency’s green objectives, the Cedefop EMS uses the following indicators:

- (a) energy consumption: electricity and heating oil consumption;
- (b) water consumption;
- (c) paper consumption;
- (d) waste;
- (e) CO2 emissions.

Integrated into Cedefop’s performance measurement system, PMS indicator 26 (environmental indicator) assesses the Agency’s environmental performance using greenhouse gas emissions (ton CO2) ⁽⁵⁴⁾ and overall waste emissions ⁽⁵⁵⁾.

In addition to its EMS, Cedefop also reports on social sustainability indicators. Gender equality indicators are reported in Annex V – D (Human resources – qualitative – Gender representation) of the Agency’s programming document, as well in the CAAR.

Environmental aspects, indicators and targets

Cedefop collects, analyses and reports on annual environmental indicators.

Table A6.1. **Environmental indicators**

Environmental aspect	Indicator (unit)	Target
Energy efficiency	KPI 1: Electricity (kWh)	Maintain (or go below) 2016 consumption i.e. 996 166.92 kWh
	KPI 2: Heating oil (L)	Maintain (or go below) 2016 consumption i.e. 22 191 lt
Material efficiency	KPI 3: Paper (reams)	Maintain (or go below) 2016 consumption i.e. 1 011 reams
Water use	KPI 4: Water (m ³)	Maintain (or go below) 2016 consumption i.e. 2 790 m ³
Emissions	KPI 5: CO2 emissions (ton)	Maintain (or go below) 2016 emissions i.e. 1 152.53 ton

⁽⁵¹⁾ New Framework Financial Regulation (2019) for EU agencies, EC’s new templates and guidelines for the single programming document (SPD) and the Consolidated Annual Activity Report (CAAR), European Parliament discharge questionnaire.

⁽⁵²⁾ RB(2014)00321 of 24 April 2014.

⁽⁵³⁾ Including ISO 14001 or the eco-management and audit scheme, EMAS.

⁽⁵⁴⁾ Energy consumption.

⁽⁵⁵⁾ Recyclable material and household.



Actions to improve and communicate environmental performance

In the period 2022-24, in addition to improving the functionality of its building facilities, Cedefop will, within the limits of evolving budgetary constraints, gradually convert to a reliable, sustainable and competitive energy system. The aim is to generate savings through energy efficiency, as well as to reduce the environmental footprint of the organisation and minimise its environmental impact. Planned actions to improve and communicate environmental performance over the programming period are presented below.

Table A6.2. **Actions to improve environmental performance**

Environmental aspect	Indicator (unit)	Actions
Energy efficiency	Electricity (kWh)	- Reduce the number of meetings with external participants - Increase use of web/virtual meetings and training activities - Reduce the number of missions
	Heating oil (L)	
Emissions	CO2 emissions (ton)	
Water use	Water consumption (m ³)	- Promote teleworking
Material efficiency	Paper (reams)	- Maintain post-COVID-19 near-paperless situation through continued digitisation
	Use of plastic	- Pursue actions to reduce the use of plastic
	Office supplies	- Pursue the promotion of office supplies re-use and reduction in the consumption of new supplies
Waste management		- Pursue actions to sort waste - Ensure high availability of recycling bins in common areas and removal of personal waste bins

Cedefop reports on the EMS both internally and externally in the Agency’s CAAR. Detailed EMS annual reports are systematically produced and published in a dedicated section of its intranet ⁽⁵⁶⁾.

⁽⁵⁶⁾ Green initiatives/EMS.

ANNEX VII

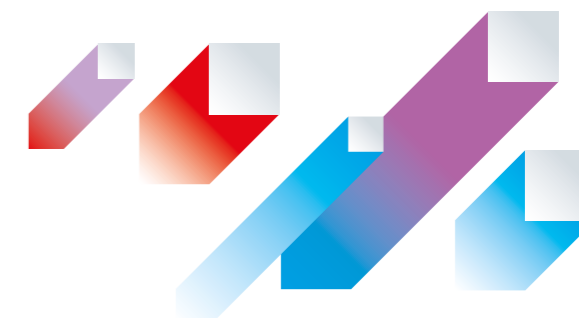
Building policy



	Building Name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT					Host country (grant or support)	Building present value (€) 31/12/2020
			Office space	non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)		
1	Cedefop building	Thessaloniki	4 550 m ²	2 523 m ²	9 565 m ² (incl. land)	n/a	n/a	Cedefop owns its building	n/a	n/a	The building was built and donated by the Greek State	1 661 624
2	Cedefop Liaison Office	Brussels	25.6 m ²	17.7 m ²	42.72 m ²	17 325 90					SLA with OIB	

ANNEX VIII

Privileges and immunities



Agency privileges	Privileges granted to staff	
Protocol on the privileges and immunities of the European Union	Protocol on the privileges and immunities of the European Union	Education/day care
<p>[...]</p> <p>Art. 1 - The premises and buildings of the Union shall be inviolable. They shall be exempt from search, requisition, confiscation or expropriation. The property and assets of the Union shall not be the subject of any administrative or legal measure of constraint without the authorisation of the Court of Justice.</p> <p>Art. 2 - The archives of the Union shall be inviolable.</p> <p>Art. 3 - The Union, its assets, revenues and other property shall be exempt from all direct taxes. The governments of the Member States shall, wherever possible, take the appropriate measures to remit or refund the amount of indirect taxes or sales taxes included in the price of movable or immovable property, where the Union makes, for its official use, substantial purchases the price of which includes taxes of this kind. These provisions shall not be applied, however, so as to have the effect of distorting competition within the Union. No exemption shall be granted in respect of taxes and dues which amount merely to charges for public utility services.</p>	<p>[...]</p> <p>Art. 11 - In the territory of each Member State and whatever their nationality, officials and other servants of the Union shall:</p> <p>(a) [...] be immune from legal proceedings in respect of acts performed by them in their official capacity, including their words spoken or written. They shall continue to enjoy this immunity after they have ceased to hold office;</p> <p>(b) together with their spouses and dependent members of their families, not be subject to immigration restrictions or to formalities for the registration of aliens;</p> <p>(c) in respect of currency or exchange regulations, be accorded the same facilities as are customarily accorded to officials of international organisations;</p> <p>(d) enjoy the right to import free of duty their furniture and effects at the time of first taking up their post in the country concerned, and the right to re-export free of duty their furniture and effects, on termination of their duties in that country, subject in either case to the conditions considered to be necessary by the government of the country in which this right is exercised;</p> <p>(e) have the right to import free of duty a motor car for their personal use, acquired either in the country of their last residence or in the country of which they are nationals on the terms ruling in the home market in that country, and to re-export it free of duty, subject in either case to the conditions considered to be necessary by the government of the country concerned.</p>	<p>Financial support for pre-school attendance (DIR 2012/219)</p> <p>Cover of English-schooling fees on case by case basis for staff subject to criteria related to continuity of schooling and previous education (Internal decision 2014-08)</p> <p>Financing of the International Baccalaureate (Internal decision 2015-02)</p> <p>Increased financial support for primary and secondary schooling of children of staff members in Thessaloniki (Internal decision 2016-06)</p>

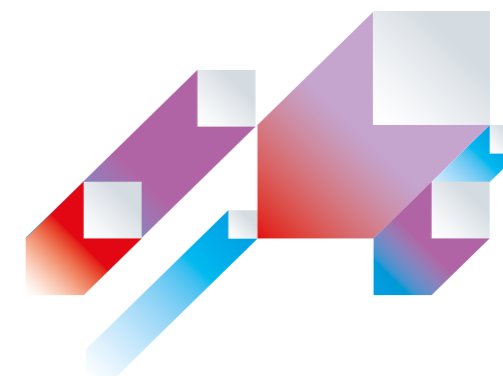
Agency privileges	Privileges granted to staff	
Protocol on the privileges and immunities of the European Union	Protocol on the privileges and immunities of the European Union	Education/day care
<p>Art. 4 - The Union shall be exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use: articles so imported shall not be disposed of, whether or not in return for payment, in the territory of the country into which they have been imported, except under conditions approved by the government of that country. The Union shall also be exempt from any customs duties and any prohibitions and restrictions on import and exports in respect of its publications.</p> <p>Art. 5 - For their official communications and the transmission of all their documents, the institutions of the Union shall enjoy in the territory of each Member State the treatment accorded by that State to diplomatic missions. Official correspondence and other official communications of the institutions of the Union shall not be subject to censorship. [...]</p>	<p>Art 12 - Officials and other servants [...] shall be exempt from national taxes on salaries, wages and emoluments paid by the Union.</p> <p>Art 13 - [...] officials and other servants of the Union who, solely by reason of the performance of their duties in the service of the Union, establish their residence in the territory of a Member State other than their country of domicile for tax purposes at the time of entering the service of the Union, shall be considered, both in the country of their actual residence and in the country of domicile for tax purposes, as having maintained their domicile in the latter country provided that it is a member of the Union. This provision shall also apply to a spouse, to the extent that the latter is not separately engaged in a gainful occupation, and to children dependent on and in the care of the persons referred to in this Article. Movable property belonging to persons referred to in the preceding paragraph and situated in the territory of the country where they are staying shall be exempt from death duties in that country; such property shall, for the assessment of such duty, be considered as being in the country of domicile for tax purposes, subject to the rights of third countries and to the possible application of provisions of international conventions on double taxation. Any domicile acquired solely by reason of the performance of duties in the service of other international organisations shall not be taken into consideration in applying the provisions of this Article. [...]</p>	



Agency privileges	Privileges granted to staff
Headquarters Agreement concluded between the Greek State and Cedefop ⁽⁵⁷⁾	Headquarters Agreement concluded between the Greek State and Cedefop
[...] <p>Art. 2.1- Direct taxes: CEDEFOP shall be exempt from all national, regional or municipal dues and taxes which may be charged on the premises of which CEDEFOP is the owner or occupier. Unless they are charged as a fee for specific services rendered.</p> <p>Art. 2.2- Taxes on the acquisition of goods and service: The Greek authorities shall exempt CEDEFOP from taxes on the import and intra-Community acquisition and supply of goods and services and on the provision of services to it. [...]</p>	[...] <p>Art. 4- Officials and other servants of Cedefop: Tax exemption referred to in Article 12 of the [...] Protocol on the Privileges and Immunities of the European Communities includes exemption from VAT, Special Consumer Tax and Lump-Sum Additional Special Tax (E.P.E.T.). This exemption shall be granted once, and for one vehicle, for each of the officials or other servants of CEDEFOP. The exemption shall not be granted to officials or other servants who are appointed after 1.9.1995 and who are resident in Greece at the time of taking on their duties at CEDEFOP. Also, with the exception mentioned at the end of the previous paragraph, VAT exemption shall be granted on the supply of household articles which are acquired within twelve months of the date of taking on duties at CEDEFOP. [...]</p>

⁽⁵⁷⁾ The Headquarters Agreement concluded between the Greek State and Cedefop on 22 June 1995 reflects in general terms the basic provisions of the Protocol on the Privileges and Immunities of the European Union. It was complemented subsequently by a number of Ministerial decisions and clarification circulars aiming at addressing specific issues. No further diplomatic privileges have been accorded to Cedefop's staff despite the fact that they have been accorded to other agencies in Greece. In recent years, Cedefop has proposed to the competent Greek authorities a review of the Headquarters Agreement in light of some incongruities in its implementation. On 24 November 2021 a new agreement was signed by the Cedefop Executive Director and Greece's Minister for Education Niki Kerameus, which will govern the two sides' relationship subsequent to its ratification by the Greek Parliament.

Evaluations



Evaluation policy

Cedefop's revised Evaluation Policy was adopted by the Executive Director on 14 November 2019 ⁽⁵⁸⁾. The decision repeals the 2015 procedure for carrying out *ex-post* evaluations ⁽⁵⁹⁾ and the 2016 procedure for carrying out *ex-post* controls on procurement procedures ⁽⁶⁰⁾.

Cedefop follows the European Commission's [Guidelines for evaluation](#) and applies evaluation requirements and EU guidelines from a multiannual perspective to implement a coherent set of evaluation activities.

The Agency's commitment to evaluation is supported by the implementation of its performance measurement system (PMS), which underpins and supports the programming cycle by informing evaluations where appropriate.

Evaluation and control activities undertaken by Cedefop include:

- (a) *ex-ante* evaluations;
- (a) *ex-post* evaluations;
- (a) *ex-post* controls of payments;
- (a) *ex-post* controls of payments of ReferNet grants;
- (a) *ex-post* controls on procurement procedures;
- (a) *ex-post* controls on recruitment procedures;
- (b) review and validation of local accounting system.

Ex-ante and ex-post evaluations

In accordance with Article 29.1 of Cedefop's Financial Regulation of 16 July 2019, Cedefop undertakes *ex-ante* and *ex-post* evaluations of all programmes and activities which entail significant spending.

All proposals for programmes or activities for which the overall estimated expenditure exceeds EUR 500 000 are subject to an *ex-ante* evaluation.

Programmes, projects or activities where the resources mobilised exceed EUR 500 000 may also be subject to *ex-post* evaluation. The number of *ex-post* evaluations is limited to maximum three per year.

The selection of the activities to be evaluated annually is based on a thematic approach, intended to identify relevant activities which were the focus of previous years' programming documents and where the Agency invested significant financial and human resources to achieve the objectives set.

Evaluation of such activities enables the Agency to improve future decision-making on where to place its focus and how better to achieve the required results.

⁽⁵⁸⁾ RB(2019)01501 of 14 November 2019 – DIR 12/2019.

⁽⁵⁹⁾ RB(2015)00556 of 11 March 2015.

⁽⁶⁰⁾ RB(2016)01896 of 23 September 2016.



Ex-post controls of payments

Ex-post controls on payments are conducted annually to check that the following internal control objectives are met: compliance with Cedefop's Financial Regulation; operational efficiency; accurate reporting.

A sample of five payments is selected from a list prepared by the Accounting Officer. The sample selection is commensurate to the size and complexity of the underlying transactions.

Ex-post controls of payments of grants

Ex-post controls of ReferNet grants are carried out on a sample of supporting documents relating to the grant agreement.

Ex-post controls on procurement procedures

Ex-post controls on procurements are conducted to ascertain that procedures are correctly implemented and comply with applicable provisions. Cedefop conducts ex-post controls on a sample of procurement procedures (maximum three per year).

Ex-post controls on recruitment procedures

Ex-post controls on recruitment procedures are conducted to ensure that all reported declarations of interest and confidentiality notes by selection panel members are in place and adequately and consistently assessed. Cedefop conducts this ex-post control starting in Q1 of year N on selection procedures which took place in the year N-1.

Review and validation of local accounting system

The review and validation determine whether the internal control system of the local accounting system is working as intended, and if there have been material changes since the previous validation, either in the systems or in the control environment, which would warrant reassessment of their adequacy.

The objective is to check whether the internal control systems implemented in the local accounting system produce information that is accurate, complete and timely with a view to drafting the annual accounts, and produce reliable reporting, both for the management and for regulatory compliance purposes.



External evaluation

Pursuant to Article 27(2) of the [Agency Regulation](#), external evaluations of Cedefop are conducted on a 5-year basis by external evaluators on behalf of Cedefop's parent DG Employment.

Cedefop's last periodic **external evaluation** was completed in 2018. Carried out by DG EMPL, the evaluation assessed Cedefop individually, as well as from a cross-cutting perspective *vis-à-vis* the other agencies (then) falling under the remit of DG Employment: Eurofound, ETF and EU-OSHA. Cedefop is following up on resulting recommendations. The resulting Commission Staff working document (SWD) was published on 9 April 2019. The outcomes of the cross-agency evaluation were generally positive while also highlighting areas for improvement. It confirmed the good quality of the agencies' work, despite budgetary and HR constraints, their alignment with the EU agenda, and the uniqueness of their outputs and services. Potential overlaps at the level of the agencies' mandate did not occur in practice. The evaluation also clarified that there would be no overlaps with the recently established European Labour Authority.

Cedefop's action plan as a follow-up to the Commission's SWD was communicated to DG EMPL on 11 October 2019 ⁽⁶¹⁾ and became final on 7 November 2019. DG EMPL particularly welcomed the actions, including precise deadlines, addressing the Cedefop-specific recommendations, as well as the cooperation with the other agencies concerned (see Annex XVI). The progress made in implementing the agreed actions was discussed with the Extended Executive Board at its meeting of 29 and 30 June 2020 and with the Management Board at its meetings in October 2020 and 2021. Two actions were implemented, and their closure agreed by DG EMPL on 5 August 2020 ⁽⁶²⁾. All other actions are progressing according to plan.

Follow-up and monitoring of evaluations

Cedefop closely follows up the evaluations and audit recommendations. The findings of evaluation activities are compiled by the Internal Control Coordination team. A consolidated action plan is prepared by the Internal Control Coordinator and made available to all staff on the Agency's intranet.

Outcomes of evaluations and controls are regularly presented to the Executive Board, Management Board, and the European Commission ⁽⁶³⁾, in the CAAR and the annual report.

⁽⁶¹⁾ RB(2019)01389.

⁽⁶²⁾ EMPL E/SC/ps(2020)4712160.

⁽⁶³⁾ In line with Article 11, Paragraph 5, Point (k) of Cedefop's Regulation.

ANNEX X

Strategy for the organisational management and internal control systems



Internal control standards have been in place in Cedefop since 2009. The Agency revised its Internal Control Framework in 2019 to align it with the European Commission's own revised Framework, basing it on the highest international standards set by the [COSO framework](#).

Shifting from a compliance-based to a principle-based approach, Cedefop's revised Internal Control Framework, adopted by the Management Board on 9 January 2019 ⁽⁶⁴⁾, is structured around five components: control environment, risk assessment, control activities, information and communication, monitoring activities. Each component consists of several principles, 17 in total.

The Internal Control Framework is designed to provide reasonable assurance regarding the achievement of the five objectives set in Article 30 of Cedefop's Financial Regulation:

- (a) effectiveness, efficiency and economy of operations;
- (b) reliability of reporting;
- (c) safeguarding of assets and information;
- (d) prevention, detection correction and follow-up of fraud and irregularities;
- (e) adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments concerned.

The indicators of the revised Internal Control Framework are monitored regularly and reported by the ICC in the CAAR.

Effectiveness, efficiency and economy of operations

To measure performance, Cedefop developed in 2009 a performance measurement system (PMS) that helps evaluate and manage its impact, efficiency, effectiveness and relevance. The PMS uses three types of result – output, outcome and impact – to measure performance in relation to its multiannual objectives (see Annex XIV).

Reliability of reporting

Cedefop has developed a comprehensive set of processes and documents to plan and report reliably on the implementation of its work programmes and the deployment of its human and financial resources:

- (a) the Executive Director, Deputy Director and Heads of Departments meet weekly to discuss strategic matters and monitor developments in all operational and support activities and take decisions on issues related to financial and human resource management; activities include outreach involvement of management and experts, as well as the day-to-day management and administration of the Agency. Follow-up actions are reviewed regularly;
- (b) the Executive Director, Deputy Director, Heads of Departments and Services, 'budget correspondents' and selected senior experts meet in performance monitoring meetings three times per year; systematised reports on financial issues (budget implementation, procurements), human resource

developments, and monitoring reports on performance and achievements compared to the planned objectives are discussed. Achievements are monitored through the performance indicators and targets set in the annual work programme. These meetings also aid strategic considerations and opinion exchange on policy issues, planning, and other operational and organisational issues;

- (c) a budgetary review is conducted in September to discuss in detail progress on the implementation of the budget and the work programme and to agree on corrective actions as necessary. The Finance Service coordinates regular monitoring of the budget throughout the year with 'budget correspondents' assigned to each department;
- (d) the annual report and the CAAR are discussed with the Executive Board and the Management Board, along with the regular reporting to the Executive Board/Management Board on the results of audits and evaluations, budget implementation, and transfers of appropriations. Executive Board and Management Board members are systematically informed of changes that may occur in the implementation of the work programme by way of a dedicated implementation report, which is a standing item in the agenda of each meeting.

Safeguarding of assets

With regard to safeguarding of assets and reliability of financial records, regular controls and checks are in place. Procedures and record-keeping are designed to provide assurance that:

- (a) transactions are executed in compliance with management's (delegated) authorisation;
- (a) transactions are recorded as necessary to permit preparation of financial statements in conformity with the Agency's Financial Regulation and to maintain accountability for assets;
- (b) access to assets is restricted through the hierarchical structure of verifications and in line with the Financial Regulation;
- (c) the recorded value of assets is compared with existing asset checks, e.g. inventory controls and bank reconciliations at reasonable intervals.

Prevention, detection correction and follow-up of fraud and irregularities – Anti-fraud strategy

Cedefop adopted its first anti-fraud strategy, a policy on preventing and managing conflicts of interests and an internal procedure for reporting on irregularities in 2014. The Agency's anti-fraud strategy ⁽⁶⁵⁾ and guidelines for reporting on potential conflicts of interest in selection and recruitment processes were updated in 2019 ⁽⁶⁶⁾. On 2 October 2019, the Management Board adopted new rules on the prevention and management of conflicts of interests for Management Board members, independent experts, seconded national experts and other staff not employed by Cedefop ⁽⁶⁷⁾.

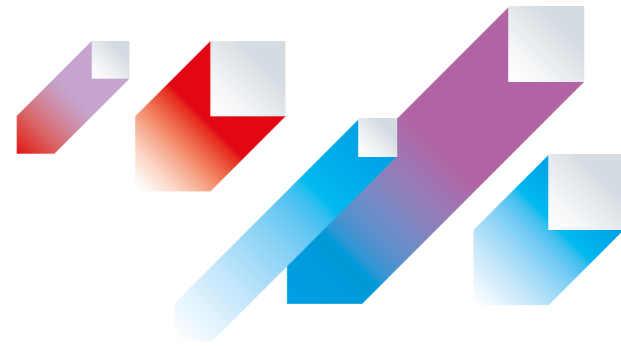
The action plan of the anti-fraud strategy is being implemented and regularly followed up on.

⁽⁶⁴⁾ RB(2019)00008.

⁽⁶⁵⁾ Adopted by the Management Board on 28 January 2019 - RB(2019)00110.

⁽⁶⁶⁾ RB(2019)00472.

⁽⁶⁷⁾ RB(2019)01326.



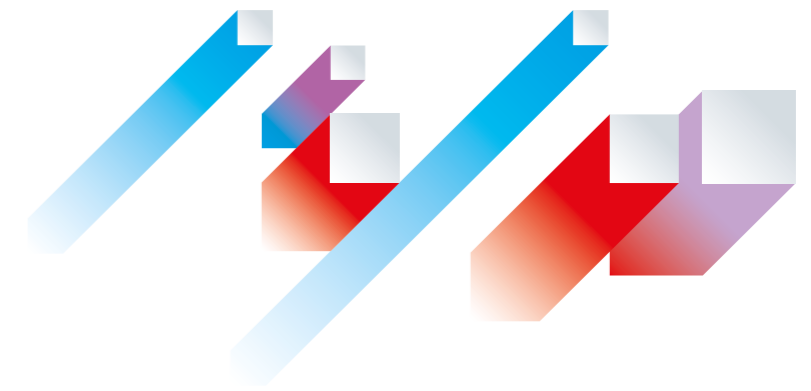
Risk management

Risk assessment and management has been an integral part of Cedefop’s planning and reporting processes since 2006 and is governed by the (updated) implementation guidelines Cedefop adopted on 2 October 2019 ⁽⁶⁸⁾.

The scope of Cedefop’s implementation guidelines extends to internal risk assessment and management, including fraud risks as outlined in Cedefop’s revised anti-fraud strategy.

The identification of risks ⁽⁶⁹⁾ is performed at the level of projects, ABB activities and at strategic and organisational level. Identified risks are assessed based on their potential impact on the organisation (scale 1 to 5) and likelihood that risks will materialise (scale 1 to 5). Multiplication of the two indicators yields the risk level. Risks for which residual risk levels amount to 15 or higher become part of the risk management plan and are closely followed up by management. Residual risks are a result of assessment of original risk levels and impact of mitigating actions.

Only critical risks, as identified and assessed by Cedefop’s management, appear in the programming document and are being reported in the risks register under the supervision of the Internal Control Coordinator.

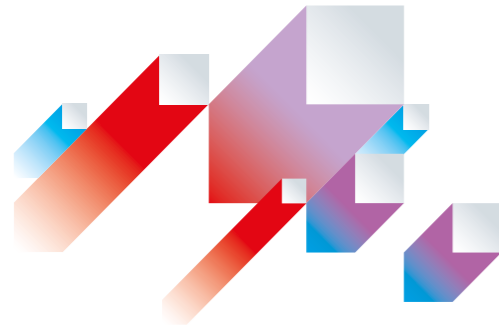


Risk management plan 2022

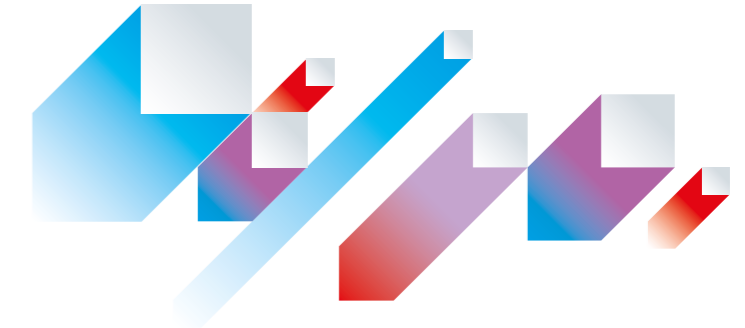
Corporate level (strategic) risks	Inherent risk	Description/assessment of risks	Actions as planned to mitigate risk	Residual risk
Absence of internal legal expertise	20	<p>The current legal function is fully externalised as of 16 November 2017. The lack of specialised in-house legal expertise bears the following risks:</p> <ul style="list-style-type: none"> • prevents Cedefop from performing effective quality control of the legal advice procured and received from external sources; • prevents Cedefop key users from having access to informal legal advice and ability to resolve legal issues quickly; • considerably increases workload in house as several staff members with no legal background must devote an increased percentage of their time to shaping requests for legal advice as well as discussing, analysing and implementing legal advice received from external sources; 	<p>Cedefop operates within a complex set of EU rules, regulations, policies, as well as internal control and ethics frameworks. This regulatory framework guides and supports staff. Related policies, procedures and guidelines are available to all staff. Mandatory awareness-raising sessions are organised for all staff. The absence of an in-house legal service leads to increased challenges in interpreting and implementing the regulatory framework correctly.</p>	15

⁽⁶⁸⁾ RB(2019)01339.

⁽⁶⁹⁾ A risk is defined as ‘Any event or issue that could occur and adversely impact the achievement of the Commission’s political, strategic and operational objective. Lost opportunities are also considered as risks’ (Implementation guide, p. 5).



Corporate level (strategic) risks	Inherent risk	Description/assessment of risks	Actions as planned to mitigate risk	Residual risk
		<ul style="list-style-type: none"> reduces accountability as external lawyers are not accountable to Cedefop's AIPN, e.g. in case of serious mistakes; due to the considerably increased cost of the legal function (direct and staff costs) which have materialised in 2018, 2019, 2020 and 2021, the full externalisation bears a risk to the principle of sound financial management, namely the principle of efficiency, as well as a negative impact on the feasibility of other core business tasks. 	<p>To address the risks identified by management and also flagged by the European Court of Auditors and the Discharge authority on the financial years 2018 and 2019, Cedefop reassessed the way its legal function is organised and presented the outcomes to the Executive Board on 3 March 2021. The Executive Board supported the Executive Director's conclusion to re-establish an internal legal advisor post and launch the recruitment procedure by end-2021. Once this happens this risk will likely be downgraded.</p>	
	<p>High systemic risk associated with the new arrangement of the legal function risks affecting several areas of Cedefop work and especially those activities (e.g. prevention of unethical behaviours, litigation risks, and more generally quality assurance and guidance to key users of legal advice) for which risks cannot be effectively mitigated through the use of external sources for legal advice.</p>			



Corporate level (strategic) risks	Inherent risk	Description/assessment of risks	Actions as planned to mitigate risk	Residual risk
Use of Microsoft cloud solutions	20	<p>Because of the annulment of the Privacy shield agreement of the EU with the US, and because all contractual agreements with US-based companies (e.g. Microsoft) are on hold in respect of the treatment of personal data, the use of Microsoft cloud-based solutions is not recommended and can only take place after a data protection impact assessment. In consequence, there is a risk that Cedefop's ICT strategy, which sets the use of Microsoft cloud solutions as part of the key technological choice for some strategic initiatives (#2 and #3 in particular), cannot be implemented, or that the implementation is delayed, or its costs inflated with negative consequence on efficiency and productivity for Cedefop.</p>	<p>The EDPS launched two investigations in the Commission in May 2021, one on the use of cloud services provided by Amazon Web Services and Microsoft under Cloud II contracts by EU institutions, bodies and agencies, and one regarding the use of Microsoft Office 365 by the European Commission. ICT and data protection officer will carry out a data protection impact assessment by early 2022. Cedefop's management will decide on the residual risk and the way forward. As a last resort, the ICT strategy will be revised.</p>	16

Procurement plan year 2022

Article 72 of Cedefop's Financial Regulation provides that a budgetary commitment shall be preceded by a financing decision, with the exception of administrative expenditure. It further stipulates that Cedefop's annual and multiannual work programmes included in the single programming document shall be equivalent to a financing decision for the activities it covers.

The global budgetary envelope reserved for procurements funding operational activities, under Title 3 of the annual budget 2022, is EUR 4 168 500.

The global budgetary envelope reserved for grants, following the call for proposals with a view to signing Specific Grant Agreements with ReferNet partners for 2022, is set to EUR 940 000.

To ensure an efficient and agile functioning of the Agency by allowing adjustments to the work programme in the course of its implementation, as long as these changes do not significantly affect the nature of the activity and the objective of the work programme, and do not imply a modification of the Financing Decision in line with the requirements of the flexibility clause ⁽⁷⁰⁾, the Management Board decided on 9 April 2019 to delegate the power to make non-substantial amendments to the Executive Director ⁽⁷¹⁾. In compliance with Article 3 of the Management Board decision, and if substantial amendments are made to the work programme, i.e. a new activity is added or changes significantly affect the nature of an activity or the objective of the work programme and/or imply a modification of the Financing Decision ⁽⁷²⁾, the Executive Director is requested to seek the approval of the Management Board.

Flexibility clause

Cumulated changes to the global budgetary envelope of the financing decision not exceeding 20% of the total amount of the financing decision shall not be considered substantial within the meaning of Article 32(3) of Cedefop's Financial Regulation, where those changes do not significantly affect the nature of the actions and objectives of the work programme. If changes significantly affect the nature of the action and the objectives of the work programme (e.g. insertion of a completely new activity), this change is always *substantial* and requires a modifying financing decision, no matter the amounts concerned.

The implementation of the Financing Decision is subject to the availability of the appropriations provided for in the draft general budget of the Union for 2022, following the adoption of that budget by the budgetary authority or as provided for in the system of provisional twelfths.

⁽⁷⁰⁾ In line with Chapter 6 of the DG Budget circular on Financing Decision and Work Programme for operational expenditure under the Financial Regulation (October 2015).

⁽⁷¹⁾ Article 2 of the Decision RB(2019)00530 – Non-substantial changes are those with an overall total value less than 20% of Cedefop's budget.

⁽⁷²⁾ E.g. in the case of the increased scope of the integrated monitoring by Cedefop of the Council Recommendation on VET and the Osnabrück Declaration, Cedefop requested the Executive Board's prior approval.

Plan for grant, contribution or service-level agreements

Note: Cedefop does not plan to receive funds through a grant or contribution agreement for the year 2022, pursuant to Article 7 of the Framework Financial Regulation. This annex is therefore not applicable for the financial year 2022.



Strategy for cooperation with third countries and/or international organisations

While Cedefop's core business focuses on EU Member States, exchanging knowledge and experiences with international organisations working in the area of VET, skills and qualifications around the world is a strategic approach Cedefop has consistently developed over recent years to widen its global view and enhance its capacity to address EU challenges.

Cooperation with several international organisations, including the ILO, Inter-American Development Bank, the OECD, UNESCO/UNEVOC, and the World Bank has been developed along two main lines:

- (a) around specific themes and the preparation of joint output and initiatives, such as the organisation of international conferences on apprenticeships, joint publication on green skills, the preparation of joint advocacy tools on work-based learning and career guidance, and the preparation of the global inventory of NQFs and the global handbook on learning outcomes;
- (b) through systematic and structured cooperation and, in particular, the Inter-agency working group on TVET and the Inter-agency working group on work-based learning.

Working together with international organisations has offered Cedefop opportunities for improving efficiency through economies of scale and/or scope in carrying out both research projects and external public initiatives while avoiding duplication of work ⁽⁷³⁾.

Cooperation also increased the effectiveness of Cedefop's work, for instance in terms of widening geographic coverage of studies and comparative analysis beyond the EU scope, deepening understanding of specific themes through methodological and scientific knowledge exchanges, validating research findings, and broadening the audience when it comes to the organisation of joint events.

In the period 2022-24 Cedefop will continue expanding its cooperation with relevant international organisations with a view to:

- (a) promoting partnership and exchange of expertise and information about VET, skills and qualification policies and practices;
- (b) exploring opportunities offered by emerging collaborative technologies and platforms to facilitate exchange of practices and improve cooperation between different parts of the organisations on specific areas of work.

Cedefop will also consider the option of setting up cooperation clusters and bilateral agreements with selected international organisations to strengthen collaboration on scientific issues of common interest, to ensure consistent approaches and further support the EU policy agenda on VET, skills and qualifications. In accordance with Article 29 of the Founding Regulation, any such working arrangement will be subject to the authorisation of the Management Board and approval of the Commission.

In consultation with the ETF, Cedefop will continue considering requests from third countries for exchanging knowledge and experience and facilitating such requests, provided they have the potential to increase Cedefop's expertise in areas for which it is competent, and do not interfere with the execution of its core tasks.

⁽⁷³⁾ This is to be read in connection with Article 2.2 of Cedefop's Regulation (EU) 2019/128 of 16 January 2019 providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council.'

Cedefop performance indicators

Organisational impact

Evaluative approach: external evaluation, analysis of a set of outcome indicators, user feedback surveys. The qualitative analysis included in Cedefop's annual reports shows its alignment and contributions to policy.

Outcome indicators

Mandates and assignments given to Cedefop in policy documents

Cedefop's contribution to the preparation of policy documents

- a. Contribution to EU policy documents
- b. Contribution to policy documents of international organisations

Cedefop's contribution to meetings that inform policies and their implementation

Cedefop's success in facilitating policy learning

Citations of Cedefop's work in policy documents of

- a. EU institutions
- b. international organisations

Downloads of Cedefop publications

Citations of Cedefop publications/studies/analyses in the academic literature

Satisfaction with Cedefop's online interactive tools

Mobilisation of Cedefop's stakeholders to act as information multipliers

Quality and expected impact of events organised by Cedefop

Website traffic

Media coverage

- a. Take-up of Cedefop's work in press clippings
- b. Take-up of Cedefop's work in social media

Key performance indicators for the Director

Engagement of Cedefop staff members

Cedefop's consultation with key stakeholders ⁽⁷⁴⁾

Timely submission of the work programme

Rate of implementation of commitment appropriations (budget execution)

Rate of outturn (payment appropriations)

Rate of payments completed within the legal/contractual deadlines

Rate of accepted audit recommendations implemented within agreed deadlines

Percentage of establishment plan filled

Output indicators

Number of Cedefop publications

Number of meetings/events organised by Cedefop

Number of policy learning activities organised by Cedefop

Number of Cedefop press releases

Number and types of visitors at Cedefop events

Environmental indicator

⁽⁷⁴⁾ The term 'key stakeholders' refers to the members of Cedefop's Management Board representing the three groups, i.e. social partners, governments and the Commission.

ANNEX XV

Web services



Web service:	Mobility scoreboard
Main objectives	<p>The mobility scoreboard is intended to:</p> <ul style="list-style-type: none"> assist policy-makers in designing policies for the international mobility of IVET learners; support mobility practitioners and organisers (VET institutions, mobility agencies, companies involved in mobility, guidance institutions, staff involved in organising mobility activities) in improving practices; inform IVET learners' organisations, experts, researchers, and the wider public on mobility-related issues.
Planned outcomes	<p>The mobility scoreboard is expected to:</p> <ul style="list-style-type: none"> further inform policy-making on IVET learner mobility; make policy-monitoring in this area easier; make mobility-related information of practitioners, learners, experts, researchers and the wider public more complete.
Annual plans and priorities for future development	<ul style="list-style-type: none"> Biennial update of database content Dissemination of cross-country thematic policy brief Work on increased visibility and use by stakeholders
Indicators	<ul style="list-style-type: none"> Commission's regular feedback on, and support to, the scoreboard Feedback from other scoreboard users and website visitors Web traffic metrics specific to the mobility scoreboard section, namely: page views, visits, unique visitors, returning visitors
Resource allocation 2022	0.4 FTEs EUR 2 000

Web service:	EQF
Principal objectives	<ul style="list-style-type: none"> Support the European Commission (DG EMPL), Member States and social partners in the implementation of the revised EQF Recommendation (2017), NQFs and learning outcomes, strengthening transparency and facilitating recognition of qualifications and coordinated use of European and national initiatives and instruments to support lifelong and life-wide progression in learning and career Maintenance and improvement of the EQF, NQF and learning outcomes websites
Planned outcomes	<ul style="list-style-type: none"> Provide support to four meetings of the EQF advisory group Analytical documents, syntheses, guidance and information material for the EQF advisory group Develop EQF guidance material in cooperation with the Commission Provide technical comments to (revised) referencing reports Provide technical support to EQF working groups Provide support to planned peer learning activities on EQF/NQF implementation (jointly with the European Commission) Update the NQF fiches – included in the European NQF inventory – with focus on NQF contributions to transparency, quality and recognition of qualifications Regularly update and improve the EQF and NQF website
Plans and priorities for future development	<p>Support EQF work programme (2022) in the following key areas:</p> <ul style="list-style-type: none"> referencing reports and related tasks; EQF levels and guidance for communicating; updating the referencing report; qualifications and learning outcomes; levelling and comparison of levelled qualifications; international qualifications; third countries' national and regional qualifications frameworks.
Indicators	<ul style="list-style-type: none"> Number of countries that have updated their referencing report Number of countries that have included EQF/NQF levels in the qualifications documents and in the qualifications databases
Resource allocation 2022	4 FTEs EUR 350 000

ANNEX XVI

Action plan as a follow-up to the Commission's Staff working document on the agencies' external evaluation



a. Cedefop-specific recommendations ⁽⁷⁵⁾

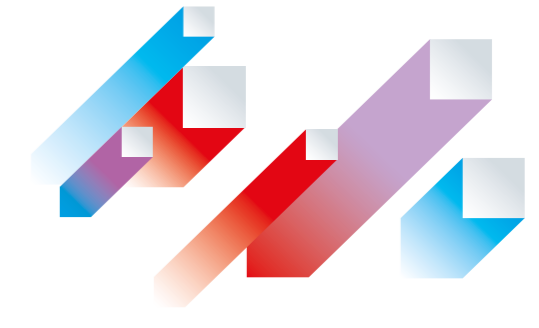
The first recommendation relates to reinforcing Cedefop's operational areas by reallocating human and financial resources. While the European Commission acknowledges the measures Cedefop has already taken, it proposes continuing these efforts. In line with this recommendation, Cedefop will continue the following actions.

Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation ⁽⁷⁶⁾ October 2019	Progress 10 September 2021
The Agency could continue looking for ways to reallocate even more resources from administration to its core operations.	<ul style="list-style-type: none"> Revisit HR situation to see whether additional staff can be deployed to operational areas 	<ul style="list-style-type: none"> Management supported by the HR unit 	DI 2 Target date for DI 4 (in-depth review of HR situation): 30 June 2020 Revised target date for DI 4 (in-depth review of HR situation): 30 September 2020	Current DI: 5 Revised target date for DI 4 (in-depth review of HR situation): 1 July 2021 due to the complexity of the exercise. In June 2020, the Executive Director adopted Cedefop's first ever HR strategy, including strategic workforce planning. Among the objectives of this exercise is the systematic review of staff needs across departments and the prioritisation of staff resources for core business activities. The annual job screening exercise showed an increase in the resources dedicated to operational activities (+0.4 percentage points in 2020 in comparison to 2019). In 2021, Cedefop moved from the yearly exercise to regular workforce planning discussions within management (21 February, 8 June, 20 July). A further meeting will take place in October.

Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation October 2019	Progress 10 September 2021
The Agency could continue looking for ways to reallocate even more resources from administration to its core operations.				In these discussions, in-depth reviews of the HR situation across departments have also been carried out from a forward-looking perspective for the period 2022-24 as part of the new HR strategy. Decisions taken in the context of these meetings have systemically aimed at reinforcing the capacity of the core business. For 2021, one staff member has been reassigned from the Department for resources and support to core business. The COVID-19 crisis, which put a lot of additional stress on administrative services to ensure business continuity and deliver fully online services, renders proceeding to further redeployments towards operational departments at this stage premature. Exploring redeployment opportunities will remain a regular exercise in the future; it is a rolling activity. <i>Cedefop considers this action implemented.</i>
	<ul style="list-style-type: none"> Identify transfer opportunities from administrative to operational budget lines 2020 target: EUR 20 000 (budget and/or FTEs) 	<ul style="list-style-type: none"> Management, supported by the Finance service 	DI 2 Target date for DI 4 (transfer takes place): 30 April 2020 Revised target date for DI 4: 30 September 2020	Current DI: 5 Following substantial savings linked to COVID-19 across budget titles, the amount of EUR 469 713 was transferred to operational budget lines. As this is a rolling activity, transfers from administrative to operational budget lines takes place every year. <i>Cedefop considers this action implemented.</i>

⁽⁷⁵⁾ SWD(2019)159 section 6.2.2.

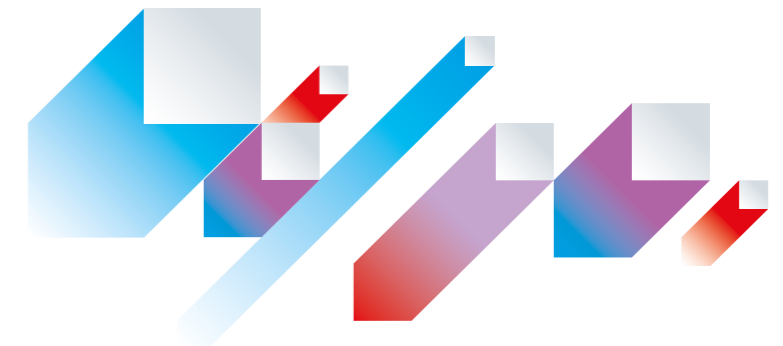
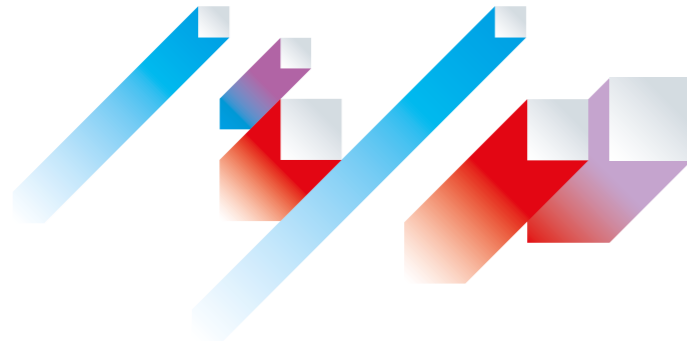
⁽⁷⁶⁾ Cedefop tracks progress by Degrees of Implementation (DI), whereby DI 1 refers to 'problem identified', DI 2 to 'solution conceptualised', DI 3 to 'solution implementation planned in detail', DI 4 to 'solution implemented (go-live date)', and DI 5 'solution impact established'.



Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation October 2019	Progress 10 September 2021
The Agency could continue looking for ways to reallocate even more resources from administration to its core operations.	<ul style="list-style-type: none"> Further streamline administrative workflows and procedures using more electronic tools (NB: investments in automation may lead to temporary cost increases) 	<ul style="list-style-type: none"> Management, supported by the IT service 	DI 2 Target date for DI 3 (ICT strategy shaped): 30 September 2020	Current: DI 3 The ICT and digitalisation strategy 2021-24 was adopted by the Executive Director on 13 April 2021. It includes a strategic initiative aiming at deploying the next generation of corporate services. As part of this initiative, the full digitisation of workflows and procedures is planned. The project has started and a tool for workflow automation has been selected and acquired. A first set of financial workflows was deployed by the end of June 2021. The second set contains mainly HR workflows, which are planned to be gradually deployed by December 2021. Target date for DI 4 (fully implement all digital workflows): end 2022.

Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation October 2019	Progress 10 September 2021
	<ul style="list-style-type: none"> Collaborate with other agencies to achieve further efficiency gains through shared services (e.g. using the agencies' catalogue of shared services) and joint procurement procedures, e.g. for ICT helpdesk services with ENISA in 2018 Some current actions have already reached DI 5 (e.g. joint company survey with Eurofound) 	<ul style="list-style-type: none"> Management and services concerned 	DI 2 Target date for DI 4: 30 September 2021	Current DI: 5 A service-level agreement (SLA) was signed with ENISA on 4 May 2020. Resource-sharing opportunities have been identified and are taking place. To date, capabilities are shared in data protection, confidential counselling, and procurement. Further opportunities for sharing services and capabilities were identified in a joint workshop with ENISA in April 2021 and the SLA has been updated accordingly. Cedefop is a member of the EUAN working group on new ways of work following the COVID-19 pandemic. The group meets on a bi-weekly basis to share experience and knowledge and cooperate on any relevant matter. Following the 2020 task force on shared services of the EUAN, all EUAN subnetworks have been mandated to identify opportunities for sharing services and capabilities in their respective fields of work. Exploring opportunities for shared services, joint procedures and initiatives is a rolling activity. <i>Cedefop considers this action implemented.</i>

The second recommendation addresses the presentation of two Cedefop performance measurement indicators in the Agency's reports. They relate to informing policies and their implementation, i.e. take-up of the Agency's findings, contributions to policy-relevant stakeholder meetings, citations in policy documents of EU institutions/EU-level and international organisations. The presentation of their values in Cedefop's reports is considered too aggregated. While the qualitative information in Cedefop's reports refers to the types of documents and events covered, the advice is to reflect this also in the presentation of the quantitative data. This recommendation has already been addressed.



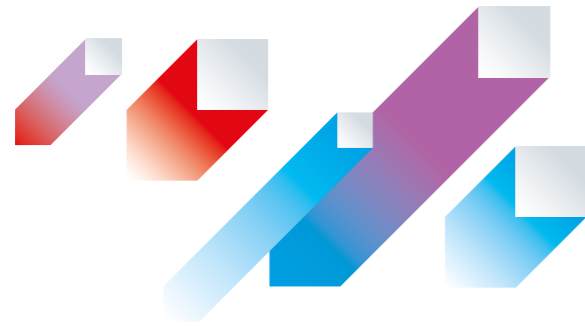
Cedefop-specific recommendations	Actions implemented and to be continued	Who	Degree of implementation October 2019	Progress 10 September 2021
The Agency could provide greater detail when presenting indicators relating to evidence, to inform policies and their implementation. In particular, it is advised that the indicators 'Policy documents citing Cedefop work' and 'Participation in Presidency events and meetings of senior stakeholders, or which support policy', would not present aggregated figures for items of a very different nature.	<ul style="list-style-type: none"> Indicator on citations in policy documents: present disaggregated data showing the different nature of the EU-level policy documents and reports that cite/use/refer to Cedefop work 	<ul style="list-style-type: none"> Performance measurement team 	DI 4 Target date for DI 5: 30 June 2020	Current DI: 5 Recommendation closed as per DG EMPL letter ref. EMPL E/SC/ps(2020)4712160 of 4/08/2020
	<ul style="list-style-type: none"> Indicator on contributions to policy-relevant meetings of senior stakeholders: present indicator in disaggregated manner 	<ul style="list-style-type: none"> Performance measurement team 	DI: 4 Target date for DI 5: 30 June 2020	Current DI: 5 Recommendation closed as per DG EMPL letter ref. EMPL E/SC/ps(2020)4712160 of 4/08/2020

b. Overall recommendation advising the four agencies to aligning their performance measuring systems further ⁽⁷⁷⁾

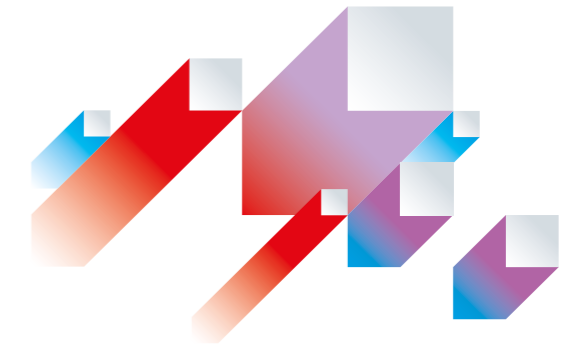
Exchange of information and experience with other agencies is an integral part of Cedefop's work on its performance measurement system. While the systems, and specifically outcomes and impact indicators, need to suit the specific nature, mandates and tasks of each Agency, Cedefop, the ETF, Eurofound and EU-OSHA have initiated discussions on potential further alignment. Work will follow a sequential approach.

Overall recommendations Agency-level innovation (efficiency)	Actions that have been initiated	Who	Degree of implementation	Progress 10 September 2021
Recommendation 5: [...] Therefore the agencies could work to further align their performance indicator methodologies. They are advised to consider developing a more systematic approach to measuring use of their outputs at national level, while taking account of individual agencies' mandates and the cost-effectiveness of the additional investments this requires.	<ul style="list-style-type: none"> Cedefop, Eurofound, EU-OSHA and the ETF have agreed to: 1. compare administrative indicators and their methodologies with the aim of aligning them where feasible. Most of these indicators are already included in the list measuring Directors' performance (COM SWD 2015, 62 final); 2. consult with other PDN members, e.g. EUIPO, ECA, regarding the indicators on uptake in and contributions to policy documents (Cedefop indicators 1 & 3), including national level ones. 	<ul style="list-style-type: none"> Performance measurement team in cooperation with the ETF, Eurofound, EU-OSHA 	DI 2 Target date for DI 4 (indicators aligned): 31 December 2020	ad 1: Current DI: 5 Initial discussions took place in October 2019 in the context of the agencies' PDN meeting. A task force with representatives from Cedefop, the ETF, EU-OSHA and Eurofound was created to discuss administrative indicators. On 26.11.2020 the group aligned their methodologies for the indicator on budget implementation. This indicator is used in the programming document, annual report, and CAAR, and its progress is discussed in regular meetings throughout the year with management. <i>Cedefop considers this action implemented.</i>

⁽⁷⁷⁾ SWD(2019)159 section 6.2.1.



Overall recommendations Agency-level innovation (efficiency)	Actions that have been initiated	Who	Degree of implementation	Progress 10 September 2021
<p>Recommendation 5: [...] Therefore the agencies could work to further align their performance indicator methodologies. They are advised to consider developing a more systematic approach to measuring use of their outputs at national level, while taking account of individual agencies' mandates and the cost-effectiveness of the additional investments this requires.</p>				<p>ad 2: Current DI: 2 Initial discussion held in October 2019. Meeting between EUIPO, Cedefop and Eurofound took place in April 2021 to understand better and learn from the method EUIPO uses to measure uptake of its work in the policy documents. Exchanges between Cedefop and Eurofound since the beginning of 2021 involving their performance measurement, research support service/library and Brussels Liaison Office teams. In April 2021 the two agencies discussed new methods to measure take-up of their work in policy documents, academic literature and the media more efficiently, based on Cedefop's pilot of new data collection tool for policy documents and Eurofound's feasibility study regarding academic literature; the pilots are expected to be completed in the second half of September (as planned) and next steps will be discussed between the two agencies in October 2021 (DI 3).</p> <p>Revised target date for DI 4 (indicators aligned): 31 December 2021 due to the complexity of aligning the different approaches.</p>



Overall recommendations Agency-level innovation (efficiency)	Actions that have been initiated	Who	Degree of implementation	Progress 10 September 2021
<p>Recommendation 5: [...] Therefore the agencies could work to further align their performance indicator methodologies. They are advised to consider developing a more systematic approach to measuring use of their outputs at national level, while taking account of individual agencies' mandates and the cost-effectiveness of the additional investments this requires</p>	<ul style="list-style-type: none"> Drawing on other agencies' experience, Cedefop has designed a survey to understand how its outputs and services are perceived and used, i.e. publications, online interactive tools, databases, peer learning activities and networking capacity. 	<ul style="list-style-type: none"> Performance measurement team 	<p>DI 3 Target date for DI 5 (survey results analysed): 31 December 2019</p>	<p>Current DI: 5 Survey findings analysed, reported to management and summary included in 2019 annual/CAAR reports. To be continued every 2 years. <i>Cedefop considers this action implemented.</i></p>

ANNEX XVII

Cooperation between Cedefop and the ETF



Framework of cooperation



FRAMEWORK AGREEMENT FOR COOPERATION BETWEEN THE EUROPEAN CENTRE FOR THE DEVELOPMENT OF VOCATIONAL TRAINING (CEDEFOP) AND THE EUROPEAN TRAINING FOUNDATION (ETF) PERIOD: 2021-2023

1. Background

Cooperation between the two Agencies as defined by formal agreements dates back to 1997. Over the years this cooperation has evolved to a more strategic partnership that enables the 2 Agencies to deepen and broaden their activities and further reinforcing synergy and complementarity. In this regard, a triangular cooperation involving also the European Commission services has become more systematic. In particular, in areas like monitoring and reporting on progress made by member states and candidate countries in the follow up to the Copenhagen Process and the European Skills agenda, this cooperation is envisaged to continue delivering high quality joint findings.

Both Cedefop and ETF, as EU agencies, support the European Commission in the field of vocational education and training (VET), skills and qualifications in a lifelong learning context. The operations of Cedefop and ETF are governed by distinct mandates established by their Founding Regulations. The differences in the operational actions of Cedefop and the ETF are also defined in their Founding Regulations.

Cedefop's mission, according to its recast Founding Regulation ⁽¹⁾, is 'to support the promotion, development and implementation of the Union policy in the field of vocational education and training (VET) as well as skills and qualifications policies by working together with the Commission, Member States and social partners. To this end, enhance and disseminate knowledge, provide evidence and services for

⁽¹⁾ <https://www.cedefop.europa.eu/en/about-cedefop/what-we-do/cedefop-regulation>

policy making, including research-based conclusions, and facilitate knowledge sharing among and between Union and national actors.

According to its mandate, ETF, supports the development of human capital in transition and developing countries in the context of EU external relations policies. In this regard, ETF puts priority in the enlargement region (candidate and potential candidate countries) and EU neighborhood, south and east. The focus of ETF's work is to help partner countries in the lifelong development of individuals' skills and competences through the improvement of vocational education and training systems. Within this context the ETF provides expertise to the European Commission and to partner countries outside the EU to improve their human capital development. The thematic expertise of ETF is continuously developing to cover new emerging areas and challenges in the domain of human capital development, skills and lifelong learning systems and VET with relevance to the partner countries and the EC. As per its unique mandate to focus exclusively in countries outside the EU, the ETF is actively delivering on the internationalisation of VET.

Cedefop's multiannual objectives reflect the core functions of the Agency that focus on: (a) producing innovative and forward-looking research and policy analyses to inspire policy-making and support well-designed policy implementation; (b) developing and maintaining the knowledge base and the unique blend of Cedefop's expertise at the interface of VET and the labour market to continue to be a major resource and authority on VET in Europe; (c) sharing skills, VET and policy intelligence, data, information, perspectives and tailored policy learning as enabler of partnerships on European VET through engagement, tools and interactivity with our stakeholders; and (d) focus corporate communication approach on increasing stakeholder engagement and outreach via social media, a more interactive web portal and online tools, data-visualisations, e-publications, audio-visuals, webinars and other virtual/hybrid events.

ETF carries out activities involving the following key actions: thematic and technical advice in human capital development to EU services (European Commission: DG Employment Social Affairs and Inclusion, DG NEAR, DG Education and Culture, DG Development and Cooperation, DG Enterprise and Industry, DG Home Affairs; and the European External Action Service) and in support of the external relation programmes (IPA, ENPI, DCI) in programming and project cycle; policy advice to partner country governments and stakeholders on policy solutions appropriate to the problems they face and capacity building of key actors, including governments, in the field of education and training and employment. Furthermore, ETF supports EU services in implementing human capital development actions included in the Economic and Investment Plans. The ETF also disseminates information on approaches and trends in vocational education reform being followed in the EU.

Without prejudicing the distinctive mandates and functions of either Cedefop or ETF, the shared focus on vocational education and training, skills and qualifications offers potential synergies through co-operation. Their institutional capacity and respective expertise in EU and non-EU systems of VET, skills, qualifications and human capital development provide a solid basis for cooperation that can be beneficial for both EU member states and ETF partner countries. Thus, cooperation between the two Agencies facilitates further



cooperation between EU member states and ETF partner countries in the area of VET, skills and qualifications in line with intergovernmental processes like the Copenhagen process, the New Skills Agenda, the Council recommendation on VET and the Osnabrück declaration and the common priorities for VET and skills established therein.

Through knowledge sharing and active participation in their respective activities, ETF and Cedefop deepen their expertise and ensure continued complementarity of activities, synergy and efficiency gains. Peer reviewing and peer learning also enhance the quality and added value of common or coordinated products – such as the Inventories assessing developments in National Qualifications Frameworks, the Monitoring Framework of commonly agreed VET priorities or the guides for skills anticipation – while at the same time avoid overlaps.

2. Cooperation between Cedefop and the ETF 2021 -2023

In the context of their own institutional mandate and geo-political scope, Cedefop and ETF will continue their cooperation in the period 2021–2023. With full respect to their mandates, the two Agencies will continue exploiting possibilities for further enhanced synergies. The two Agencies are committed to seek ways to expand and deepen cooperation, where appropriate, and in a cost-effective and efficient way.

Thus, Cedefop and ETF will focus cooperation in the following areas:

1. Expertise sharing
2. Production of common deliverables
3. Design, planning and execution of common projects
4. Sharing of networks, platforms and tools

Expertise sharing

The strength of both Agencies is their expertise in VET and human capital development. The expertise accumulation in both Agencies can be complementary to each other. Experts from both Agencies already cooperate closely in areas like qualifications and work-based learning.

Youth Guarantee schemes, being a priority for the Western Balkans and EU Neighborhood East and South, is an area where sharing experiences between the 2 agencies can contribute to the design and implementation of schemes in these countries.

Qualification and credential systems, including a focus on learning outcomes and validation of non-formal learning. Cooperation will continue on EQF and NQF implementation and both Agencies will prepare and publish (together with UNESCO) the biannual Global NQF Inventory and the International handbook on learning outcomes. Work based learning and work-placed learning. ETF and Cedefop will maintain continuous dialogue and discussion on apprenticeships and other forms of work-based learning and are both members of the ET2020 Working Group on VET and the Inter-Agency Working Group on WBL. Skills matching and anticipation and identification of skills needs. Cedefop and ETF will continue to engage experts to promote learning and knowledge sharing.



Production of common deliverables

Over the past years, the 2 Agencies have jointly prepared and disseminated findings and analyses in areas of joint interest. Cooperation was done on a geographical basis offering the opportunity to bring together findings from EU member states and beyond. Such an area is VET policy reporting as part of the implementation and monitoring of common VET priorities agreed at European level. Cedefop and ETF will continue cooperation as of 2021 to complete their shared mandate under the Riga Conclusions of 2015 to assist EU and partner countries in implementing reforms and to monitor and analyse progress in the area

of VET. In addition, they will adapt their monitoring approach in line with the priorities defined in the Council Recommendation on VET, the updated European Skills Agenda and the Osnabrück Declaration. Cooperation includes the development of methodological approaches, preparation of joint background papers, reports and presentations in platforms like the ACVT and DGVT meetings.

Design, planning and execution of common projects

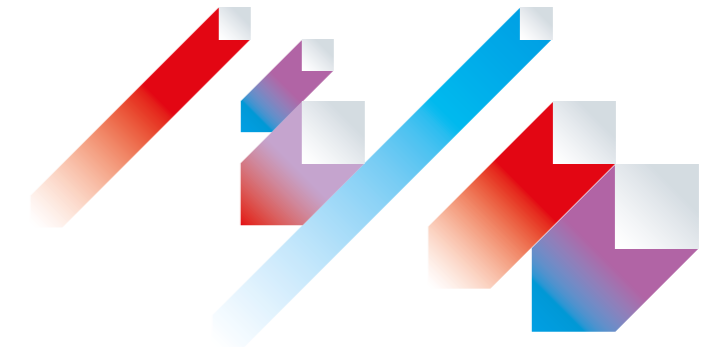
This is a new area of cooperation to be explored in 2021. The idea is to look for opportunities to kick off a new project under the full ownership by the two agencies. The project can have a horizon of 2-3 years coordinated by a team of experts from the 2 agencies addressing one area of common interest where countries from EU and the neighbourhood will be involved.

Sharing of networks, platforms and tools where appropriate

Already the 2 agencies are involved in international platforms and networks offering a complementary evidence-based point of view on VET and human capital development. This cooperation will continue. Furthermore, the two agencies will engage each other in their own platforms and networks whenever relevant.

Involvement of Cedefop and ETF experts in events and projects of mutual interest organised by both Agencies will continue. The two Agencies will continue exchanges and knowledge-sharing, including via two joint thematic meetings per year at Thessaloniki and Turin or virtually, to facilitate knowledge sharing and complementarity in their activities. The nature and format of these meetings will be agreed on an ad-hoc basis to better capture current developments in their domain of interest.

ETF and Cedefop will continue sharing good practice and support each other in transversal matters such as IT, finance, procurement, online services and general administration. ETF and Cedefop will strive to share services and capabilities within the framework set by the EUAN network and as deemed relevant



and appropriate by both agencies.

The two Agencies will also strengthen cooperation in communication activities in EU initiatives where both Agencies are active, like the European Vocational Skills Week.

Cedefop and ETF will continue to cooperate, exchange methodologies and learn from each other on the implementation of their performance measurement systems.

3. Implementing the framework for cooperation

Communication between the two Agencies will be open and continuous.

The two Agencies commit to deepen exchange of information on areas of common interest.

Cedefop and ETF will implement this framework for cooperation through a joint annual work programme annexed to the Programming Documents of each Agency. ETF and Cedefop will provide an annual report to the European Parliament on progress in the implementation of the framework for cooperation. This report will be included in the Consolidated Annual Activity Report of both Agencies.

Strategic planning and coordination between the two Agencies will be maintained at Directorate's level.

The two Agencies will be invited and represented at each other's Management Board meetings as observers.

The framework for co-operation will be reviewed at the latest by Q3, 2023.

Signed by CESARE ONESTINI
Cesare Onestini
on 09/03/2021 12:59:44 CET

Cesare Onestini
Director ETF

Digitally signed by:
JUERGEN SIEBEL (EUROPEAN
CENTRE FOR DEVELOPMENT OF
VOCATIONAL TRAINING (CEDEFOP))
Date: 2021-03-10 12:58:45 UTC

Juergen Siebel
Director Cedefop

Cedefop-ETF cooperation plan 2022

<p>Qualifications development</p>	<p>Shared products (publications):</p> <ul style="list-style-type: none"> • (i) joint design, development and drafting of the European inventory on validation (DG EMPL coordinating); • (ii) joint design, development and production, (also with UNESCO) of the 5th edition of the Global NQF inventory. <p>Joint advice to Commission:</p> <ul style="list-style-type: none"> • exchange of data and intelligence on qualifications systems and frameworks in the advisory group's sub-group on NQF to EQF comparison for third countries. <p>Information sharing, expertise exchange, peer learning:</p> <ul style="list-style-type: none"> • contribute to Skills Agenda implementation in microcredentials, individual learning accounts, interoperable databases of qualifications, common European VET profiles, upskilling pathways and international qualifications, use of ESCO and Europass in third countries.
<p>Skills matching and anticipation/identification</p>	<p>Concrete thematic cooperation:</p> <ul style="list-style-type: none"> • platform economy/platform work: the knowledge sharing will continue in 2022, including participation in events, exchanges through peer learning events and technical meetings. A discussion is foreseen with Cedefop on the methodological aspect of the research on platform work, including a possibility to replicate/adjust the Cedefop <i>CrowdLearn</i> methodology in selected ETF countries in 2023; • European skills and jobs survey (ESJS): the ETF will implement the survey in six to eight of its partner countries in 2022, using the same questionnaire developed and tested by Cedefop, and building on lessons learned from the survey implementation in EU countries in 2021. The ETF and Cedefop will exchange information and findings, will have regular interaction to support the development/adaptation of the survey questionnaire and preparatory work for a joint publication to be developed indicatively in 2023, where selected results from the EU and surveyed ETF partner countries will be analysed; • upskilling pathways and addressing the needs of low-skilled adults and/or those at social risk; • flexible and individualised skills development approaches and novel arrangements to access and participate in (re)training via active labour market programmes (including the potential of individual learning accounts). <p>Network building and knowledge sharing:</p> <ul style="list-style-type: none"> • following Cedefop work and expertise on new skill needs and skills anticipation, Cedefop's experts will be invited into the ETF's newly established network of experts. This is a network of researchers from both partner countries and EU Member States, based on a longer-term engagement and investment, and with a strategic approach to skills anticipation. Cedefop will be invited to join and participate in three online network conferences/seminars on three selected topics; • regular communication and exchange regarding the skills for green transition, use of big data in labour market intelligence, future of skill needs in selected economic sectors, and future skill needs in craftsmanship.





Effective teaching and learning	<p>Network building:</p> <ul style="list-style-type: none"> Cedefop's participation in the ETF's new expert group steering its <i>Creating new learning</i> project. <p>Joint development of common tools:</p> <ul style="list-style-type: none"> sharing research tools and experiences in their use, and pooling of data, in respective projects in curriculum innovation (notably key competences), VET teachers' and trainers' professional development (Cedefop feasibility study); teaching, learning and assessment methods; dissemination and enrichment of Cedefop's practical tools for policy-makers and VET practitioners; VET toolkit for tackling early leaving (www.cedefop.europa.eu/TEL-toolkit); and empowering young NEETs (new).
Entrepreneurship competence in VET	<ul style="list-style-type: none"> The ETF's expert engaged in consultations/expert steering group for the Cedefop project on entrepreneurship competence in VET (continued from 2020 and 2021).
Centres of vocational excellence	<ul style="list-style-type: none"> Exchange of knowledge and expertise.
VET Recommendation/Osnabrück Declaration follow up – reporting ⁽⁷⁸⁾	<ul style="list-style-type: none"> Cooperation in the development and implementation of the joint monitoring framework for the policy objectives and reform priorities under the Osnabrück Declaration and the VET Recommendation. Joint participation and presentation of findings in the ACVT/DGVT meetings.
Knowledge sharing seminars	<ul style="list-style-type: none"> Thessaloniki, June 2022 Turin, December 2022

⁽⁷⁸⁾ To be continued once decisions are taken after November 2021.

ANNEX XVIII

Cooperation between Cedefop and Eurofound

Framework of cooperation

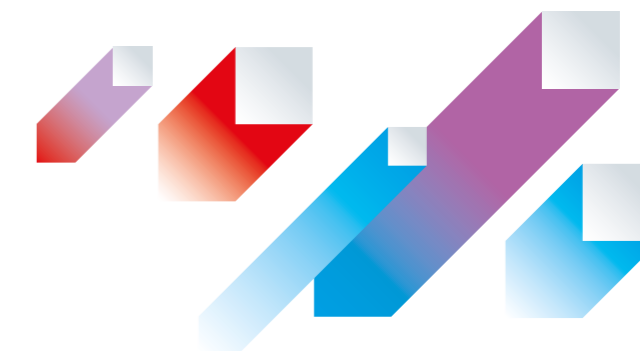
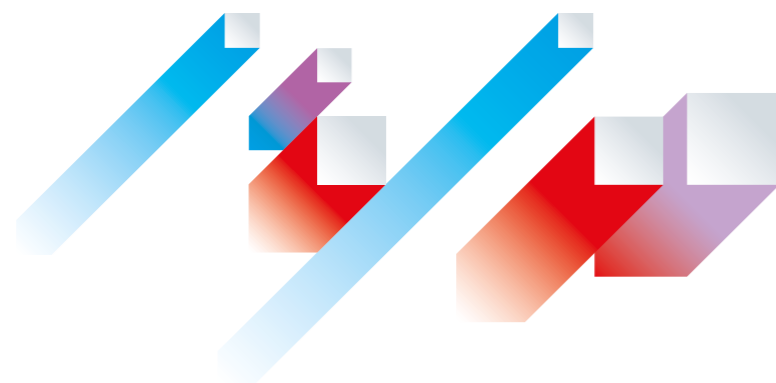



Memorandum of Understanding between the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Centre for the Development of Vocational Training (Cedefop)

1. This Memorandum of Understanding between Eurofound and Cedefop sets out to identify areas of close cooperation.
2. Purpose of the cooperation: the two Agencies have agreed to cooperate on selected areas with a view to:
 - a. Maximise synergies which can benefit both agencies and their stakeholders.
 - b. Avoid any duplication of activities in the identified fields of similar interest.
 - c. Share insights and seek synergies for optimising administrative services that support core business.
 - d. Learn from each other and transfer good practices.

It responds to article 2.5 (Cedefop) and article 2.4 (Eurofound) of their respective founding regulation¹.
3. The cooperation between Eurofound and Cedefop is informed by their respective tasks and objective as outlined in Chapter 1 of their founding regulation:
 - Eurofound's objectives is to provide the EU institutions and bodies, Member States and Social partners with support for the purpose of shaping and implementing policies for better living and working conditions, devising employment policies and promoting the dialogue between management and labour. To that end Eurofound conducts surveys in order to secure the continuity of comparative analysis of trends in living and working conditions, monitors labour market developments in the Union and conduct activities that that increase and disseminate knowledge. In Eurofound's data gathering and research, lifelong learning, knowledge co-creation and skills development play an essential role in understanding the development as well as needs of employment, labour markets, working conditions and living conditions.
 - Cedefop's objective shall be to support the promotion, development and implementation of Union policies in the field of vocational education and training as well as skills and qualifications policies by working together with the Commission, the Member States and the social partners. To that end Cedefop shall enhance and disseminate knowledge, provide evidence and services for the purpose of policy making, including research-based conclusions, and shall facilitate knowledge sharing among and between Union and national actors.
4. Both Agencies will appoint a main contact person to coordinate cooperation between the Agencies.
5. Both parties will, on a regular basis, in particular during the development of the programming document and detailed planning, consult each other and exchange views before finalisation. The exchange of programming documents should take place before the final draft is available. This consultation will be included in the timetable for drafting to allow for enough time to discuss and integrate the comments in the final document when appropriate.

¹ Regulation 2019/1228, and 2019/1227 of 16 January 2019 respectively.



6. The consultation should identify areas of strategic cooperation, areas of synergies, areas for exchange of information and areas where potential overlaps could arise in order to avoid them.
7. Based on the annual Work programme, an Annual action plan will be agreed between the two Executive Directors before 31 December via an exchange of letters. The Annual action plan will include a limited number of concrete activities for cooperation between the two Agencies. Staff involved and timetable will be identified for each action.
8. The Annual action plan will be monitored throughout the year. A mid-term review, initiated and coordinated by the main contact person from each agency, will take place half-way through the year.
9. Cedefop and Eurofound will also collaborate on a continuous basis to achieve further efficiency gains through shared services and capabilities such as for example inter-Agency joint procurements for services of common interest. The annual action plan may include priorities to be pursued to achieve particular efficiency gains.
10. Cedefop and Eurofound will cover their own costs arising from this cooperation as far as it is within the ordinary annual programming documents. In case of the development of a joint activity the arrangements on cost and ownership will be subject to a specific agreement.
11. Meetings will be organised at the following levels:
 - a. At general level, both Executive Directors or their representative will be invited, when relevant to attend each other's board meeting².
 - b. Experts and staff of both agencies will participate in the activities of expert and working groups, conferences and other meetings of the agencies where relevant.
 - c. Experts and staff will participate, where relevant, in the development of survey questionnaires and in various networks. Ad-hoc meetings or invitations may be extended to each other on specific subjects.
12. Both parties will nominate contact persons for the specified areas of similar interest.
13. This memorandum of understanding in no way affects the founding regulations establishing the two organisations.

This Memorandum of Understanding enters into force when duly signed by the Executive Directors.

Juan Menéndez-Valdés
Executive Director
European Foundation for the Improvement
of Living and Working Conditions
18/09/2020
Place: Dublin

Jürgen Siebel
Executive Director
European Centre for the Development of
Vocational Training
18/09/2020
Place: Thessaloniki

² In accordance with Art. 9.5 of the Rules of Procedure of Eurofound Management Board, representatives of other EU Agencies can participate in Board meetings where the MoU in force provides for their participation.

Cooperation plan 2022



Annex to the Memorandum of Understanding

between

The European Foundation for the Improvement of Living and Working Conditions, Dublin (Eurofound)

and

European Centre for the Development of Vocational Training (Cedefop)

ACTION PLAN 2022

In accordance with Article 7 of the Memorandum of Understanding, and with regard to Recommendations 9-14 of the Commission's Staff Working Document on the Agencies external evaluation (reference 26/04/2019, ref. Ares (2019)2820794) on Reinforced cooperation, Eurofound and Cedefop have agreed the below action plan to cover the time period from January to December 2022.

Actions	Activities
Cooperation 2022	<ul style="list-style-type: none"> • European Company Survey (ECS) <ol style="list-style-type: none"> a. Designated staff working group to finalise and publish the report on skills based on the survey b. Promote the edited volume in the Research in Labour Economics series (expected release early 2022) c. Discussion at the Directorate and management level to explore viable cooperation options and funding/cost-sharing models for the future. • Cooperation in the context of the Cedefop's 2023 European Training and Learning Survey (ETLS) <ul style="list-style-type: none"> ➤ participation of Eurofound in the Cedefop expert group to share expertise and ensure complementarities with the EWCS and ECS survey questionnaire. • Bundling expertise on the green transition <ol style="list-style-type: none"> a. Interagency knowledge exchange seminar on activities and outcomes of the work on the green transition (for Eurofound, Cedefop, EU-OSHA, ETF, JRC colleagues). b. Designated staff working group to explore the possibility of a joint publication that integrates the evidence the two agencies have on the green transition and its labour market and skills impacts to be released in 2023. • Webinar on post-pandemic employment and skills policies <ol style="list-style-type: none"> c. Planning and coordination webinar for MEPs, social partners and other EU stakeholders on post-pandemic employment and skills policies (Q3 2022). d. Technical implementation, promotion and media outreach



<p>Participation in activities and exchange of information</p>	<ul style="list-style-type: none"> a. Platform work: Regular exchange of information and joint participation in dedicated events. b. COVID-19: regular exchange of information on related work and Agencies' dissemination activities, with a view to promoting complementary activities c. Automation and artificial intelligence: Regular exchange of information and joint participation in dedicated events. d. Work on youth: assessing the feasibility of jointly launching a NEET toolkit in the coming years.
<p>Administration, shared services, internal control and risk assessment</p>	<ul style="list-style-type: none"> a. Explore options for cooperation using the potential of shared resources in strengthening and streamlining administrative processes b. Ongoing exchange of info the Agencies' performance indicator methodologies c. Exchange and building on good practices in internal control and risk management (including peer review)
<p>Development of Programming Document</p>	<p>Exchange of draft work programmes before their approval by the respective Management Boards. Both Agencies will refer to each other's work and cooperation where appropriate.</p>
<p>Regular contacts and organisation of the annual consultation</p>	<p>Ongoing virtual meetings during the year and organisation of an annual coordination meeting to discuss and assess progress on the above and other relevant issues.</p>

Agreed by both Agencies and signed:

for the European Centre for the Development of Vocational Training

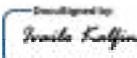
Digitally signed by:
 JUERGEN SIEBEL (EUROPEAN CENTRE FOR DEVELOPMENT OF VOCATIONAL TRAINING (CEDEFOP))

Reason: I am approving this document.
 Date: 2021-12-15 17:22:49 UTC

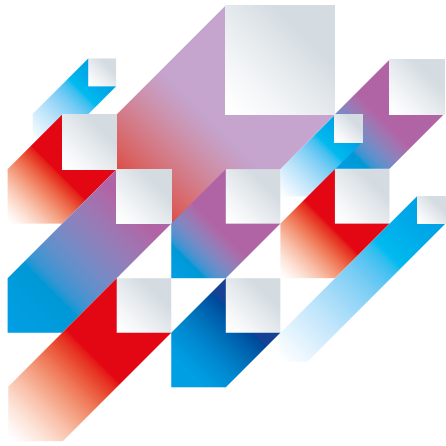
Jürgen Siebel
 Executive Director

for the European Foundation for the Improvement of Living and Working Conditions

15/12/2021

Digitally signed by:

 IVAILO KALFIN

Ivailo Kalfin
 Executive Director



2022-24 programming document

**CEDEFOP**European Centre for the Development
of Vocational Training

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