



CEDEFOP

European Centre for the Development  
of Vocational Training

EN



# 2023-25 programming document





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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 This decision was repealed in 2019 by Regulation (EU) 2019/128 establishing Cedefop as a Union Agency with a renewed mandate.

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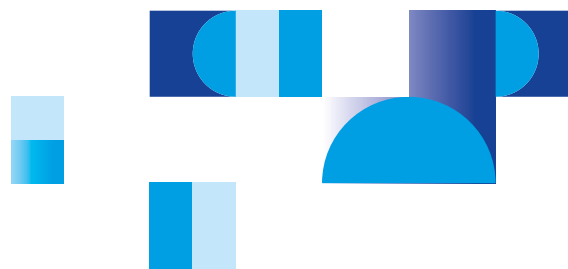
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# Foreword



In her State of the Union address on 14 September 2022 <sup>(1)</sup>, President of the European Commission Ursula von der Leyen proposed to make 2023 the European Year of Skills. As the EU Agency for VET, skills and qualifications, we greatly welcome this announcement, which places skills – and thus our work – centre stage in the political debate. We are fully committed to the success of this initiative.

Europe's green vision is a major pillar for recovery and future resilience and vital for achieving the goals of the Paris Agreement. At Cedefop we are committed to championing the green transition. The shift towards greener and more sustainable economies, together with digitalisation, is a game changer in EU labour markets. In their recovery and resilience plans, which the EU supports financially, Member States have exceeded the originally agreed targets of 37% for climate and 20% for digital spending and dedicated skilling investment, respectively. But the changes will affect all economic sectors. Reliable and strong skills intelligence to inform the necessary up- and reskilling and career transition policies is indispensable. Through our Green Observatory we will offer transition-focused information to meet the growing needs in an area where we have been active for over a decade. Our new short-term skills anticipation system, the shift

to more user-focused real-time information and the refocusing of our forecast and skills index, as part of our next generation skills intelligence, will reinforce our contribution to the EU Skills Agenda, the Green Deal and the Commission's *Fit for 55* package.

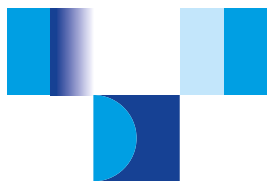
As VET plays a key role in enabling the transition to sustainable competitiveness and social fairness, countries' work on their recovery and resilience agendas and their national plans to meet qualitative and quantitative VET objectives are interlinked. Against this backdrop, Cedefop's policy briefs will inform the Commission's follow-up of countries' overall performance towards sustainable growth. To this end, we will enrich our redesigned monitoring approach by drawing on the data of our new VET policy dashboard and complementing our in-house work with a dedicated study.

Our commitment to supporting the green agenda does not only underpin the core business across our portfolio: we also 'walk the talk' as an organisation. Following the substantial reduction in mission and meeting costs, initiated in 2022, this year will mark the deployment of a comprehensive decarbonisation strategy, which attests to our firm commitment to reducing Cedefop's environmental footprint and, ultimately, achieving climate neutrality by 2030.

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<sup>(1)</sup> [2022 State of the Union Address by President von der Leyen](#), 14 September 2022, Strasbourg [accessed 20.1.2023].





To achieve further efficiency gains and prevent duplication of work, we will continue to make use of shared services and collaborate closely with other EU agencies and institutions, as well as international organisations. Pooling resources and expertise also translates into more effective services, as our collaboration with Eurostat on real-time labour market intelligence and our cooperation with Eurofound, the ETF and the OECD in a range of thematic areas demonstrate. Providing effective services and relevant products also means listening to user needs and

tapping their expertise. As in preceding years, we will again engage with our tripartite Management Board at critical junctures of our research and policy analyses, collaborate closely with our networks and reach out to other stakeholders. It is in this collaborative spirit that we are looking forward to supporting the Swedish and Spanish Presidencies in their work related to VET, skills and qualifications.

**Jürgen Siebel**  
*Executive Director*



# Acronyms



<b>ACVT</b>	Advisory Committee for Vocational Training
<b>AD</b>	administrator
<b>AST</b>	assistant
<b>CA</b>	contract agent
<b>CAAR</b>	consolidated annual activity report
<b>CareersNet</b>	Cedefop's experts' network on lifelong guidance
<b>CPD</b>	continuous professional development
<b>CVET</b>	continuing vocational education and training
<b>DGVT</b>	Directors General for Vocational Education and Training
<b>EaFA</b>	European Alliance for Apprenticeships
<b>ECS</b>	European company survey
<b>ECVET</b>	European credit system for vocational education and training
<b>ENISA</b>	European Union Agency for Cybersecurity
<b>EQF</b>	European qualifications framework
<b>EQAVET</b>	European quality assurance for vocational education and training
<b>ESCO</b>	European skills, competence and occupations
<b>ESJS</b>	European skills and jobs survey
<b>ETF</b>	European Training Foundation
<b>ETLS</b>	European training and learning survey
<b>EU-OSHA</b>	European Agency for Safety and Health at Work
<b>EUROFOUND</b>	European Foundation for the Improvement of Living and Working Conditions
<b>GHG</b>	greenhouse gas
<b>GO</b>	Green Observatory
<b>IDB</b>	Inter-American Development Bank
<b>ILO</b>	International Labour Organization
<b>ISCO</b>	international standard classification of occupations
<b>ISCED</b>	international standard classification of education
<b>IVET</b>	initial vocational education and training
<b>LM</b>	labour market
<b>LMSI</b>	labour market and skills intelligence
<b>MFF</b>	multiannual financial framework
<b>NACE</b>	National Association of Colleges and Employers
<b>NEET</b>	not in education, employment or training
<b>NIPs</b>	national implementation plans
<b>NQF</b>	national qualifications framework



<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PIAAC</b>	Programme for the International Assessment of Adult Competencies
<b>PMM</b>	performance monitoring meeting
<b>PMS</b>	performance measurement system
<b>ReferNet</b>	Cedefop's European network of expertise on VET
<b>SkillsOVATE</b>	Skills online vacancy analysis tool for Europe
<b>SME</b>	small and medium-sized enterprise
<b>SPD</b>	Single Programming Document
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>VET</b>	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 the field of 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, data sets 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 and employability are the necessary foundation for prosperous, competitive, 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 to and supports the EU policy framework, particularly the VET Recommendation <sup>(2)</sup> and the *Osnabrück Declaration* <sup>(3)</sup> – which were inspired by the *Opinion of the Advisory Committee on Vocational Training* <sup>(4)</sup> – the updated *European Skills Agenda for sustainable competitiveness, social fairness and resilience* <sup>(5)</sup>, principles one and four of the *European Pillar of Social Rights* <sup>(6)</sup> and the related *Action plan* <sup>(7)</sup>. It also sup-

ports the EU's endeavours in developing and retaining skills and talents <sup>(8)</sup> and the Commission's *Fit for 55* package <sup>(9)</sup> which considers education and training as central to ensuring citizens and enterprises manage the green transition successfully.

- (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 and:

- (a) equips young people and adults with the knowledge, skills and competences to thrive in the evolving labour market and society, to manage the recovery and the just transitions to the green and digital economy, in times of demographic change and throughout all economic cycles;
- (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 organ-

<sup>(2)</sup> [Council Recommendation of 24 November 2020 on vocational education and training \(VET\) for sustainable competitiveness, social fairness and resilience](#) [accessed 20.1.2023].

<sup>(3)</sup> [Osnabrück Declaration on vocational education and training as an enabler of recovery and just transitions to digital and green economies](#) [accessed 20.1.2023].

<sup>(4)</sup> [Tri-partite opinion on the future of vocational education and training](#) [accessed 20.1.2023].

<sup>(5)</sup> [European Skills Agenda for sustainable competitiveness, social fairness and resilience](#) [accessed 20.1.2023].

<sup>(6)</sup> [The European Pillar of Social Rights: building a fairer and more inclusive European Union](#) [accessed 20.1.2023].

<sup>(7)</sup> [The European Pillar of Social Rights action plan](#) [accessed 20.1.2023].

<sup>(8)</sup> [2021 strategic foresight report](#). [accessed 20.1.2023].

<sup>(9)</sup> [Fit for 55](#). [accessed 20.1.2023].



- ised 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 <sup>(10)</sup> 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 European cooperation aimed at improving VET through effective policy-making. Grounded in its 2019 recast Founding Regulation <sup>(11)</sup> 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 the 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.
- (8) The launch of systematic European VET cooperation in 2002 <sup>(12)</sup> 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

<sup>(10)</sup> [EU recovery plan](#) [accessed 20.1.2023].

<sup>(11)</sup> [Regulation \(EU\) 2019/128 of the European Parliament and of the Council of 16 January 2019 establishing a European Centre for the Development of Vocational Training \(Cedefop\) and repealing Council Regulation \(EEC\) No 337/75](#) [accessed 20.1.2023].

<sup>(12)</sup> [The so-called Copenhagen process](#) [accessed 20.1.2023].



profile, enabling it to support transformation 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) <sup>(13)</sup> 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 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 endeavours to devise upskilling

strategies for people with low skills and those 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; it is supported by effective social dialogue 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 all over the EU, Iceland and Norway, representing national, regional and sectoral interests aiming 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 <sup>(14)</sup>.

<sup>(13)</sup> [European qualifications framework \(EQF\) and National qualifications framework \(NQFs\) online tool](#) [accessed 20.1.2023].

<sup>(14)</sup> [The European Semester](#) [accessed 20.1.2023].



- (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 the 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 value proposition. 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 to do so in the coming years, not least in the upcoming European Year of Skills 2023 <sup>(15)</sup>.

### Cedefop's values

- (15) Cedefop's values are the core principles by which it operates; they inspire 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

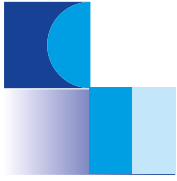
synergies and avoid duplication <sup>(16)</sup>, and proactively supporting EU policy objectives.

- (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 Founding 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 responds flexibly to socioeconomic develop-

<sup>(15)</sup> [European Year of Skills 2023](#) [accessed 20.1.2023].

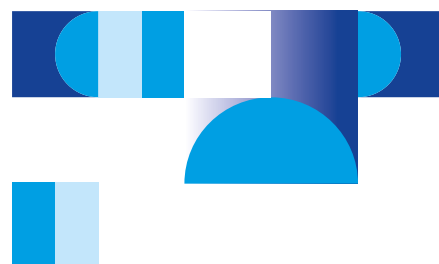
<sup>(16)</sup> This is to be read in connection with Article 2.2 of [Cedefop's Regulation \(EU\) 2019/128](#) providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in 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'.





ments 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.



# General context



- (19) For more than 20 years, European cooperation has developed a coherent and comprehensive EU VET policy framework that supports and complements national VET and employment policies, and education, training and skills more generally <sup>(17)</sup>.
- (20) Today, this EU policy framework encompasses EU-level and national VET priorities agreed through successive declarations and communiqués, the latest at Osna-brück in 2020; it positions VET and skills as drivers of the twin (digital and green) transitions, encourages the development of national skill strategies <sup>(18)</sup>, places emphasis on excellence and inclusion and supports national investment in VET through the Erasmus+ and other EU programmes <sup>(19)</sup>. The policy framework also addresses the need for everyone to have strong key competences <sup>(20)</sup>; it recognises the need for Europeans to update their skills and qualifications continually and for young people <sup>(21)</sup> and low-skilled

adults <sup>(22)</sup>, especially, to have 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 apprenticeships <sup>(23)</sup>, as well as stimulating innovation and entrepreneurship; it assists mobility for learning <sup>(24)</sup>; it supports ways to improve professional development of teachers and trainers <sup>(25)</sup> and the use of digital technology for teaching and learning <sup>(26)</sup>; and it looks to improve the quality and use of labour market and skills intelligence to align better skill supply and demand.

<sup>(17)</sup> 2015 Joint report of the Council and the Commission on the implementation of the strategic framework for European cooperation in education and training (ET 2020): new priorities for European cooperation in education and training [accessed 22.12.2022].

<sup>(18)</sup> European Skills Agenda for sustainable competitiveness, social fairness and resilience [accessed 22.12.2022].

<sup>(19)</sup> European Skills Agenda for sustainable competitiveness, social fairness and resilience and Council Recommendation of 24 November 2020 on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience [accessed 22.12.2022].

<sup>(20)</sup> Council Recommendation of 22 May 2018 on key competences for lifelong learning and Council Recommendation on key competences for lifelong learning [accessed 22.12.2022].

<sup>(21)</sup> Council Recommendation of 22 April 2013 on establishing a Youth Guarantee and Council Recommendation of 30 October 2020 on A Bridge to Jobs – reinforcing the Youth Guarantee and replacing the Council Recommendation of

22 April 2013 on establishing a Youth Guarantee [accessed 22.12.2022].

<sup>(22)</sup> Council Recommendation of 16 December 2016 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 22.12.2022].

<sup>(23)</sup> Council Recommendation of 15 March 2018 on a European framework for quality and effective apprenticeships [accessed 22.12.2022]. The Council Recommendation was informed by an ACVT opinion and Cedefop's analytical framework for apprenticeships.

<sup>(24)</sup> Council Recommendation of 28 June 2011: 'Youth on the move': promoting the learning mobility of young people, see also mobility target set by the VET Recommendation and Regulation (EU) 2021/817 of the European Parliament and of the Council of 20 May 2021 establishing Erasmus+: the Union Programme for education and training, youth and sport and repealing Regulation (EU) No 1288/2013 [accessed 22.12.2022].

<sup>(25)</sup> Council conclusions on European teachers and trainers for the future [accessed 22.12.2022].

<sup>(26)</sup> Digital skills and jobs coalition and Digital education action plan and Sofia call for action on improving the digital skills and education and Digital education action plan and Council Recommendation of 29 November 2021 on blended learning approaches for high-quality and inclusive primary and secondary education [accessed 22.12.2021].



More widely, its aim is to create a European Education Area <sup>(27)</sup> by 2025 and to make Europe the leading learning society in the world <sup>(28)</sup>, by enabling personalised and seamless lifelong learning paths and building comprehensive, quality and inclusive adult learning systems <sup>(29)</sup>. The adoption of the *Council Recommendations on micro-credentials* <sup>(30)</sup> and *individual learning accounts* <sup>(31)</sup> on 16 June 2022 are important milestones for making progress towards these ambitions.

- (21) Aiming to support business competitiveness and people's skills and career development, social partners are supporting the transition towards a learning society through their *Recommendations on skills, innovation and training and employee training* <sup>(32)</sup>; and their *framework agreements on digitalisation* <sup>(33)</sup> and active ageing <sup>(34)</sup>. 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 <sup>(35)</sup>. This holistic approach to adult learning is at the core of the 2021-30 adult learning agenda <sup>(36)</sup>.

- (22) A constant theme of EU VET policy is a commitment to empowering people through quality and inclusive education and training, and specifically through initial and continuing VET. This is evident from the past and current economic and employment priorities <sup>(37)</sup>, the [sustainable development goals](#) and the efforts to achieve a more social Union <sup>(38)</sup>, which was confirmed at the 2021 Porto Social Summit <sup>(39)</sup>. As an essential enabler of productivity, innovation and resilience of our economies and societies, VET is also essential for enterprises, particularly small and medium-sized firms.
- (23) At a time when the EU was still recovering from the COVID-19 pandemic, it was confronted with several other crises: the war in Ukraine and its economic and social fall-out, disruption and financial hardship caused by the energy crisis, and an

<sup>(27)</sup> Council Resolution on further developing the European Education Area to support future-oriented education and training systems and Council Resolution on a strategic framework for European cooperation in education and training towards the European Education Area and beyond (2021-2030) [accessed 22.12.2022].

<sup>(28)</sup> 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 22.12.2022].

<sup>(29)</sup> Council Resolution on a new European agenda for adult learning 2021-2030 [accessed 22.12.2022].

<sup>(30)</sup> Council Recommendation of 16 June 2022 on a European approach to microcredentials for lifelong learning and employability [accessed 22.12.2022].

<sup>(31)</sup> Council Recommendation of 16 June 2022 on individual learning accounts [accessed 22.12.2022].

<sup>(32)</sup> Social partner recommendations on skills, innovation, provision of and access to training and Promoting social partnership in employee training: final report 2018. [accessed 22.12.2022].

<sup>(33)</sup> European social partners autonomous framework agreement on digitalisation [accessed 22.12.2022].

<sup>(34)</sup> European partners' autonomous framework on active ageing [accessed 22.12.2022].

<sup>(35)</sup> EESC adult learning, adopted on 7.7.2021 [accessed 22.12.2022].

<sup>(36)</sup> Council Resolution on a new European agenda for adult learning 2021-2030 [accessed 22.12.2022].

<sup>(37)</sup> European Semester: annual sustainable growth strategy and Linking the European Semester and the Recovery and Resilience Facility [accessed 22.12.2022].

<sup>(38)</sup> A strong social Europe for just transitions [accessed 22.12.2022].

<sup>(39)</sup> Porto Social Summit: all partners commit to 2030 social targets and The Porto declaration [accessed 21.12.2022].



unfolding climate emergency. In a period of ‘permacrisis’, VET is a key policy lever supporting adaptation, transformation and recovery. This is especially important in the context of pronounced labour and skills shortages across the EU and in all sectors of economic activity. Digitalisation of VET, the focus on its quality, sustainability and innovation potential, and the [Centres of Vocational Excellence](#) will help shape this role in the coming decade.

- (24) The [EU recovery plan](#) <sup>(40)</sup>, the 2020 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 <sup>(41)</sup>, can help prioritise which areas to focus on in the shorter and the longer term. The 12 actions of the 2020 Skills Agenda indicate from the outset which of these will be supported by targeted policy.

<sup>(40)</sup> See also [Coronavirus: recovery and resilience facility](#) and [Commission Recommendation \(EU\) 2021/402 of 4 March 2021 on an effective active support to employment following the COVID-19 crisis \(EASE\)](#) [accessed 21.12.2022].

<sup>(41)</sup> for instance [European industrial strategy](#) and its 2021 update [Updating the 2020 new industrial strategy: building a stronger Single Market for Europe’s recovery](#) [accessed 21.12.2022].

#### 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.



- (25) As in 2008 with the global financial crisis, the COVID-19 pandemic severely impacted youth employment and, depending on country and sector, work-based learning and apprenticeship training. The disruption and change in societies, enterprises and workplaces set in motion by the pandemic also accelerated the need for massive up- and reskilling of adults. Cedefop evidence shows that digital skills, as well as the broader set of STEM skills, should remain a top priority in VET and skills policies: 52% of EU+ adult workers need to develop their digital skills further to do their job better and 2 in 3 workers affected by technological change have a digital skills gap <sup>(42)</sup>.
- (26) To implement the *European Green Deal* <sup>(43)</sup>, the EU sustainability-anchored growth strategy, greening employment and VET and investing in green transition skills are essential. Energy efficiency and renewable energy targets and measures agreed in the *Fit for 55* package <sup>(44)</sup> have become more ambitious <sup>(45)</sup>. The Council Recommendation to stimulate learning for the green transition and sustainable development <sup>(46)</sup> establishes such learning as one of the priority areas in education and training policies and programmes. In particular, work-based VET, such as green apprenticeship, and skilling for sectors driving the green transition, are instrumental for accelerating transformation and ensuring that it is fair for citizens.
- (27) The young need more support to access work experience and job opportunities in the green and digital economy <sup>(47)</sup> and all adults, employed or jobless, and irrespective of their qualification and socioeconomic background, need support to keep up with rapidly changing skills requirements and to prepare for job-to-job transitions. Guidance, validation and financing policies have an essential role to play, especially for sectors that are critical for the green and digital transitions, innovation, and the health and wellbeing of Europeans.
- (28) Addressing the recruitment difficulties and skills gaps these and other sectors are facing requires balanced policy approaches that influence both supply and demand. To reap the full benefits of investment in skills and qualifications, skill supply policy should be complemented with actions that facilitate education-to-work transitions and help ensure that work design empowers and motivates people and offers them broad opportunities for using their skills.

<sup>(42)</sup> Cedefop (2022). *Challenging digital myths. Policy brief*. [accessed 21.12.2022].

<sup>(43)</sup> *The European Green Deal* [accessed 21.12.2022].

<sup>(44)</sup> *Fit for 55: the EU plan for a green transition* [accessed 21.12.2022].

<sup>(45)</sup> *Fit for 55: Council agrees on higher targets for renewables and energy efficiency* [accessed 21.12.2022].

<sup>(46)</sup> *Proposal for a Council Recommendation on learning for environmental sustainability* [accessed 21.12.2022].

<sup>(47)</sup> As also advocated by the five agencies under the remit of DG Employment (Cedefop, Eurofound, ETF, EU-OSHA and ELA) at the *Youth First* European Parliament Seminar held on September 8 in the context of the 2022 European Year of Youth.



- (29) In response to the unprecedented challenges linked to the war in Ukraine, the EU has activated the *Temporary Protection Directive* <sup>(48)</sup>, which grants Ukrainian refugees access to the labour market and VET. The European Commission has taken immediate action to support Member States hosting them <sup>(49)</sup>. Beyond the emergency measures taken in 2022, VET will continue to play a central role in the education, labour market and social integration of the millions of young and adult refugees who have fled the war.
- (30) In light of profound transformation and the complexity of issues, trends and challenges facing the worlds of work and education, and following global and EU policy trends, Cedefop supports the idea that, while developing initial VET (IVET) remains essential, EU policy needs to strengthen and encourage a more strategic and 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, 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.
- (31) VET needs to become more learner-centred. It needs 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-neutral <sup>(50)</sup> and be inclusive and equally accessible irrespective of gender, skills level, socioeconomic background, and migration status. To achieve this, tapping the full potential of the opportunities digitalisation offers to make VET more widely accessible will be crucial.
- (32) CVET serving all age groups will only be possible through close interaction with IVET: 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 of higher education, providing initial qualifications and upgrading opportunities, the relationship between VET and general education needs to be clearer to facilitate permeability.
- (33) To tap people's potential to become or remain employable and advance in their education and professional careers, CVET should become a standard path open to all adults. This implies expanding CVET's

<sup>(48)</sup> Council Implementing Decision (EU) 2022/382 of 4 March 2022 establishing the existence of a mass influx of displaced persons from Ukraine within the meaning of Article 5 of Directive 2001/55/EC, and having the effect of introducing temporary protection [accessed 21.12.2022].

<sup>(49)</sup> Position of the European Parliament [...] as regards cohesion's action for refugees in Europe (CARE) and Welcoming those fleeing war in Ukraine: readying Europe to meet the needs [accessed 22.12.2022].

<sup>(50)</sup> See joint Cedefop-ETF discussion paper [The importance of being vocational: challenges and opportunities for VET in the next decade](#) [accessed 22.12.2022].



role far beyond the traditional notion of skills training, for example through creating learning-conducive work environments and increasing work-based learning in CVET. To ensure CVET meets the needs of learners and employers, it must marry a stable core with flexible elements. Such a systematic approach also requires adequate support for learners and enterprises, particularly SMEs <sup>(51)</sup>, and ensuring synergies between the policies supporting CVET, including financial incentives, guidance, validation, outreach policies and professional development of VET trainers and mentors. More generally, advancing CVET systematically requires effective organisation and governance arrangements, including social partners, that cannot be fully achieved through a simple ‘extension’ of formal education and training systems.

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

- (35) Investing in digital and green skills is central 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, 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 workers in all types of jobs, as well as the low-skilled, people in atypical work, self-employed, platform workers and the unemployed. What skills platform workers learn and require to be successful indicates the direction in which VET might develop: a blend of technical/occupational, communication, interpersonal, entrepreneurial and career management skills. Access to quality and inclusive skills development and effective support by companies and national skills strategies is essential to manage the twin transitions of the economy and the labour market.

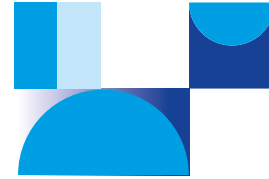
- (36) Understanding the nature and direction of changes in skill needs depends on sound and trusted (labour market and) skills intelligence. Information on skill demand and supply should operate in a feedback loop with learning provision and be mutually reinforcing. Following a more complex and dynamic labour market requires combining sources and methods of labour market and skills intelligence, careful consideration of

<sup>(51)</sup> [An SME strategy for a sustainable and digital Europe](#) [accessed 22.12.2022].



- different perspectives and integration of foresight methods and scenarios to take uncertainty into account. Robust and actionable skills intelligence offers a compass for developing VET and skills policies.
- (37) Effective 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 at all levels is also key 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 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 financial crisis, the COVID-19 pandemic, the war in Ukraine and the energy crisis adds a new dimension.
- (38) Resilience of VET systems concerns proactively building skill capacity to enable employers, workers and citizens in general to manage economic setbacks. These not only reduce jobs and thus increase unemployment, but also critically undermine skills development and contribute to subsequent labour and skill shortages through, for example, uncompleted apprenticeships or reduced training participation. Building such capacity needs to be guided by skills intelligence to understand how skill supply and demand are likely to interact. The need for more complex skill sets makes it more difficult to replace workers quickly. In fast-changing labour markets where skill demand dynamically increases, continued learning and quality jobs are 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 qualifications or credentials that are linked to qualifications frameworks. Tailored approaches and support to ensure CVET meets employer needs are particularly important for SMEs.
- (39) There is also the European dimension to strengthening 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. Similarly, European instruments, such as the European qualifications framework and Europass can continue to act as catalysts for change.
- (40) Current times, including Cedefop's programming period 2023-25, are characterised by disruptive change and complexity. VET will remain high on Europe's economic and social agenda as a key instrument for developing human capital to manage and shape the twin transitions, developing re-





silience, creating prosperity and alleviating 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; it must also 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 where people can connect to discuss key VET-related issues, informing and shaping the debate.

- (41) Cedefop will continue to support 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 and the National Implementation Plans*, the Pact for Skills and national upskilling strategies, 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 the Agency will support its partners during the programming period. Its annual work programmes will specify the activities and deliverables of each year.
- (42) During the programming period, Cedefop is likely to face resource constraints. It will also have to continue to operate ef-

fectively in an uncertain context, learning the lessons from the COVID-19 crisis, and adapting to the impact of the energy crisis. Further, setting a carbon neutrality objective by 2030 is a must. It would not be politically viable or financially desirable for Cedefop to return to 2019 levels of greenhouse gas (GHG) emissions. The Agency will build upon the progress made in the past 2 years to reduce both its direct and indirect GHG emissions, as well as more generally its impact on the environment. In this context, Cedefop will continually seek to develop further its own resilience, adopt sustainable practices and processes and increase its efficiency. Transforming itself into a digital organisation, Cedefop will continue to invest in its ICT and digital infrastructure and services; it will optimise processes and procedures through streamlining and digitising; and it will continue to explore and exploit opportunities for sharing expertise, services and capabilities with other agencies to save resources. 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.

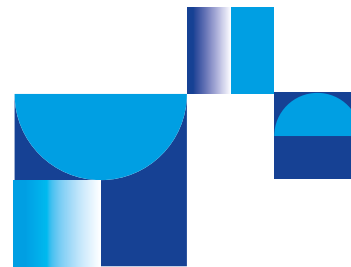
# Multiannual programming 2023-25

## 2.1. Multiannual work programme

### 2.1.1. Multiannual objectives

- (43) 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 value proposition. 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 of Vocational Excellence and the [EPALE](#) community of European VET practitioners.
- (44) 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.
- (45) The multiannual objectives distinguish between innovative and future-oriented research and applied research and analysis; they acknowledge that Cedefop's knowledge base, intelligence and policy learning activities are indispensable; and they establish communication as an integrated corporate tool for increasing outreach, interactivity and stakeholder engagement.
- (46) Achievement of Cedefop's multiannual objectives will be assessed using indicators from Cedefop's performance measurement system (PMS), focusing on the outcomes of the Agency's activities. They provide evidence of the degree to which Cedefop's information and expertise reaches its target groups, is used and valued.
- (47) Cedefop's PMS (Annex XIV) comprises qualitative and quantitative indicators. They include the key performance indicators <sup>(52)</sup> to assess the Director's performance in achieving operational objectives and in managing human and financial resources in the context of the discharge

<sup>(52)</sup> [Common approach on EU decentralised agencies](#) [accessed 22.12.2021].



procedure. Within the Work Programme 2023, eight indicators will be used for this purpose.

- (48) 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 to several areas: (a) mandates, e.g. biennial skills forecasts entrusted by the Council; (b) up-take of its work in EU policy documents; (c) contributions to EU policy documents; (d) meetings that inform policy and their implementation; and (e) 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, i.e. its contributions to developing, promoting and implementing VET, skills and qualification policies, generally and in specific thematic areas. To capture overall user satisfaction, Cedefop also measures a net promoter

score as part of its biennial user surveys. Output indicators help monitor whether products are provided within the time frame and the budget planned.

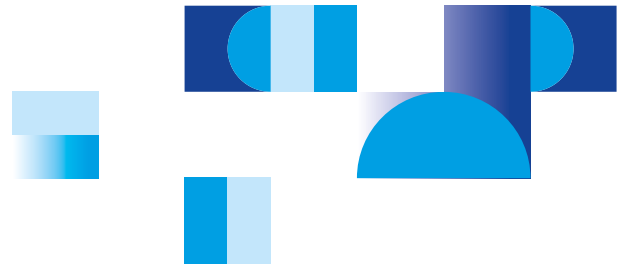
- (49) Combined with the thematic strategic areas of operation (see below), the multiannual objectives define the type and scope of work the Agency intends to deliver during the programming period. By adopting the multiannual strategy, annual work programmes and annual reports, the Management Board <sup>(53)</sup> confirms their alignment with the policy framework and compliance with Cedefop's mission; implementation is followed up by the Executive Board <sup>(54)</sup> 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

- (50) 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.
- (51) In line with Cedefop's mission, vision and values for the programming period, the

<sup>(53)</sup> European Parliament and Council. Regulation 2019/128 Art. 5.1 (b) and (d), Art. 6. [accessed 22.12.2021].

<sup>(54)</sup> Ibid. Article 10.



following three thematic strategic areas of operation have been defined:

(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 skills trends and better understand 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.

(52) 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.

(53) Being a responsive, efficient and open-minded organisation will facilitate 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 overarching EU policy objectives, by helping to strengthen joint efforts by the European



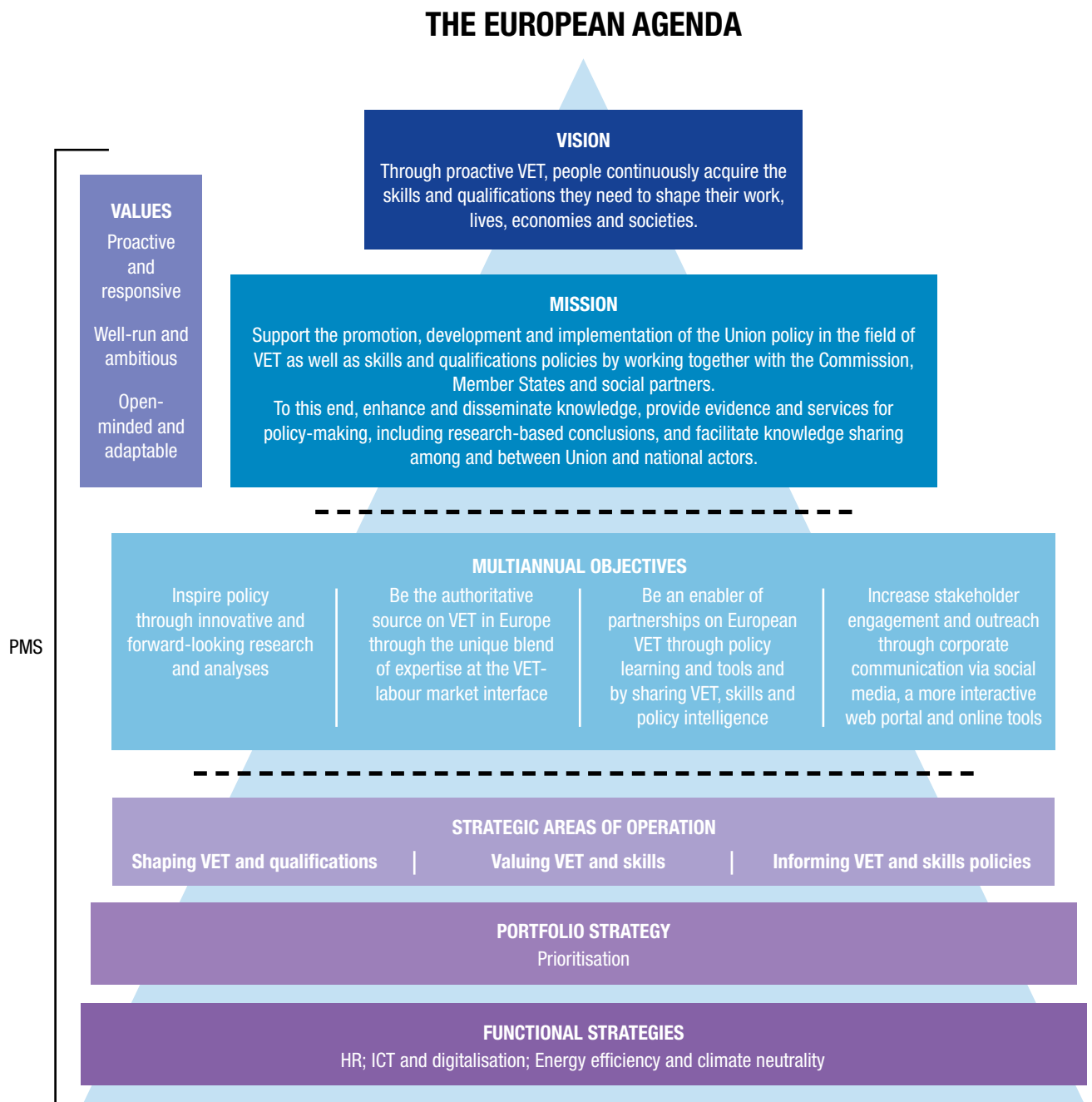
Commission, Member States and social partners to design and implement a world class and inclusive VET, in line with commonly agreed priorities.

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





Figure 1. Rationale guiding Cedefop’s strategy





### 2.1.3. Multiannual programme 2023-25

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

- (55) This strategic area of operation aims at improving overall relevance and quality of VET through: better interaction between IVET and CVET; improved structures, content and governance; and 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 for, and its capacity to, facilitate the fair transition to the green and digital economy.
- (56) Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders: 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.
- (57) EU tools and principles for transparency of qualifications are a tangible outcome of the European cooperation process. They aim at increasing permeability within and between VET and other forms of education and training, aid mobility across sectors and borders and promote lifelong learning, employability and career development. 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.

- (58) In the period 2023-25, the Agency will give priority to the following.
- (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* <sup>(55)</sup> and the *Osnabrück Declaration* <sup>(56)</sup>, this work will have an extended scope compared to past years. It will offer an overview of policy developments on the agreed European priorities to: support policy-making in VET in the Member States; provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European Semester; contribute to the Commission's 5-yearly reporting of the Council Recommendation on VET; and inform the Ministerial meeting – expected to take place in the second half of 2025 – that will define the next set of priorities for the post-Osnabrück period. Cedefop's monitoring and analysis will focus on the implementation of countries' national implementation plans (NIPs) in line with the integrated

<sup>(55)</sup> Council Recommendation of 24 November 2020 on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience [accessed 22.12.2021].

<sup>(56)</sup> Osnabrück Declaration on VET as an enabler of recovery and just transitions to digital and green economies [accessed 22.12.2021].



implementation and monitoring of the Council Recommendation on VET and the Osnabrück Declaration. The Agency's monitoring and analysis will focus on the priorities selected by countries in their NIPs and will be developed through strong stakeholder involvement, including consultation with the ACVT and the Directors General for VET (DGVET). Drawing on its ReferNet network, Cedefop will provide annual country policy briefs and will update its new Timeline of VET policies in Europe visualisation tool with the main VET developments defined in the NIPs. Cedefop will also update its VET in Europe data set on descriptions of VET systems. 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 in the broader EU perspective. In close cooperation with ReferNet partners, Cedefop will continue to disseminate national news on VET, highlighting developments and current challenges on topics related to the relevant EU policy agenda. 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 bring new evidence about entrepreneurship competence and how it is embedded into VET, in line

with the priorities of the 2020 European Skills Agenda, Council Recommendation on VET and Osnabrück Declaration on VET.

- (b) **Implementation of European tools and principles for transparency and recognition of qualifications.** Cedefop's study on the impact of European and national policies on transparency and transferability of qualifications will provide important insights into the conditions for taking forward European tools and principles and how they can facilitate lifelong and life-wide learning. Building upon this comprehensive analysis, work will focus on the consistent implementation of qualifications frameworks and systems contributing to the modernisation of VET and lifelong learning policies and practices. A specific aim will be to understand how these frameworks and systems can support learning progress for individuals throughout their life and across institutional, sectoral and national borders. Attention will be paid to the role of learning outcomes in promoting transparency, recognition and quality of qualifications. Cedefop will contribute to the work undertaken by the Member States, the Commission, social partners and other VET and labour market stakeholders in relation to horizontal comparisons of content and profile of qualifications in the context of the EQF; it will also continue providing insights into the way qualifications are defined, reviewed and renewed. The study on the use of microcredentials in VET will provide in-





sights into the changing nature of qualifications and credential systems in Europe and support the follow-up to the related Council Recommendation. Cedefop will continue to support 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) Continue and deepen 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 conditions for European 'VET excellence', as a reference point for European VET policies and what is required in terms of its conceptual, practical and political basis and orientation. This research will build on Cedefop's previous studies on the changing nature and role of VET and future of VET and will seek to identify available development paths for European VET in the 21st century. Cedefop will make sure to include the perspectives of different stakeholders, notably those of national and regional authorities, enterprises and social partners.

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

- (59) This strategic area of operation aims at providing evidence to help policy-makers design and implement VET and VET-related policies that enable everyone 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 thus 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 in their careers and the labour market.

- (60) Particularly relevant policy areas can be derived from several EU policy documents: the 2021-30 adult learning agenda; the Council Recommendations on upskilling pathways, and on 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; and the joint proclamation of the European Pillar of Social Rights and the 2021 action plan to support its implementation.
- (61) In line with the 2020 Cedefop-ETF discussion paper <sup>(57)</sup>, 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 next decade. While further developing IVET is central to ensuring that young people are equipped with the right skills for a smooth transition into the labour market and further learning, more efforts are necessary to strengthen CVET

<sup>(57)</sup> [The importance of being vocational: challenges and opportunities for VET in the next decade](#) [accessed 22.12.2021].



and make it work as a system underpinned by multi-level and multi-stakeholder cooperation. CVET, and 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, therefore, essential in the years to come to ensure that the new job opportunities created by the transformations of the economy will outstrip job displacement.

- (62) In the period 2023-25, Cedefop will continue to pay attention to CVET. 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 multi-stakeholder and multi-level cooperation in CVET; professional development of VET trainers and mentors; the growing role of quality and recognised company-based learning for young and adult learners.
- (63) Work in this area will be based on cross-country thematic and multi-disciplinary research, thematic country support, and opinion surveys, leading to provision of new evidence to support policy- and decision-making at EU level and across Member States. Collecting people's and VET practitioners' views and investigating individuals' needs and perspectives will be an integral part of this strategic area of work in the years to come.

- (64) To strengthen countries' and social partners' capacity to use Cedefop evidence and policy advice, better knowledge management will be implemented through existing 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 and also provide direct support to selected clusters of countries and policy areas.
- (65) In the period 2023-25, Cedefop will therefore give priority to the following.
- (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 rapidly changing labour markets, as well as supporting them to engage successfully in continuous learning over their life course for their personal and career development. 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 each other, including sharing experiences in approaches to quality of apprenticeships and other work-based learning opportunities; further promoting 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 enhancing 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 shall 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 op-

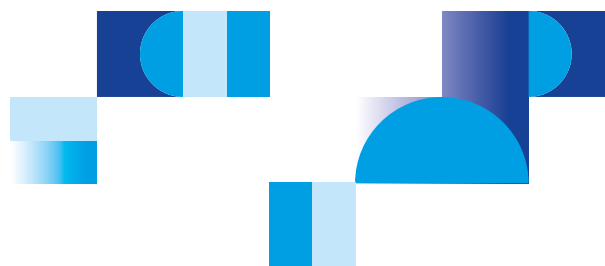
portunities. To this end, and taking full advantage of opportunities to engage European social partners and social dialogue discussions, Cedefop will focus on fostering greater synergies and integration among the three strands of work on financing and attractiveness of VET, lifelong careers guidance,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

- (d) **Streamlining and enhancing 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 is complemented with 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 <sup>(58)</sup>; and acting as an online reference source on national VET policies, practices and tools.

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

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

<sup>(58)</sup> Working groups of the strategic framework for European cooperation in education and training towards the European Education Area and beyond.



- up- and reskilling; provide insight into how to reflect the skills challenges raised by the digital and green transitions in training programme and learning design, and into how Member States can manage these twin transitions; deepen understanding of learning in work settings and how it can be facilitated and encouraged; and foster the development of VET and skills policies promoting skills matching and utilisation.
- (67) To remain competitive, ensure social fairness and increase resilience, skills and qualifications must be a focus in all Member States. Alongside rapidly changing skill needs, new structural realities and uncertainties in the world of work are emerging. Up- and reskilling need to accelerate to provide people with the skills and competences necessary to contribute to innovation and succeed in an increasingly complex and dynamic world of work; to facilitate just transitions and to give people an opportunity to take charge in shaping their careers in a post-pandemic labour market.
- (68) Labour market and skills intelligence (LMSI, or '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. These may be drawn from multiple sources and adjusted to the needs of different users. Cedefop's backbones for developing strong skills intelligence – data collection and research and analysis capacity – have been strengthened considerably in recent years.
- (69) 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 the green and digital transitions and forward-looking economic strategies and innovation. LMSI is 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 dynamic, complex and uncertain world.
- (70) To improve data quality and stakeholder usability further, Cedefop will continue to exploit the potential of big data to detect and analyse changing and emerging skill needs in its LMSI work. The granularity of such data makes it possible to provide much more detailed information on labour market and skills trends at occupational, regional and sectoral levels. Cedefop's SkillsOVATE online job advertisements analysis platform, along with findings from dedicated online job advertisement analysis, will complement and enrich its other EU skills intelligence work, such as the European skills forecast and the European skills index, and analysis based on the second European skills and jobs survey and the European training and learning survey. Such work directly supports the 2020 Skills Agenda. This information may also be useful in the context of the development of the full version of the EU talent pool <sup>(59)</sup>. Strengthened labour market and skills intelligence can also play a role in guiding

<sup>(59)</sup> EU talent pool pilot [accessed 22.12.2021].



national approaches to the updating of shortage occupation lists.

- (71) 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 ensuring quality work where learning and up- and reskilling becomes the new normal for all.
- (72) In disseminating findings from its labour market and skills intelligence, Cedefop will put emphasis on combining different information types and sources in smart ways to provide meaningful insights that meet the needs of stakeholders in their particular context. Coupling such findings with evidence on skills anticipation systems and practices will be the main approach to stimulating policy learning.
- (73) In the period 2023-25, Cedefop will give priority to the following.
- (a) **Producing and disseminating LMSI.**  
The Agency will carry out research on trends in the economy, in business fields and models, 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, scenario

building and qualitative analysis, Cedefop will continue to investigate changes affecting skill supply and demand, identify emerging skill trends in sectors and occupations, forecast future skill needs in the EU, dig deeper to map and understand better the changes within jobs and explore reasons behind skill mismatch. Capitalising on earlier work, Cedefop's next generation skills intelligence (LMSI 2.0) will exploit the full potential of its in-house data collection and analysis capacities and blend different types of information on labour market and skills trends, including – where relevant – information developed by Eurofound and other international organisations. While several other megatrends (e.g. ageing population and growing income and skills inequalities) will be considered, the focus in 2023-25 will be on broadening understanding of the digital and green transitions and their impacts on work, skills and people.

- (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. To understand better the inter-linkages between change, skill needs, work organisation and learning, Cedefop will collect and exploit new EU-level data on training



and learning in work and further exploit the information on technological and other changes collected in the second European skills and jobs survey (ESJS), the joint Cedefop/Eurofound European company survey (ECS) and the Crowd-learn surveys.

- (c) **Supporting national and sectoral stakeholder information needs.** In its dissemination activities, Cedefop will put emphasis on taking a broader perspective and on combining different types of labour market and skills information to produce richer and more policy-relevant and stakeholder-centred insights. This will support national, regional (depending on data availability) and sectoral stakeholders including social partners in better understanding the implications of megatrends – particularly the digital and green transitions – for skill needs and learning in their context, and in shaping up- and reskilling policies.

#### 2.1.3.4. **Communication and dissemination**

- (74) Effective communication supports achieving Cedefop's mission, set out in its 2019 recast Regulation, its vision, and values and specifically the multiannual objective to focus corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal, and online tools.
- (75) Like the European Commission, Cedefop follows the principles of corporate communications. In the context of a European Agency this implies management and steering of all internal and external com-

munication 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.

- (76) 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 involves 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 push/pull across a wide range of information formats, as well as provision of interactive channels for stakeholder engagement.
- (77) Cedefop will systematically focus on digital transformation and continue to invest in innovative web portal services, social media communication and other user-friendly and interactive communication formats, like data visualisation, audiovisual productions, infographics, animation, webinars, online polls and especially in the provision of state-of-the-art physical, virtual and hybrid stakeholder events.
- (78) Cedefop will continuously optimise its web portal thematic access points, online tools and databases by systematically interlinking its latest research results and data sets in the interest of the Agency's various stakeholders groups: policy-makers and



social partners, researchers, international organisations, practitioners, media and the wider public.

- (79) Valuable correlations between key online outputs of related research activities will be achieved by applying an integrative cross-department approach and close cooperation between communication and research experts, including, for example, the work on green skills and apprenticeships. The dissemination approach for publications will be successively replaced by the provision of new innovative electronic publication formats tailored to specific stakeholder information needs.
- (80) Cedefop communication will continue to align strategically 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 the areas of 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.
- (81) Another milestone in Cedefop's multiannual planning is the gradual implementation of an open access repository approach (OAR). 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**

- (82) During the programming period, Cedefop is likely to face resource constraints. In this context, Cedefop will continually seek to develop its resilience, adopt sustainable practices and processes, and increase its efficiency in managing financial and human resources.
- (83) Setting a carbon neutrality objective by 2030 is a must. The strong political and institutional momentum generated by the COVID-19 crisis has been reinforced by the energy crisis. It would not be politically viable or financially desirable for Cedefop to return to 2019 levels of greenhouse gas (GHG) emissions. Instead, the organisation will build upon the progress made in the recent past to adopt a climate neutrality strategy and action plan in order to reduce, to the extent possible, both its direct and indirect GHG emissions, as well as more generally its impact on the environment. In this context, 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.

- (84) Human capital and its management are crucial to the effectiveness of a knowledge-based organisation such as Cedefop. In the period 2023-25, Cedefop will assess the need to refine its human resource strategy, initially defined for 2021-23. The aim is to boost staff engagement and contribution; increase organisational agility and capacity for change; enhance the impact of HR services; generate administrative efficiency in the way human resources are developed, managed and allocated. More specifically, the HR strategy is implemented according to 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; staff wellbeing to foster a healthy, engaged and resilient workforce.
- (85) Transforming itself into a digital organisation, Cedefop will continue implementing its ICT and digitalisation strategy to offer its staff, partners and stakeholders means to develop, build and share knowledge digitally. In the coming period, Cedefop will adapt to comply with the requirements of the upcoming cyber-security Regulation, as well as to respond effectively to ever-evolving cyber threats. In parallel, the Agency will continue to seek ways and means to increase efficiency and reduce the administrative burden by optimising

and streamlining processes and procedures. Doing so, Cedefop will progressively harmonise its IT landscape with that of other EU institutions, particularly the Commission's. The ICT service will also continue to cooperate closely with the operational departments to innovate and implement new technologies in direct support of core business.

- (86) Across the organisation, and particularly for administrative and support services, Cedefop will continue to search for and exploit synergies with the network of EU agencies, to benefit from shared services and resources. Working with ENISA and building upon experience in sharing a Data Protection Officer and confidential counsellors, as well as organising joint procurement actions, the two agencies will assess the possibility to share a climate neutrality/EMAS project manager and share further capabilities in finance and procurement. The Agency will also continue to benefit from services offered by the European Commission through service level agreements.

## 2.2. Human and financial resource outlook for 2023-25

### 2.2.1. Overview of the past and current situation

#### 2.2.1.1. Staff population overview for 2021

- (87) Cedefop's 2021 establishment had 91 posts (49 AD and 42 AST). It included 9 permanent and 82 temporary posts. On 31 December 2021, Cedefop employed 18 contract agents and 3 seconded nation-





al experts (SNEs). Cedefop staff and SNEs were drawn from 17 EU nationalities <sup>(60)</sup>, the United Kingdom and Norway.

#### 2.2.1.2. Expenditure for 2021

(88) The rate of commitment of budget appropriations for the year 2021 was 100% and the rate of payment appropriations was 99%, demonstrating successful 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, while appropriate means and controls are in place to ensure that 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 2023-25

Cedefop underlines the vulnerability of its budget planning and management to factors which are outside its control, e.g. increasing staff costs and rising inflation. Such increases put additional pressure on the budget and may lead to significant budgetary shortfalls and negative priorities across all budgetary titles. Increases in salaries, announced towards the end of a financial year, challenge both the annual budget management and the reliability of forecasts for subsequent years.

Cedefop welcomes the 3.90% increase for the 2023 budget announced by DG BUDG (Table 1), instead of the 2% standard annual increase rate ap



plied in the Multiannual financial framework (MFF) 2021-27. However, this increase is not considered sufficient. For instance, the salary cost increase announced in November 2022, measured by a 4.5% salary indexation and the increase of the weighting factor for Greece by 5.7 base points created an imbalance in the year's projections, requiring swift priority changes at the end of the year. The salary cost increase has a knock-on effect on the following budgetary years, impacting the budget estimates presented in the PD 2023-25 across all titles. This accelerates an already known effect: the squeeze-out of Title 3 (operational expenditure) because of automatic increases of Title 1 (staff expenditure), given the constant overall budget in real terms over time (cruising-speed agency). This trend will not be sustainable for much longer.

#### 2.2.2.1. Financial resources

(89) The estimates for the budget of the years 2023-25 (Table 1) are in line with the *Statement of estimates* of the European Commission and the *Financial programming 2024-27* published in June 2022 <sup>(61)</sup>.

(90) In allocating the budget across titles, the Agency's forecasts consider: a significant increase in staff expenditure (9.66% projected for 2023, 1.09% for 2024 and 1.94% for 2025), primarily due to inflation and weighting factor changes on salaries applicable in 2022, as well as moderate progressive salary increases; the impact of inflation and energy prices on building

<sup>(60)</sup> Unrepresented EU nationalities in 2021 include Croatia, Cyprus, Finland, Hungary, Ireland, Lithuania, Luxembourg, Malta, Portugal and Slovenia.

<sup>(61)</sup> [Statement of estimates of the European Commission for the financial year 2023: preparation of the 2023 draft budget.](#) [accessed 22.12.2021].



and infrastructure costs; and planned investments, particularly to implement the ICT strategy and to increase the energy efficiency of the building. However, Cedefop plans to recoup these latter investments in later years.

- (91) Nevertheless, and to ensure adequate budget allocation to core business in line with the strategic priorities identified by the Agency, the budget planning 2023-25 foresees several measures: staff policy that takes account of budgetary constraints; regular workforce planning exercises; further synergies and shared services with other EU agencies; and systematic revisiting of the Agency's portfolio of activities and outputs with a view to streamlining and focusing them further (Table 2). The portfolio represents a snapshot at a certain time and is dynamically changing.
- (92) Agency revenue consists of the subsidy from the EU budget, Norway and Iceland contributions<sup>(62)</sup> and own revenues (mainly interest generated from bank deposits).

#### Allocation and evolution of the budget appropriations by title: budgets 2023-25

- (93) For Title 1 – staff expenditure – the estimate for 2023 is based on the provisions for the establishment plan and its occupation (see also Annex IV). It considers the impact of the 2022 salary adjustments, a moderate salary adjustment in 2023, planned recruitments, turnover and retirements, and the

staff resources needed for the implementation of Cedefop's activities; this represents an increase of 9.66% in 2023 compared to 2022. For the years 2024 and 2025, 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 EU Staff Regulation, as well as promotion and re-classification exercises following staff appraisals – and a moderate inflation impact on salaries and allowances. However, this 2% increase does not include any possible change in the weighting factor for Greece, nor any possible salary adjustments attributed to continuing inflation pressures in the EU post 2022. To compensate for the 2022 salary increase knock-on effect on years 2023, 2024 and 2025, Cedefop has cut a number of expenses across Title 1, thus containing the increase of this budget Title to the extent possible.

- (94) For Title 2, which is used to fund administrative expenditure, as well as investments in building and ICT infrastructure and technologies, the amount needed for 2023 is 1.9 million EUR, up by 3% in comparison to 2022. The 2023 rise is due to electricity and heating cost increases by 100% and 33% respectively, compared to 2021, increased estimated prices for building cleaning and security services, and outsourcing of treasury management services to the European Commission (DG BUDG). This 'apparent' increase masks a de facto postponement/cut in needed investments in infrastructure, applied to limit the effect of Title 1 increase on core business.

<sup>(62)</sup> Norway and Iceland contributions are calculated as a ratio on the EU Budget contribution to the annual budget of Cedefop. The ratio is calculated Q2 of year N-1 for the year financial year N based on information communicated by the European Commission.



Further, Title 2 will fall by 2.62% in 2024 and by 1.61% in 2025. This still includes required investments in digitalisation, energy efficiency of the building and the reduction in CO<sub>2</sub> emissions planned in 2024- 25, in line with Cedefop's upcoming climate neutrality strategy. Investments in ICT and renewable energy, as well as other energy efficiency measures, are expected to be recouped in the following years and generate efficiency and productivity gains as well as energy savings.

- (95) Title 3 – operational expenditure – decreased by 8.45% in 2023, compared to 2022, which is attributed to the pressure exercised by the increase in salary cost and inflationary pressure on infrastructure expenditure explained above. This necessary budget reduction was partly realised through a combined reduction in operational mission and meeting costs by 50% in 2023 <sup>(63)</sup> as compared to 2019 (the last year of pre-COVID-19 operation); reducing the number of missions and maximising online and hybrid meeting formats creates savings, which are directed to the core business. There is also a reduction in operational project budgets across all activities. The trend for the following years shows an increase of Title 3 by 6.22% in 2024 and 3.43% in 2025, which will be focused on research and policy analysis activities. To continue maximising its operational budget, the Agency will need to cut back 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.

<sup>(63)</sup> Excluding the cost of the annual Management Board meeting, which will take place as a physical event in Thessaloniki in 2023, as decided by the Board.

Table 1. **Budget evolution 2023-25 by Title** <sup>(64)</sup>

	Budget 2022	VAR 2023 / 2022	Envisaged in 2023	VAR 2024 / 2023	Envisaged in 2024	VAR 2025 / 2024	Envisaged in 2025
Title 1 Staff Expenditure	11 679 320	9.66%	12 807 887	1.09%	12 947 220	1.94%	13 198 960
Title 2 Infrastructure and operating expenditure	1 849 600	3.00%	1 905 000	-2.62%	1 855 000	-1.61%	1 825 100
Title 3 Operational expenditure	5 305 500	-8.45%	4 857 000	6.22%	5 159 000	3.43%	5 336 000
<b>TOTAL</b>	<b>18 834 420</b>	<b>3.90%</b>	<b>19 569 887</b>	<b>2.00%</b>	<b>19 961 220</b>	<b>2.00%</b>	<b>20 360 060</b>

#### 2.2.2.2. Human resources

(96) Cedefop's establishment plan had 91 posts in 2021. Sustained efficiency drives, digitising processes, redeployments and reassignments have been employed to address new and growing tasks with ever-increasing resource constraints. Without prioritisation, these instruments may soon be exhausted. To anticipate future possible financial constraints, Cedefop develops different scenarios to manage and best match human resources, in the context of strategic workforce planning.

#### Resource outlook for 2023-25

(97) Cedefop's recast Founding Regulation, which entered into force in February 2019, reflects in the mandate of the Agency the work it had done on VET, as well as on qualifications and skills policies at the intersection between education and the

labour market. Over the years the Agency has progressively broadened its work to respond to policy demands. However, this extended portfolio of activities has not been accompanied by additional resources. The identification of negative priorities and systematic efficiency gains have made it possible for the Agency to deliver but this has led to increased workload and pressure for staff. Looking ahead, and despite the 3.90% budget increase in 2023, the MFF 2021-27 may pose serious challenges to the Agency to respond adequately to policy and stakeholder demand.

(98) 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

<sup>(64)</sup> 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.



the demand for Cedefop's work, leading to new tasks and 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 is able to fulfil its mission.

- (99) 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 go beyond VET to include skills and qualifications policies. The budget allocated to the Agency should be reconsidered to reflect better the importance of its mission and the extent of its objectives;
  - (b) in this *Single 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 of Cedefop, this will only be feasible with the corresponding additional resources.
- (100) **Growing tasks** which might materialise in 2023-25 and affect the Agency's planned activities and resources include:
- (a) promoting CVET as a system and coordinating supporting measures to enhance its attractiveness;
  - (b) sustainable development goals integration.

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

- (101) The fast-changing world of work inevitably increases the potential demand of continuous learning from companies, as well as from individuals not benefitting from in-company training offered by their employers. However, many barriers must be overcome to translate this demand into actual participation in training.
- (102) In the context of the 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 mode of learning 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.

### Sustainable development goals integration

- (103) In 2023-25, Cedefop will gradually implement the 2030 Agenda for sustainable development and its 17 SDGs<sup>(65)</sup>. A significant part of this commitment will take the form of adopting, in 2023, a climate neutrality strategy and decarbonisation roadmap for the organisation to reach the objective of climate neutrality in 2030. Pro-

<sup>(65)</sup> UN sustainable development goals [accessed 22.12.2022]



gress on the decarbonisation targets will be monitored and measured using a recognised environment management standard.

### 2.3. Strategy for achieving efficiency gains

- (104) 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, 2019 and 2020 – published respectively in 2019, 2020, 2021 and 2022 – the European Parliament acknowledged the Agency’s performance measurement system (PMS) as ‘exemplary’<sup>(66)</sup>.
- (105) 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.
- (106) Cedefop cooperates with Eurofound, EU-OSHA and the ETF to compare and, where possible, align and improve data collection and analysis methods for performance indicators. This is in line with a recommendation following the 2017 external

evaluation of the (then) four agencies within the remit of DG Employment. Cedefop is also an active member of the EUAN Network of Agencies and a strong supporter of developing strategies for sharing resources across agencies. Further to using joint procurement across agencies and the ‘shared’ disaster recovery site of EUIPO, the service level agreement signed with ENISA and the memorandum of understanding with Eurofound envisage more such resource/staff pooling; as of 2021, and for the first time, ENISA and Cedefop shared resources in the form of shared data protection officers. In 2022, they started sharing confidential counsellors. The two agencies are also exploring ways and means to share capacity in climate neutrality and environment management systems, as well as finance, procurement and accounting.

- (107) Cedefop systematically considers further scope for efficiency gains and pursues strongly its effort towards digitalisation, an effort that the Commission has acknowledged and recommended to continue. In 2021, Cedefop adopted a new ICT and digitalisation strategy to support the Agency’s digital transformation, with the aim of generating greater efficiency and enhancing productivity across the organisation, as well as boosting collaboration and knowledge sharing with external stakeholders. Implementation is continuing. The COVID-19 and energy crises and the imperative to reach climate neutrality generated an impetus towards a systematic reduction in mission and meeting costs by 50%. This will be achieved by replacing, as far as possible, physical meetings by virtual

<sup>(66)</sup> European Parliament decision of 26 March 2019 (2018/2178 (DEC) [Discharge 2017: Cedefop](#) and European Parliament decision of 14 May 2020 (2019/2066 (DEC). [Discharge 2018: Cedefop](#) and European Parliament decision of 29 April 2021 (2020/2150(DEC). [Discharge 2019: Cedefop](#) and [Discharge 2020: Cedefop](#). [accessed 22.12.2021].



ones and online collaboration tools, taking due consideration of the added value of face-to-face discussions and exchanges. Cedefop will also systematically invest in achieving higher energy efficiency for its building. All savings generated are redirected to the core business. Continuing efforts are taking place 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 shows a consistent increase in staff allocated to core business and reduction in staff allocated to administrative support and coordination since 2015.

(108) While there is limited residual scope for substantial further efficiency gains within existing regulatory and compliance constraints, the following initiatives are foreseen for 2023-25:

- (a) continuous collaboration with other agencies to achieve further efficiency gains through shared services such as inter-agency resource pooling, joint procurement for common services and for other services, as available in the agencies' catalogue of shared services;
- (b) pursuing the reduction of mission and travel costs by at least 65% in comparison with 2019, the last year of normal pre-COVID-19 operation, and implementing a combination of online, hybrid and physical events that is efficient while reducing the overall meetings and missions budget of the Agency by half. On top of further increasing cost savings and efficiency gains to the bene-

fit of core business, this measure witnesses Cedefop's firm commitment to reducing its carbon footprint and minimising its environmental impact;

- (c) careful selection of measures that combine carbon reduction objectives with efficiency and cost savings, for example by making selected investments in energy efficiency projects, such as installing photovoltaic panels to generate own green electricity, replacing all lights with LED lamps and better insulating the building;
  - (d) further use of Commission/inter-agency framework contracts, wherever possible, to reduce administrative overheads;
  - (e) 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;
  - (f) participation in selected inter-agency working groups to pool expertise, resources and best practice and, whenever 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.
- (109) Cedefop carries out systematic reviews of its portfolio of activities and outputs with a view to streamlining and focusing them further. The review provides a broad idea of the direction of change over 2023-25 suggested 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, as well as reflecting Cedefop's relative strengths and needs for capacity building. After the prioritisation exercise carried out in 2021, an additional review took place during a dedicated workshop with the Extended Executive Board at its June 2022 meeting, validated by the Management Board at its meeting of October 2022. The outcomes are presented in Table 2.



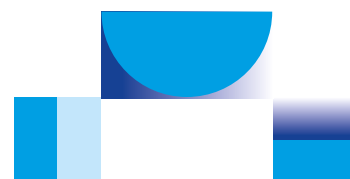


Table 2. **Prioritisation exercise: portfolio review**

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"> <li>• Supporting CVET systems and WBL in CVET</li> <li>• Skills intelligence 2.0</li> <li>• Professional development of VET teachers and trainers</li> <li>• Microcredentials</li> <li>• Green and digital transitions</li> <li>• Social media/audiovisual activities</li> <li>• Online tools</li> </ul>	<p>This category includes areas which have already reached a high level of expansion and maturity in need of investment to reinforce vulnerable areas and build further on what has already been achieved:</p> <ul style="list-style-type: none"> <li>• Up-/reskilling pathways for all</li> <li>• Policy monitoring 2.0</li> <li>• Qualifications and learning outcomes</li> <li>• VET statistics and indicators</li> <li>• Guidance, validation and incentives – including ILAs – in an integrated approach</li> <li>• Cross-national database and networks on apprenticeships</li> <li>• Future of work and VET</li> <li>• Survey-based/data sets in-house skills analysis</li> <li>• Web portal</li> <li>• Virtual and hybrid events</li> </ul>
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 contained to that necessary to consolidate and take advantage of results already achieved:</p> <ul style="list-style-type: none"> <li>• VET systems</li> <li>• Tackling early leaving from VET</li> </ul>	<p>This category includes relevant segments of existing activities which need to be reoriented and/or streamlined in view of defending their strength and increasing their added value:</p> <ul style="list-style-type: none"> <li>• Transversal skills and competences</li> <li>• Skill demand and supply forecast</li> <li>• Policy learning on skills anticipation and matching</li> <li>• Skills surveys</li> <li>• Skills index</li> <li>• Smart publishing</li> <li>• Refugees and the LM: skills-based pathways</li> <li>• Mobility scoreboard</li> </ul>

(110) 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 Executive and Management Boards, among others to identify and agree negative priorities and make room for new demands. Cedefop will continue this close dialogue with its Executive and Management Boards.

(111) 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 are not provided. For this reason, several activities were discontinued or downsized in previous years: 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; the 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; the third conference of learning providers' practitioners community; the launch of the *Cedefop Yearbook*. Several projects had to be discontinued in 2020 due to an unexpected budget cut of EUR 300 000 below the MFF 2013-20 set ceilings. These include no interpretation at Management Board meetings and radical reduction in printing and dissemination of hard-copy publications.

(112) In addition, in the period 2023-25, **negative priorities** will (continue to) affect the following tasks and deliverables:

- (a) cancellation of the policy learning forum on IVET mobility;
- (b) current work on the production of large-scale surveys will be streamlined, focusing resources on a single Cedefop 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 (teachers and trainers);
- (c) while work on Cedefop's new opinion survey on VET (teachers and trainers) will continue to achieve EU-wide coverage, budget constraints may not allow

covering all 27+ Member States. The selection of countries will be decided in consultation with interested countries and on the basis of a cost-effectiveness analysis with a view to maximising coverage within the budget available;

- (d) the shift of thematic country reviews from systematic support for individual Member States in a specific area of policy, to a tool for enhancing policy learning capacity in a variety of policy areas will continue, with a view to reducing the resource burden while preserving overall effectiveness;
- (e) no interpretation at Management Board meetings;
- (f) 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, spending on infrastructure has been limited to the extent possible to focus resources on core business. However, Cedefop has adopted a strategy to accelerate the digitalisation of the Agency, and will adopt in 2023 a strategy towards climate neutrality. The resulting investments in ICT and energy efficiency projects will temporarily increase expenditure in infrastructure for the period 2022-25. However, investments will be carefully selected for their good return rates, allowing initial investments to be recouped in later years through increased productivity, efficiency and savings generated.



The future budgetary constraints envisaged under the MFF 2021-27 will imply further downsizing or cuts among the activities of the Agency, which has to manage the tension between fulfilling the missions and tasks it is entrusted with in its recast Regulation and the ever-tighter budgetary resources allocated to the institution. In particular, 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 Agency's activity portfolio.

- (113) Redeployments between administration and operational departments and reassignments between projects and operational departments will continue to be employed systematically to address new and growing tasks with ever-increasing resource constraints.

# Work Programme 2023

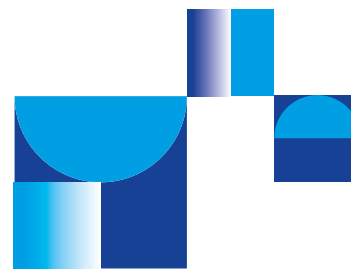


## 3.1. Executive summary

- (114) In 2023, Cedefop continues to help realise and advance the comprehensive EU VET and Skills Agenda, which it has helped to shape. Continuity, refocus and novelty remain central characteristics of the Agency's portfolio of services. Cedefop constantly adjusts to a rolling policy agenda, anticipates new developments and responds to increasing demand for its expertise with its given resources. A transparent approach to (re-)prioritisation of activities, cooperation with other agencies in the pursuit of added value and efficiency gains, and built-in flexibility will always allow the Agency to maintain the 2023 work programme's relevance in times of change. Alongside taking its ICT and human resources strategy forward, designing a climate neutrality strategy and decarbonisation roadmap by 2030 will be a specific focus in its core activities and administrative tasks alike.
- (115) Underpinned by its own vision of learner-centred VET and its multiannual strategy, Cedefop's activities support learning, skills and career development throughout life to ensure citizens and enterprises thrive and manage transitions successfully. As VET and skills are pivotal to the EU's overall policy on digital, green, resilient and fair economies and societies, Cedefop's evidence and expertise will also contribute to these overarching EU goals. Cedefop will also actively contribute to the European Year of Skills 2023 with its evidence and expertise.
- (116) This includes support to policy learning and communicating the findings of its work and VET's value in easily accessible

and attractive formats and through various channels tailored to users' needs. Close cooperation with all groups represented on Cedefop's tripartite Management Board, its ReferNet and other thematic networks, with researchers, experts and practitioners ensures the relevance of its work.

- (117) In 2023, refocused and new activities feature in all strands of Cedefop's work with increasing emphasis on cross-cutting themes. This is in line with the need for comprehensive policy approaches addressing multiple challenges.
- (a) Cedefop's long-standing work of monitoring and analysing VET priorities of EU Member States, Norway and Iceland will include new features: a dedicated study will support the extended scope of the *2020 VET Recommendation* and *Osnabrück Declaration*; country policy briefs will support the Commission's work related to the European Semester and the implementation of countries' recovery plans.
  - (b) Monitoring will also draw on the key VET indicator tool, which will become available in 2023, and the new online VET policy dashboard. It will display countries' progress towards the quantitative policy targets for 2025 and 2030 complemented by analytical data insights.
  - (c) Following its 2023 conference on entrepreneurship competence in VET, which supports the related Skills Agenda action, Cedefop's key competence work will be linked to the analyses of transversal skills for ESCO and the EQF.
  - (d) The renewed focus on learning outcomes will yield initial insights into how



national level initiatives have benefitted citizens' learning and career development within and across countries. It will be relevant for the core profile initiative stipulated in the VET Recommendation, and feature a new strand exploring potential changes in learning and teaching practices. A *Global handbook on learning outcomes* will reflect the pooled expertise of Cedefop, ETF and UNESCO.

- (e) Two new studies will support the increased emphasis on VET excellence and the Commission's VET Excellence Centre initiative to encourage skills ecosystems within the EU policy framework. The studies will analyse how excellence is understood in the different country contexts and how it is promoted, monitored and assessed; and offer new insights into the role of initial VET in supporting innovation in regional ecosystems.
- (f) As key agents for high-quality VET, teachers, school principals and in-company trainers are faced with a need to fill multiple roles and competence requirements and remain lifelong learners themselves. Following a piloting phase in the preceding years, Cedefop plans to launch an EU-wide survey to improve understanding of the challenges these professionals face and how they view their professional development opportunities.
- (g) Within the work towards systematic and coordinated CVET and upskilling/reskilling pathways, increasing attention is expected to be placed on the needs of the unemployed, self-employed and

non-standard employees, as well as the social partners' role in governance. New studies are planned to examine: how effective social dialogue is, and the role of social partners' support in-work learning; what role training funds play, which activities they support and how they are governed; and how a self-assessment tool for career guidance providers can be created to ensure their offers meet their clients' needs. These studies will draw on existing information from social partner projects and activities.

- (h) A survey investigating factors and conditions that affect employed adults' workplace and work-related learning will be rolled out to generate new insights for up- and reskilling policy and initiatives.
- (i) Informed by Cedefop's expertise, sound labour market and skills intelligence are among the main pillars of the EU Skills Agenda. In 2023, Cedefop will focus on how the digital and green transitions impact up- and reskilling, career transition policies and human resource development and learning practices. Its Green Observatory, launched in 2022, will generate new insights by blending information from different data sources. Together with Eurofound, Cedefop will release a publication on the green transition for policy-makers. This work strand will be relevant for measures that aim at realising the Green Deal priorities.
- (j) To complement and enrich its anticipation system, short-term data will become available for the first time in 2023. The long-term forecast and the Euro-



pean skills index will be re-focused and aligned with the priorities of the VET and skills policy framework, the social rights pillar and its action plan and the Commission's European Semester work.

- (118) A substantial share of Cedefop's activities in 2023 will be dedicated to updating, building on and finalising work previously commenced, such as the studies on microcredentials, strategies towards building CVET systems and individual learning accounts, as well as the reviews on upskilling pathways in France and Italy. The work on upskilling pathways, lifelong guidance, apprenticeships and work-based learning will be taken forward. Cedefop will also continue supporting further development of the European tools and principles, notably NQF and validation. A further apprenticeship symposium, together with the OECD and the joint Cedefop-ETF analysis of data collected through the second European skills and jobs survey, exemplify Cedefop's continued pursuit of synergies and improved effectiveness through cooperation with EU and international organisations.

### 3.2. Activities 2023

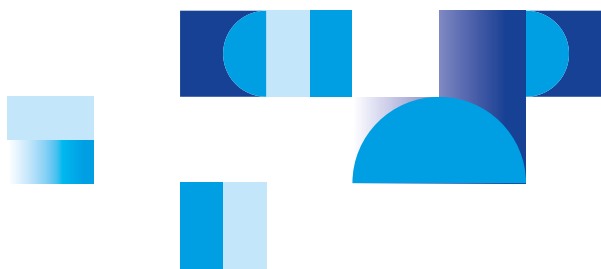
- (119) To tap VET's key enabling role effectively, policy-making and provision require information on labour market trends and needs, the relevance and benefits of the skills and qualifications VET provides, as well as necessary conditions and support measures. Hence, informing, shaping and valuing are essential pillars for modernising VET. For each of them, the activities programmed for 2023 reflect a particular emphasis aligned to recent EU VET and skills policy

priorities, as well as the European Year of Skills.

- (a) In 'Shaping VET and qualifications', work will focus on the potential 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 approach to CVET to support upskilling and reskilling of adults, and on gaining a better understanding of the role and challenges of teachers and in-company trainers in IVET.
- (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 green and digital transition and the ambitions of the 2020 EU Skills Agenda.

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

- (120) Under this strategic area of operation, Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders: 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

- (121) **Cedefop's annual qualitative analysis** will focus on the main VET policy developments in EU Member States, Norway and Iceland since 2021. In 2023, Cedefop's analysis will cover the EU VET priorities as defined in the *Council Recommendation on VET* and the *Osnabrück Declaration*, respecting the priorities selected by countries in their national implementation plans (NIPs). Parallel to the in-house analysis, a study will provide additional evidence and information to complement ReferNet input. In 2023, Cedefop in cooperation with the ETF, will present progress to the ACVT and DGVT in line with the integrated implementation and monitoring approach agreed in the ACVT meeting in June 2021. Cedefop's analysis will support policy and decision-making in the Member States, help increase the transparency of VET systems, and support comparative work on VET-related topics across countries.
- (122) Based on in-depth analysis, Cedefop will produce **country policy briefs** on the main developments related to the national VET priorities defined in the NIPs. The policy briefs will be made available on Cedefop's website and in the new data visualisation tool – **Timeline of VET policies in Europe** – with information on the latest national developments. This country-specific work will complement the information on VET systems in Cedefop's VET in Europe database<sup>(67)</sup>, which helps contextualise policy

measures. It will also provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European Semester and to support monitoring of Member States' efforts in the context of the post-COVID-19 recovery.

- (123) Drawing on **ReferNet** partners' input, Cedefop's regularly updated comprehensive information 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 2023, Cedefop will revise and improve the interactivity of its VET in Europe database, providing more reports, integrating the automatic production of the *Spotlight on VET* series in the EU-27+ and linking its content to the Timeline of VET policies in Europe. It will produce **short descriptions of VET systems in Sweden and Spain** holding the EU Presidency, accompanied by *Spotlight on VET* flyers and animations presenting the countries' VET systems, which will inform DGVT and ACVT meetings and other Presidency events.
- (124) 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 and in newsletters, they attract the attention of a broad audience and constitute a major opportunity for disseminating news on national VET-related developments.

<sup>(67)</sup> Cedefop. *Vocational education and training in Europe systems* [accessed 20.1.2023].



- (125) In close cooperation with Cedefop's Refer-Net partners, updates of the **IVET mobility scoreboard** will continue, including on the indicator capturing the mobility of learners, one of the quantitative targets in the *VET Recommendation*; so will cross-country thematic briefs in cooperation with the European Commission.
- (126) Cedefop will pursue its work on **key competences** in VET that are crucial for lifelong learning, employment and social integration. In 2023, research will enter its final stages: how entrepreneurship competence is embedded into VET and how to improve it through policy and practice. Research results will be presented in a dedicated conference. This new knowledge will support implementation of the 2020 European Skills Agenda priority that encourages fostering entrepreneurial and transversal skills in VET. The work on key competences will be supported by the revised terminology on transversal skills and competences, developed for ESCO and the EQF with the support of Cedefop.

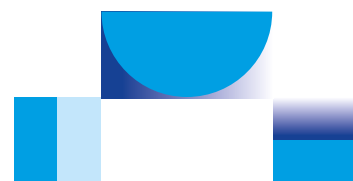
#### **Supporting the development and use of European tools and principles**

- (127) Cedefop will support further development and implementation of **European tools and principles** for transparency and recognition of qualifications. The focus will be on 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 content and profile of single qualifications throughout Europe. Cedefop will continue to support the strengthening

of learning-outcomes-based NQFs covering all levels and types of qualification. Work will continue on providing conceptual support to working groups seeking to deepen and detail the relevance of the EQF: developing and connecting national qualifications databases; developing an agreed format for presenting learning outcomes in databases and through Europass certificate supplements; promoting validation as an integrated part of qualifications frameworks; and strengthening links to qualifications frameworks outside Europe, in cooperation with UNESCO and the ETF. Cedefop will also build on the conclusions of the EQF evaluation, to be finalised in 2023. Promoting the use of ESCO and ensuring links to learning outcomes, Cedefop will continue to pay attention to the revised terminology for transversal skills and competences. Cedefop will also follow developments of the Europass portal in relation to the publication of both qualifications and learning opportunities.

- (128) The study on **microcredentials**, initiated in 2021, will present its final findings, offering new knowledge of the characteristics of microcredentials, their added value to individual learners and employees, as well as their impact on existing qualifications and recognition systems. Results and the way forward will be discussed in a conference involving policy-makers, researchers and social partners. A dedicated publication will be released. Work in this area will continue in cooperation with the advisory group, representing all groups of Cedefop's Management Board and the Commission.





(129) 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**. The work on the implementation of learning outcomes in VET and for lifelong learning has a long tradition in Cedefop, building on overarching studies published in 2009 and 2016. These studies looked at the overall impact of learning outcomes in the modernisation and transformation of VET and lifelong learning, and demonstrate the rapid progress made in this area. The new study, initiated in 2022, will provide an updated analysis of European developments in initial VET, in schools and apprenticeships, focusing on challenges and opportunities. Emphasis will be placed on the implementation of learning outcomes, notably whether the intended learning outcomes as expressed in standards and curricula make a difference to teaching practices and the learning of individuals. The work on learning outcomes will also contribute to the work on European VET core profiles, initiated by the 2020 VET Recommendation. Cedefop will also continue to contribute its expertise on learning outcomes to work by UNESCO and the ETF on the international dimension of learning outcomes. Based on the 2022 updated *European handbook on defining, writing and applying learning outcomes*, work on the global handbook on learning outcomes will be presented in a publication to be released in 2023.

(130) The new study *Ensuring transparency and facilitating transferability of learning outcomes; analysing two decades of Euro-*

*pean and national initiatives* will present interim results. These will be discussed in a dedicated workshop focusing on a comprehensive overview of relevant national-level initiatives, the relationship between them, and the extent to which they contribute to change.

(131) Cedefop will continue to work on quality assurance mechanisms in VET, supporting the European Commission and the European network for quality assurance in VET with independent expertise 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**

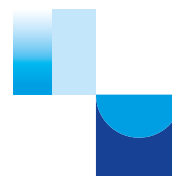
(132) To monitor implementation of VET policy effectively, it is important to understand how VET is changing in response to internal and external factors. VET systems in most European countries need to adapt to ageing populations and changing labour markets by continuously updating and improving content, pedagogics and institutional solutions.

(133) The work strand on the 'Future of VET' has proved essential for Cedefop's ability to analyse and understand long-term and overall developments in European VET. Building on the results produced by previous studies <sup>(68)</sup>, a new study will be initiated in 2023 looking at the conditions for European VET excellence. The term is frequently used as a reference point for European VET policies but requires further

<sup>(68)</sup> Cedefop. *Changing nature and role of VET in Europe* (2015-18). Cedefop. *Future of VET* (2019-22).



clarification about its conceptual, practical and political basis and orientation. The research will shed light on how excellence is understood across countries; how institutions are organised to promote excellence; how curricula are designed for excellence; how excellence is monitored and assessed, and how European approaches can be compared to VET systems in other parts of the world. Work will also continue in cooperation with UNESCO and other international institutions in the working group on the future of TVET, established in the frame of the inter-agency group on TVET.



## OPERATIONAL ACTIVITY 1:

**SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY**

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## ACTIVITIES IN 2023 WILL FOCUS ON:

- analysing Member States, Norway and Iceland VET policy developments since 2021 in line with their national implementation plans and the role of social partners on the priorities of the Council Recommendation on VET and Osnabrück Declaration; and improving the visibility and standing of VET systems in Europe;
  - continuing the empirical and analytical work on the future of VET;
  - continuing the empirical and analytical work on microcredentials;
  - finalising work on the analysis of key competences in VET: entrepreneurship;
  - analysing the long-term impact of policies on transparency and transfer of qualifications;
  - continuing and deepening analyses of, 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 content is continuously updated and reflected in qualifications through inclusive governance.

To support, including through the analysis of long-term impacts of policies and practices, the development and implementation of the EU tools stimulating VET policies and reforms at all levels.

To strengthen dialogue and interaction between education and training and social partners, and easing mobility of citizens.

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OPERATIONAL ACTIVITY 1:

## SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY

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### Expected results: outcomes 2023

#### NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- key competences in VET: entrepreneurship;
  - the role of microcredentials in qualifications and credentials systems;
  - 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 EU-27+ in the priorities of the *Council Recommendation on VET* and *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:

- designing, writing and application of learning outcomes.
- 

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

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## OPERATIONAL ACTIVITY 1:

**SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY**

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**Main outputs 2023**

- Conference: Microcredentials – a labour market megatrend
  - Workshop: Making progression in learning a reality – learners in the spotlight
  - Conference: Entrepreneurship competence in VET
  - Publication: *VET in Sweden short description; Spotlight on VET and animation* (Presidency January-June 2023)
  - Publication: *VET in Spain short description; Spotlight on VET and animation* (Presidency July-December 2023)
  - Publication: *Country policy briefs* on the main developments related to the national priorities defined in the NIPs
  - Publication: *The future of VET – Synthesis report*
  - Publication: *The role of microcredentials in facilitating learning for employment*
  - Publication: *Learning outcomes – A global perspective* (in cooperation with the ETF and UNESCO)
  - Publication: *European and national policies and initiatives supporting transparency and transferability of learning outcomes*
  - Online: Timeline of VET policies in Europe
  - Online: 2023 European NQF inventory – country chapters
  - Online: NQF database
  - Online: National news on VET
- 

**Targets 2023**

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

**Resources 2023**

42.9 FTEs: includes indirect staff FTEs

EUR 6.27 M total ABB resource allocation: Title III operational budget is EUR 1.88 M

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**Corresponding ABB activity:** Shaping VET

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### 3.2.2. Strategic area of operation 2: Valuing VET and skills – promoting systematic approaches to support participation of the young and adults in lifelong learning

- (134) In 2023 this strategic area of operation will continue to focus more on the development of a systematic approach to lifelong learning through upskilling/reskilling pathways and through the development of co-ordinated CVET systems based on strong stakeholder partnerships. These address not only the needs of 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 social partners' role in CVET governance.
- (135) 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 a transversal one: (a) enhancing young people's employability and participation in lifelong learning; (b) empowering adults through upskilling/reskilling and a systematic approach to CVET; (c) supporting lifelong learning for all through lifelong career guidance, validation and (financial and non-financial) incentives; and (d) streamlining and enhancing the information base on VET.

### Enhancing young people's employability and participation in lifelong learning

- (136) 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 the results of the feasibility study for surveying principals, teachers, learners and in-company trainers in initial VET concluded in 2022, Cedefop will publish its final findings focusing on the challenges and opportunities related to the professional development of teachers and trainers. The objective of the feasibility study was two-fold: to test the feasibility of such a survey on an EU-wide scale and, based on the pilot, to gain a better understanding of how VET teachers, in-company trainers and school principals in the pilot countries perceive the opportunities available for their professional development to confront today's and tomorrow's challenges in VET. In this context, the expectations of VET learners were also investigated. Depending on the results of the feasibility study and the commitment by Member States, an EU-wide representative survey will be launched in late 2023 or early 2024.
- (137) Despite important progress in reducing early leaving from VET, long-term trends show deterioration in basic skills performance in Europe and worrying signals about the wellbeing of learners and teachers. The COVID-19 crisis has made these challenges more evident and urgent. With new evidence from the ReferNet survey on the effects of COVID-19 on dropout rates in initial VET (carried out in 2022) and other



in-house research, Cedefop will publish a synthesis paper to support Member States and the Commission to implement the Council Recommendation on pathways to school success. Cedefop will continue to capitalise on and enrich its two VET toolkits: for tackling early leaving and for empowering young NEETs. Cedefop's network of Ambassadors tackling early leaving from VET will continue supporting this strand of work.

(138) In the context of the European Commission's aim of fostering local and regional skills ecosystems, particularly with its Centres of Vocational Excellence initiative, depending on the results of a scoping paper, Cedefop will launch a new study on the role of VET in supporting innovation in regional ecosystems. Key aspect of skills ecosystems are the relationships and synergies between VET actors, institutions and social partners at regional/local level. The policy context supports stakeholder interaction by providing a coherent and interlinked set of policies in education and training, employment, innovation and socio-economic development. Based on the review of existing literature and experiences, this study will provide new evidence and insights into skills ecosystems and the role of VET in Europe.

(139) Cedefop's work on **apprenticeships and work-based learning** will be underpinned by knowledge production and 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.

(140) First, the third joint Cedefop/OECD symposium on apprenticeships will be organised. It will discuss the role and position of apprenticeships from the perspective of new, emerging trends. To ensure greater responsiveness to research and policy interest, the focus will be specified, together with the joint organiser. The symposium will be built around input from external contributors, including researchers, international experts and policy professionals.

(141) Second, Cedefop's community of apprenticeship experts, composed of national independent experts <sup>(69)</sup> will continue to improve understanding of apprenticeship schemes across Member States and provide 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 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 2023, the Community will meet for the sixth time. Following the Community core activity of 2022, written thematic output based on the experts' contributions

<sup>(69)</sup> Cedefop community of apprenticeship experts. The national experts from EU and EFTA countries and the UK are appointed by Cedefop based on their expertise and on a public call for experts launched in 2021.



will be released in 2023. In addition, every 2 years <sup>(70)</sup> Cedefop supports policy learning among a larger community of stakeholders, including representatives of public authorities and employer and employee associations in the EU Member States. The policy learning activities will capitalise on the lessons learned from the bench learning process of the apprenticeship support services <sup>(71)</sup>.

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

(142) Cedefop will continue supporting the development of well-functioning and inclusive CVET in the EU-27. In 2023 Cedefop will finalise its study aimed at identifying 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 looking at CVET as a short-term training delivery instrument to making CVET a strategic and long-term leverage to build new sustainable labour markets, prevent labour shortages and offer opportunities for all. The study focused on how CVET systems could better reach out to and address the needs of underrepresented groups such as the unemployed, self-employed and non-standard employees. Following preparatory work started in 2022, Cedefop will work on a cross-country study on the

role of social partners in skills strategies for a just green transition at regional level.

- (143) Building on its previous work on supporting and empowering adults through skills development which helps them to improve their level of qualification and labour market integration, Cedefop will continue supporting the development of systematic and coordinated approaches to lifelong upskilling and reskilling pathways of low-skilled adults by cooperating with Member States to undertake in-depth thematic country reviews of their national approach to the implementation of the upskilling pathways Recommendation. The first round of thematic reviews in France and Italy <sup>(72)</sup> will be completed, and the final reports published, in 2023. The aim of the publications is to support the implementation of the Recommendation and to identify country-specific strengths and challenges, including cooperation with social partners, as well as presenting a set of policy recommendations for reforms. One or two additional country reviews will be launched in 2023, depending on the outcomes of the first round and following preparatory work started in 2022, and building on the results of the evaluation by the Commission of the Council Recommendation on upskilling pathways expected by the end of 2022.
- (144) Cedefop will continue exploring how to contribute to the efforts of the EU and its

<sup>(70)</sup> From 2022 onwards.

<sup>(71)</sup> European Commission. [About the apprenticeship support services](#) [accessed 14.09.2022]

<sup>(72)</sup> The first two countries of the reviews on upskilling pathways were selected based on the criteria of size (two big countries), engagement in the development of upskilling pathways and interest. Also, Italy has a high share of low-skilled adults (45% of the total in Europe), while France engaged in a Cedefop thematic review for the first time.





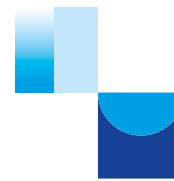
Member States to integrate adult refugees into education and training and the labour market by looking at labour market and skill needs analysis, upskilling and reskilling opportunities, as well as obstacles in terms of validation and recognition of skills and qualifications.

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

- (145) In 2023, Cedefop will continue encouraging the 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 transversal support enabling realisation of sustainable lifelong learning policies for adults and young people.
- (146) Cedefop work on validation will continue to refocus with a view to strengthening integration between VET-related policies, including guidance and financial and non-financial incentives to help individuals and companies take full advantage of lifelong learning and up-/reskilling opportunities. As part of its long-standing collaboration with the Commission on validation of non-formal and informal learning, Cedefop will support the work on the update of the inventory, which will be finalised in 2023 and made available on Cedefop's web portal, including country and thematic reports and a synthesis report. The idea of developing an interactive visualisation for the European inventory on validation will be explored, together with the Commission. Cedefop will also contribute to the

*Making skills count* event (former Validation festival), organised by the European Commission.

- (147) To support EU level work on the **individual learning accounts (ILAs)** initiative, Cedefop will carry out a study on *ILA and the potential for integrated policies and systems for CVET/adult learning*. The study, which was started in 2022 in selected countries, consists of two inter-linked components. First, the development of an analytical framework to support policy-makers and stakeholders in designing and implementing ILAs with a view to identifying key features/functions of ILAs and favourable conditions for their implementation. Second, the study will explore the potential to develop and implement integrated financing, lifelong guidance and validation of non-formal and informal learning policies and systems. The study will be supported by a tripartite advisory board, including representatives of the European Social Partners (BusinessEurope, SMEsUnited, ETUC), the Commission, and experts indicated by the national authorities of the countries under analysis.
- (148) Further to the increased interest in training funds in recent policy debates, building on the wealth of information collected for Cedefop's database on financing CVET/adult learning and depending on the outcomes of a scoping paper carried out in 2022, Cedefop will launch a new study on the role of **training funds in financing, governance and provision of CVET**, including for reskilling and reconversion purposes (e.g. transition funds). The study will explore different governance models of train-



ing funds, their complementarity to other instruments, present the variety of target groups and activities supported (e.g. training, consultancy, quality assurance, skills anticipation, research) and analyse activities carried out by training funds. Cedefop will seek opportunities to involve stakeholders, particularly European social partners, as well as social partners involved in training funds at national level.

- (149) Drawing on previous studies on monitoring and evaluation of guidance systems and services and recent work in lifelong guidance and depending on the outcomes of the exploration of the synergies of guidance, validation and financing – a study is planned on creating a self-assessment tool for **career guidance providers** to ensure access to quality services that responds to user demand. Cedefop's resources on validation and skills assessment and other career services, as well as the database on financing adult learning, will inform the tool's content.
- (150) Cedefop's CareersNet (Cedefop's network of independent experts in lifelong guidance and career development) will hold its seventh annual meeting, revisiting the key features for monitoring quality in career guidance systems across sectors and settings, articulated in the European guidelines in 2015. Following the update of Cedefop's *EU+ Inventory of lifelong guidance systems and practices in 2022*, Cedefop's CareersNet experts will continue monitoring the 2015 European guidelines on lifelong guidance to keep the Inventory updated.

### Streamlining and enhancing the information basis on VET

- (151) In 2023, Cedefop will finalise the transition from presenting data to support European VET policy development in printed VET statistical overviews to an online tool on *Key indicators on VET*; and the new online *European VET policy dashboard*. The *Key indicators on VET*, through graphs and tables, provide a comprehensive framework of data that describe statistically the status and developments of VET and VET-related labour market outcomes in countries and the EU-27 overall. The *VET policy dashboard* draws on the indicators to monitor progress by the EU-27 overall and individual countries towards achieving the agreed quantitative policy targets for 2025/30 set out in the European VET policy documents.
- (152) Alignment of key indicators and the dashboard with the 2020-25/30 European VET policy cycle will be completed as data for new indicators become available for the first time. Data will be complemented by new analyses and commentary to help understand and interpret them, published through online *Data insights*. Improvements to data visualisations will continue in 2023 to make it easier for policy-makers and researchers to view and compare data. Cedefop will continue its efforts to improve and streamline access to all its VET and VET-related labour market data on its web portal in a coherent and user-friendly manner.

OPERATIONAL ACTIVITY 2:

## **VALUING VET AND SKILLS – PROMOTING SYSTEMATIC APPROACHES TO SUPPORT PARTICIPATION OF THE YOUNG AND ADULTS IN LIFELONG LEARNING**

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ACTIVITIES IN 2023 WILL FOCUS ON:

- strengthening CVET systems, and supporting low-skilled adults' empowerment through up-skilling and reskilling pathways;
- understanding the role of VET teachers and trainers and supporting their professional development;
- integration of policies to support teachers/trainers and to reintegrate young people into education and training, plus tackling early leaving;
- exploring the potential of individual learning accounts in supporting adults to participate in LLL;
- reinforcing synergies and cooperation in cross-project work in lifelong career guidance, validation and financing;
- improving provision, readability and understanding of VET statistics and indicators towards reaching the quantitative policy targets for 2025/30 set out in the European VET policy documents;
- reinforcing networks and databases.

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### **Activity objective**

To gain a better understanding of what 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 enhance knowledge generation and policy learning between countries, social partners and other VET and labour market stakeholders, encouraging the diffusion of research findings, policy implementation and good practices, and informing European social dialogue.

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OPERATIONAL ACTIVITY 2:

## **VALUING VET AND SKILLS – PROMOTING SYSTEMATIC APPROACHES TO SUPPORT PARTICIPATION OF THE YOUNG AND ADULTS IN LIFELONG LEARNING**

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### **Expected results: outcomes 2023**

#### NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- the role of Individual learning accounts (ILAs) and the potential for integrated policies and systems for CVET/adult learning;
  - professional development of teacher and trainer needs and expectations;
  - dropout rates in initial VET;
  - topics of relevance for apprenticeship policy-making;
  - developing coherent and coordinated approaches to upskilling pathways for adults with low skills.
- 

#### MONITORING AND ANALYSIS OF POLICIES AND PRACTICES ON:

- progress by the EU-27 towards achieving the quantitative targets for 2025/30 set out in the European VET policy framework;
  - 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;
  - 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)

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## OPERATIONAL ACTIVITY 2:

**VALUING VET AND SKILLS – PROMOTING SYSTEMATIC APPROACHES TO SUPPORT PARTICIPATION OF THE YOUNG AND ADULTS IN LIFELONG LEARNING**

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**Main outputs 2023**

- Publication: *Surveying principals, teachers, learners and in-company trainers in initial VET: challenges and opportunities*
  - Publication: *Synthesis paper on the effects of COVID-19 on dropout rates in initial VET*
  - Publication: *Thematic country review on upskilling pathways in France*
  - Publication: *Thematic country review on upskilling pathways in Italy*
  - Publication: *Thematic articles of the Community of Apprenticeship experts*
  - Event: Cedefop – OECD symposium on apprenticeships
  - Event: 3rd validation festival (jointly organised with the Commission, to be confirmed)
  - Event: 7th CareersNet meeting (Cedefop’s network for lifelong guidance and career development)
  - Event: 6th meeting of Cedefop’s Community of Apprenticeship Experts
  - Online: 2023 European inventory on validation update (Including country reports, thematic reports and synthesis report)
  - Online: Online updates of Key indicators and European VET policy dashboard
  - Online: At least 15 Data insights, analysing, commenting on and interpreting data from the Key indicators and European VET policy dashboard
  - Online: Web development improvements to data visualisations for users
- 

**Targets 2023**

- 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 2023**

30.6 FTEs: includes indirect staff FTEs

EUR 5.46 M total ABB resource allocation: Title III operational budget is EUR 1.44 M

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**Corresponding ABB activity:** Valuing VET

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### 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 puts emphasis on the role of LMSI in future-proofing VET and up- and reskilling initiatives. Activities in 2023 will focus on tapping the potential of next generation skills intelligence in the context of the twin – digital and green – transitions and up- and reskilling. Cedefop will aim at fully exploiting its surveys, analysis, qualitative work and data and policy intelligence. To promote take-up and potential impact, Cedefop will continue to use a stakeholder-informed approach to produce and disseminate VET and skills policy-relevant LMSI. Cedefop will continue to participate in Pact for Skills exchange meetings and engage with stakeholders in the context of the Blueprint for sectoral cooperation. To promote wider use of sectoral analysis, Cedefop will bring together its research and skills intelligence on sectors in a new online sectoral skills hub in 2023. This hub will also be a central access point for all available documentation from EU initiatives such as Blueprints and the Pact for Skills <sup>(73)</sup>. Key skills intelligence generated elsewhere (e.g. by the European Commission, Eurofound via its European company survey and European working conditions survey, and inter-

national organisations) will be considered where relevant.

### Producing and disseminating new skills research and policy analysis and LMSI

(154) Cedefop will continue to focus on analysing job advertisements from online job portals. The aim is to generate user-focused real-time LMSI relevant to sectoral, regional and other stakeholders. Cedefop's SkillsOVATE web tool will continue to be available for LMSI users and will be regularly updated during the year to integrate fresh information and incorporate data quality improvements. Cedefop will continue to collaborate closely with Eurostat (responsible for data collection and technical infrastructure) in the context of the Web Intelligence Hub and Network. To maximise synergies with relevant Commission initiatives such as ESCO and Europass, Cedefop will continue to improve data quality in countries where extracting skills using ESCO taxonomy proved challenging. Cedefop's cooperation with ESCO will focus on providing evidence-based insight into how improvements can be achieved. Cedefop will continue to provide expert advice to DG Employment's Europass team on how to achieve the full potential of SkillsOVATE data and how to shape and implement sound approaches for disseminating more widely big-data powered LMSI. Cooperation agreements with other Commission DGs and EU agencies (e.g. Commission Joint Research Centre, ETF) as well as international organisations (e.g. OECD, UNESCO) will continue to be a basis for inter-institutional collaboration.

<sup>(73)</sup> European Commission. [Pact for Skills](#). [accessed 19.1.2023].



- (155) Cedefop will continue to exploit data from the fourth Cedefop-Eurofound European company survey 2019. Analyses will explore the connection between skills utilisation and different aspects of organisational strategies, including EU firms' choice of competitive, learning and hiring strategies. Data analysis will be expanded to provide a typology of learning environments.
- (156) To enrich Cedefop's analyses of the impact of digitalisation and to identify barriers to effective digital transitions in EU labour markets, Cedefop's relevant data sources <sup>(74)</sup> will be further exploited to investigate the relationship between skills development and technological change within workplaces. Following an open call for papers, a dedicated workshop bringing together new research contributions based on the second European skills and jobs survey (ESJS) microdata is planned.
- (157) In 2023 Cedefop will cooperate closely with the European Training Foundation (ETF) to analyse the second ESJS information collected in all EU Member States and several ETF partner countries. The analysis and reflection on skills and digital policies will form the basis of a joint Cedefop/ETF report to be released in 2024.
- (158) Cedefop will launch the main fieldwork of its new European training and learning survey (ETLS), building upon the preparatory work on questionnaire development, cognitive and pilot testing, and translation carried out in 2022. Post-fieldwork analysis and data preparation procedures will be monitored and implemented with a view to compiling the final main data set to be used for analysis. Focused on training and a range of other forms of learning in work, the survey is designed to generate novel and policy-relevant insight into how to shape, facilitate and stimulate up- and reskilling. In parallel to implementing the fieldwork and preparing the data, Cedefop will also liaise with other agencies (e.g. ETF, Eurofound) to explore possibilities for a joint publication that combines ETLS findings with insights from other surveys and analytical work.
- (159) First results from the new **Short-term skills anticipation system** developed in 2022, which complements real-time LSMI, will be released in 2023. Cedefop will also use 2023 to prepare the new **European skills forecast** and the new **European skills index**, which will both be released in 2024. In shaping these EU LSMI products – and the more detailed national analysis and findings – Cedefop will devote particular attention to ensuring that the data, indicators and analytical insights they generate relate to the priorities of the 2020 Skills Agenda and the VET policy framework, and support the Commission's European Semester work and the implementation of the European Pillar of Social Rights and its action plan.
- (160) Cedefop will continue disseminating LSMI via its web tools and new corporate web portal. Efforts will focus on blending and synthesising LSMI and combining it with other Cedefop evidence to provide users with meaningful insights into skills and VET trends and skills anticipation approach-

<sup>(74)</sup> 4th European company survey (ECS) and 2nd European skills and jobs survey (ESJS).



es. Building on current sectoral skills intelligence, Cedefop's new sectoral skills hub – a central access point for all available sectoral documentation, data and evidence – will be implemented on Cedefop's web portal in 2023 to support the Commission's sectoral initiatives, notably the Pact for Skills and the Blueprint for sectoral cooperation. 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 arrangement with the Commission, Cedefop will continue to provide expert advice on best use of its LMSI for dissemination via the Europass portal.

### **Providing policy-relevant insight into the green and digital transition**

- (161) Following its 2021-22 work on shaping a new generation of skills intelligence (2.0), in 2023 Cedefop will develop next-generation skills intelligence focused on the implications of the digital and green transitions for skills and jobs. By providing sound insight into what the twin transitions mean for the world of work, this work will support policy-makers and other stakeholders in shaping up- and reskilling, career transition policies and learning/HR practices.
- (162) Cedefop's next-generation LMSI closely supports the ambitions of the 2020 Skills Agenda. The backbones of LMSI 2.0 are the Agency's forecasts, surveys, real-time labour market analysis, qualitative insights and future of work research. Cedefop will blend the information and insights produced to analyse how the twin transitions and other labour market and societal

trends reshape the world of work and to identify and cross-validate current and future skills trends. Where relevant, possibilities to contextualise or enrich Cedefop research and analysis with data and insights developed by other international organisations, will be explored.

- (163) To respond to a growing need for 'green' skills intelligence, Cedefop will continue to explore the jobs and skills implications of the green transition. This work directly contributes to realising the ambitions of the European Green Deal and is – as the twin transitions are strongly interrelated – also relevant to the digital transition.
- (164) In 2023, the Green Observatory launched in 2022 will be further developed. The observatory will bring together insights from Cedefop's real-time labour market analysis on green jobs and skills, the sectoral foresights undertaken in 2021 and 2022, the skills forecast, other relevant Cedefop analysis, and results from other studies that help contextualise Cedefop's own findings. Work will continue to focus on exploring occupations and skills that are central to the green transition, and Cedefop will engage with European and national stakeholders to understand their information needs. With a view to bundling and promoting EU expertise on labour market and skills trends in the context of greening, Cedefop will release a policy-focused publication on the green transition jointly with Eurofound.



## OPERATIONAL ACTIVITY 3:

**INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE 2.0 IN ACTION**

## ACTIVITIES IN 2023 WILL FOCUS ON:

- analysing labour market and skills trends and mismatches to inform EU VET and skills policy;
- skills research and policy analysis to produce new evidence on the green and digital transition;
- fielding Cedefop's first European training and learning survey;
- 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 data and insights into next generation LMSI meeting the needs of national and sectoral stakeholders;
- disseminating user-centred LMSI via SkillsOVATE and 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, as well as effective, skilling in light of the green and digital transitions and other 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 2023**

## NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- how the green and digital transition, other megatrends and policy choices change jobs and reshape skill needs;
- next generation LMSI to support policy-makers and other stakeholders in a rapidly changing labour market;
- green jobs and green skills, via sectoral green foresight and the Green Observatory.

## MONITORING AND ANALYSIS OF POLICIES AND PRACTICES PROVIDED ON:

- skills anticipation and intelligence systems and practices in EU countries;
- online job advertisement markets 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**

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### **Main outputs 2023**

- Publication: *Technological change and skills development in the workplace*
  - Publication: *Understanding the impact of the green transition: the sectoral perspective*
  - Publication: *Trends in skills anticipation systems and approaches in EU Member States*
  - Event: Linking technological change, skill needs and learning: insights from Cedefop's second ESJS
  - Web tool: launch of Short-term anticipation system
  - Web tool: SkillsOVATE and ESJS tool updates
- 

### **Targets 2023**

- Organise the fieldwork of the first Cedefop European training and learning survey
  - Develop more insight into the impact of technological change by using Cedefop surveys (ESJS2, ECS)
  - Carry out advanced labour market and skills analysis focused on the green and digital transition
  - Further develop and expand Cedefop's Green Observatory
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### **Resources 2023**

29.9 FTEs: includes indirect staff FTEs

EUR 5.46 M total ABB resource allocation: Title III operational budget is EUR 0.71 M

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**Corresponding ABB activity:** Informing VET and skills policies

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#### 3.2.4. Communication and dissemination

- (165) Effective communication supports achieving Cedefop's vision, values and specifically the multiannual objective to focus corporate communication on increasing stakeholder engagement and outreach via social media, interactive web portal and online tools.
- (166) Cedefop's communication strategy aligns with the Commission's (DG EMPL) communication unit and, where relevant, with other EU agencies, especially Eurofound, the ETF, EU-OSHA and the ELA. An integrated communication approach, with joint forces in the areas of press work, social media, publications and events, as well as concerted communication campaigns, will ensure high efficiency and maximum outreach to European citizens.
- (167) The Brussels Office will play a crucial role in ensuring that Cedefop's work gains maximum exposure among key stakeholders in Brussels through regular contact with the European Parliament, Commission, Member States' Permanent Representations and European social partners, among others.
- (168) Following its launch in October 2021, Cedefop's next-generation web portal continues to provide stakeholder groups – policy-makers and social partners, researchers, international organisations and practitioners – with focused and tailored thematic access points to its outputs by interlinking research results and data sets. Cedefop will continue investing in the latest technologies to offer user-friendly interactive tools, data visualisations, databases and audiovisual content. Establishing correlations between key online outputs of related Cedefop activities by applying a cross-departmental approach and close cooperation between communication and research experts will remain a key factor for raising outreach and impact of Cedefop research.
- (169) The use of open access technology will be important to increase outreach and optimise the searchability of Cedefop's online content. Publications will be widely available in important search engines, such as Google Scholar, increasing their impact through re-use for research and policy development.
- (170) Cedefop will systematically focus on digital 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 in the Member States. Corporate video productions, a Cedefop podcast series, motion graphics and animations will complement the effort of transforming complex research results into appealing messages for innovative virtual/hybrid events and communication campaigns targeted to specific stakeholder groups, media and the wider public.

**TRANSVERSAL ACTIVITY 1:****COMMUNICATION AND DISSEMINATION**

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**ACTIVITIES IN 2023 WILL FOCUS ON:**

- organising increased outreach in the EU Member States, wider VET community and European media landscape;
  - meeting the information needs of key target groups by keeping the right media mix between online publications, audiovisual content, social media channels, interactive web portal services and physical, virtual or hybrid event formats;
  - responding swiftly to newly emerging communication channels and changing user behaviour/ expectations.
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**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 to be acknowledged as an authoritative source of information on VET, skills and qualifications.

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**Expected results: outcomes 2023**

- Raising profile and attractiveness of VET in the Member States
  - Increased outreach, communication targeted to the information needs of the Agency's key stakeholder groups
  - Interactive relationship building with VET community in the Member States, ministries responsible for VET and employment, social partners, researchers, experts and learners in VET
  - Selected themes on VET, skills and qualifications are communicated efficiently via stakeholder relations events, briefing notes, newsletters, corporate podcast and video productions, integrated web portal services, social media activities and press work
  - Records of the organisation are authentic, reliable and accessible, meeting the legal obligations
  - Re-focused Research Support Centre serving the information needs of Cedefop's research projects
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**Indicators:** see corporate indicators (Section 2.1 and Annex XIV)

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## TRANSVERSAL ACTIVITY 1:

**COMMUNICATION AND DISSEMINATION**

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**Main outputs 2023**

- Online publishing: fully integrated corporate web portal with a strong focus on data visualisation, online tools and cross-thematic interconnectivity, using open access technologies for Cedefop publications
  - Media and news: press releases, social media campaigns, media interviews, online news and newsletters
  - Audiovisual: corporate video production, Cedefop podcast series, animations, video teasers and motion graphics
  - Publications: focused on e-dissemination approach; provision of corporate information material, briefing notes, brochures and flyers
  - European Year of Skills: joining forces in communication activities with DG EMPL, the ETF, Eurofound, EU-OSHA and the ELA
  - Stakeholder events: provision of innovative physical, virtual and hybrid conference services; close collaboration with Brussels Liaison Office
- 

**Targets 2023**

- Increase in communication outreach in the Member States and with social partners
  - Rise in interactive relationships and stakeholder engagement, with special focus on European Parliament and international media
  - Cedefop's knowledge base is easily accessible via thematic, user-friendly and interactive web portal services
- 

**Resources 2023**

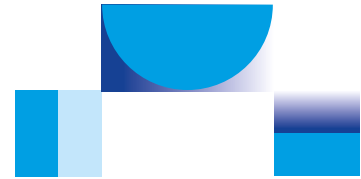
16.6 FTEs: includes indirect staff FTEs

EUR 1.88 M total ABB resource allocation: Title III operational budget is EUR 0.56 M

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**Corresponding ABB activity:** Communication and Dissemination

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### 3.2.5. Resources and support

- (171) Cedefop will continue to implement its HR and ICT and digitalisation strategies, aiming to modernise and digitise the whole organisation, attract and manage talents and encourage flexible and smart working conditions for all staff. In parallel, Cedefop will take decisive steps towards climate neutrality based on the strategy to be adopted by 2023.
- (172) In 2023, Cedefop will continue implementing the Agency's ICT and digitalisation strategy, aiming to: pursue the harmonisation of the Agency's corporate IT solutions with that of the Commission and of other EU agencies; enhance collaboration, knowledge sharing internally and with external stakeholders; and provide a state-of-art data architecture for the Agency's core business activities to increase efficiency in data management and analysis through IT. In 2023, the Agency will continue the migration to SharePoint and cloud-based solutions. Cedefop's ICT will also take all necessary measures to comply with the new Cybersecurity Regulation and adapt to an ever-evolving cyber threats landscape.
- (173) In parallel, Cedefop will continue to deploy projects in line with its HR 2021-23 strategy. Based on progress with the current strategy implementation, the results of the 2022 staff survey and a review of the context for the next phase of the strategy, Cedefop will also initiate in 2023 a revision or refocusing of the HR strategy.
- (174) In addition to the above, Cedefop will take a decisive step towards climate neutrality by carrying out a climate neutrality study and designing a comprehensive decar-

bonisation strategy and roadmap for the organisation: the staged deployment of a comprehensive set of measures to reduce direct and indirect carbon emissions of the organisation by 2030. This includes energy efficiency investment in infrastructure – also needed to respond to the large increase in energy prices – as well as other types of measures across the organisation and its operations (such as travel reductions and furthering hybrid and online events) aiming at a combining sustainability with efficiency and modernisation.

## 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 of Cedefop. It develops and implements internal policies and procedures as required by the Staff and the Financial Regulations. It develops tools to streamline administrative tasks, optimise organisational efficiency and ensure clear and accurate reporting. It supports the development and implementation of a coherent set of strategies for the Agency's corporate services.

**Activities are distributed across four areas:**

- Human resources (HR) provides a full range of centralised human resource management services for Cedefop staff and assists Cedefop's management in attracting, retaining and ensuring the professional development of qualified staff
- Finance and procurement (FP) provide 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's activity
- Information and communication technology (ICT) provide the underlying hardware, software, network infrastructure, and enterprise services as well as information systems to support the Agency's core business
- Facilities and general services ensure the maintenance and security of the building, while providing a service to the organisation and its staff

**Activity objective**

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

<b>Expected results: outcomes</b>	<b>Outcome indicators</b>	<b>Targets 2023</b>
Efficient support services and good administrative practice followed through:		
<ul style="list-style-type: none"> <li>• proper financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Budget execution rate</li> <li>• Average period for payments of invoices</li> </ul>	<ul style="list-style-type: none"> <li>• 98% on total commitment and payment appropriations</li> <li>• 28 days</li> </ul>

TRANSVERSAL ACTIVITY 2:  
**RESOURCES AND SUPPORT**

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



TRANSVERSAL ACTIVITY 2:  
**RESOURCES AND SUPPORT**

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

- ICT security, deployment of cloud-based corporate solutions as well as progressive alignment of ICT systems with other EU institutions
- Energy efficiency measures and investment
- Climate neutrality study, strategy and action plan

26 FTEs and EUR 1.9 M (redistributed across operational activities in the ABB)



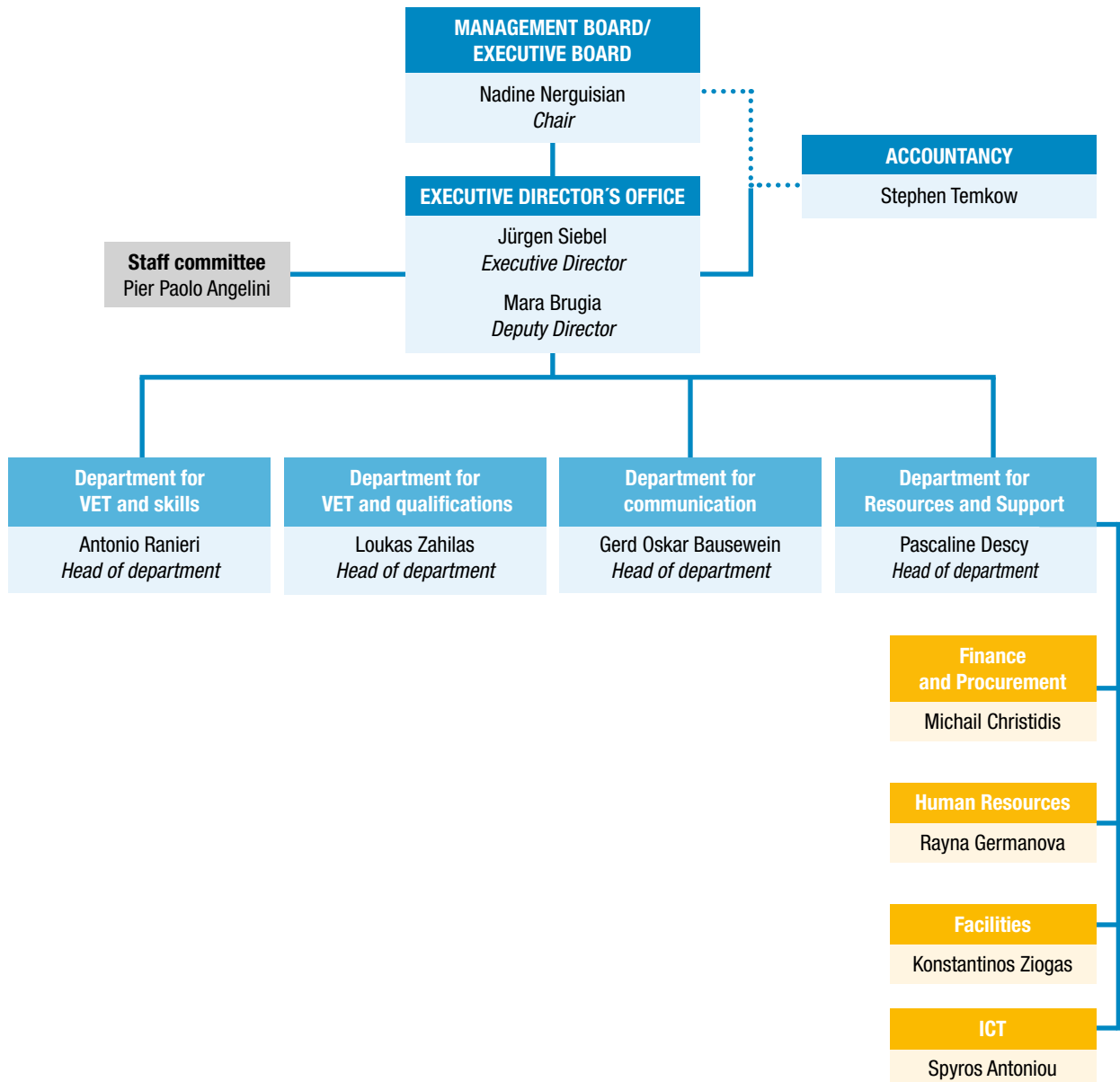
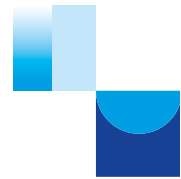
### 3.2.6. Flexibility

- (175) Cedefop aligns the planning of its activities with EU policy-making. In the event of new developments, Cedefop discusses and agrees with the Executive and Management Boards whether and how activities included in the work programme can be re-prioritised, deprioritised and adjusted.
- (176) In general, 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.
- (177) To build in further flexibility and be able to adapt more swiftly to unforeseen developments of high policy relevance, Cedefop:
- (a) discusses and indicates activities of second level priority in the planning stage of the Programming Document/work programme, 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 re-prioritising;
  - (b) carries out systematic reviews of Cedefop's activities and outputs with a view to streamlining and focusing them further, thus increasing cost-effectiveness and flexibility in the work programme.

# Annexes



# Organisation chart year 2022



Cedefop has Departments (units) depicted in blue. Within the Department for Resources and Support, there are two services (Human resources and Finance and Procurement) and two smaller organisational entities (facilities and ICT). Cedefop's Accounting Officer reports directly to the Director's office (administrative) and to the Management Board (functional) <sup>(75)</sup>.

<sup>(75)</sup> 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.



Table A1. Distribution of staff between departments (data 31 December 2022)

Entity	Officials	TA	CA	SNE	Total
Director's Office		7.8	0.2		8
Department for VET and skills	1	27 <sup>(76)</sup>	3		31
Department for VET and qualifications	3.9	14	2	3	22.9
Department for communication	3.1	12.2	5.8		21.1
Department for Resources and Support including:		2	1		3
<i>Finance and Procurement</i>		6	3		9
<i>Human resources</i>		6			6
<i>Facilities</i>		2			2
<i>ICT</i>	1	2	3		6
<b>Total</b>	<b>9</b>	<b>79</b>	<b>18</b>	<b>3</b>	<b>109</b>

<sup>(76)</sup> Includes one job offer made and accepted.

## ANNEX II

# Resource allocation per Activity 2023-25

	Year N (2022)			Year N+1 (2023)		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
<b>Shaping VET and qualifications</b>	32.5	10.4	6 027 014	32.5	10.4	6 262 364
<b>Valuing VET and skills</b>	23.2	7.4	5 461 982	23.2	7.4	6 262 364
<b>Informing VET and skills policies</b>	22.7	7.2	5 461 982	22.7	7.2	5 088 171
<b>Communication and dissemination</b>	12.6	4.0	1 883 442	12.6	4.0	1 956 989
<b>TOTAL</b>	<b>91.0</b>	<b>29.0</b>	<b>18 834 420</b>	<b>91.0</b>	<b>29.0</b>	<b>19 569 887</b>



	Year N+2 (2024)			Year N+3 (2025)		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
<b>Shaping VET and qualifications</b>	32.5	10.4	6 387 590	32.5	10.4	6 515 219
<b>Valuing VET and skills</b>	23.2	7.4	5 788 754	23.2	7.4	5 904 417
<b>Informing VET and skills policies</b>	22.7	7.2	5 788 754	22.7	7.2	5 904 417
<b>Communication and dissemination</b>	12.6	4.0	1 996 122	12.6	4.0	2 036 006
<b>TOTAL</b>	<b>91.0</b>	<b>29.0</b>	<b>19 961 220</b>	<b>91.0</b>	<b>29.0</b>	<b>20 360 060</b>

ANNEX III

# Financial resources 2023-25



Table A3.1. Revenue

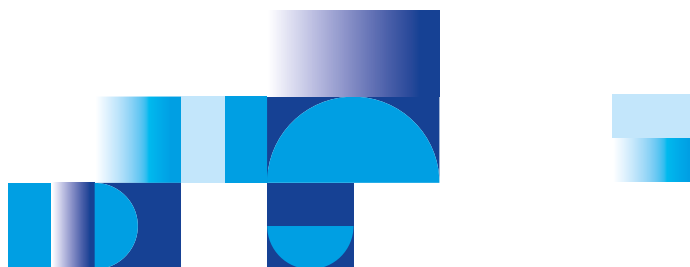
## General revenues

<b>REVENUES</b>	<b>N (2022)</b> <b>Revenues estimated by the agency</b>	<b>N+1 (2023)</b> <b>Budget forecast</b>
EU contribution	18 360 000	19 077 327
Other revenue	474 420	492 560
<b>Total revenues</b>	<b>18 834 420</b>	<b>19 569 887</b>





REVENUES	General Revenues						
	Executed N-1 (2021)	Estimated by the agency N (2022)	N+1 (2023)		VAR N+1 / N	Envisaged N+2 (2024)	Envisaged N+3 (2025)
			Agency request	Budget forecast			
1. REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	18 000 000	18 360 000	19 077 327	19 077 327	3.91%	19 459 000	19 848 000
• of which assigned revenues deriving from previous years' surpluses	195 379	127 001	193 956	193 956		Tbd	Tbd
3. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	491 900	464 420	482 560	482 560	3.91%	492 220	502 060
• of which EFTA	491 900	464 420	482 560	482 560	3.91%	492 220	502 060
• 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							
<b>TOTAL REVENUES</b>	<b>18 501 900</b>	<b>18 834 420</b>	<b>19 569 887</b>	<b>19 569 887</b>	<b>3.90%</b>	<b>19 961 220</b>	<b>20 360 060</b>



Additional EU funding: grant, contribution and service-level agreements – **Not applicable**

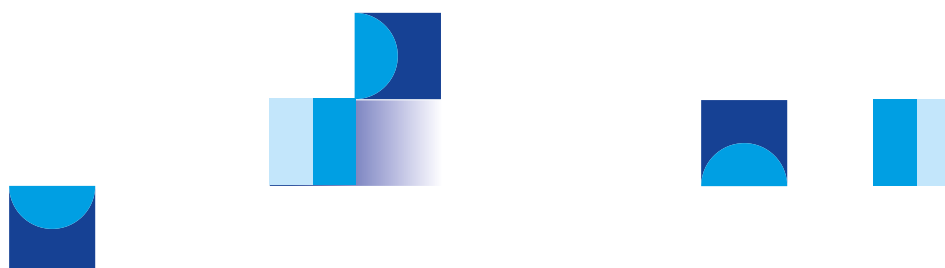
REVENUES	N	N+1
	Revenues estimated by the agency	Budget forecast
TOTAL REVENUES		

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 (2022)		N+1 (2023)	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations <sup>(77)</sup>
Title 1 – Staff expenditure	11 679 320	11 679 320	12 807 887	12 807 887
Title 2 – Infrastructure and operating expenditure	1 849 600	1 849 600	1 905 000	1 905 000
Title 3 – Operational expenditure	5 305 500	5 305 500	4 857 000	4 857 000
<b>Total expenditure</b>	<b>18 834 420</b>	<b>18 834 420</b>	<b>19 569 887</b>	<b>19 569 887</b>

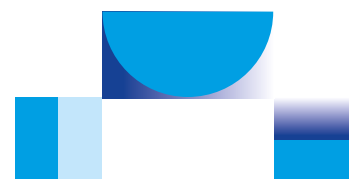
<sup>(77)</sup> Payment appropriations for the year may be revised during the financial year in question, by means of an Amending Budget, according to the actual payment obligations for the year.



EXPENDITURE	Commitment appropriations						
	Executed budget N-1 (2021)	Budget N (2022)	Draft budget N+1 (2023)		VAR N+1 / N	Envisaged in N+2 (2024)	Envisaged in N+3 (2025)
			Agency request	Budget forecast			
<b>Title 1 – Staff expenditure</b>	<b>11 208 560</b>	<b>11 679 320</b>	<b>12 807 887</b>	<b>12 807 887</b>	<b>9.66%</b>	<b>12 947 220</b>	<b>13 198 960</b>
11 Salaries and allowances	10 430 375	10 829 820	11 997 387	11 997 387	10.78%	12 237 220	12 484 960
- of which establishment plan posts	9 072 563	9 451 782	10 368 387	10 368 387	9.70%	10 575 220	10 788 960
- of which external personnel	1 357 812	1 378 038	1 629 000	1 629 000	18.21%	1 662 000	1 696 000
12 Expenditure relating to staff recruitment	158 355	175 000	230 000	230 000	31.43%	200 000	200 000
13 Mission expenses	1 601	35 000	96 000	96 000	174.29%	22 500	22 500
14 Socio-medical infrastructure	181 325	199 000	199 000	199 000	0.00%	200 000	200 000
15 Training	96 754	100 000	100 000	100 000	0.00%	100 000	100 000
16 External services	332 180	325 000	170 000	170 000	-47.69%	174 000	178 000
17 Receptions and events	7 970	15 500	15 500	15 500	0.00%	13 500	13 500
<b>Title 2 – Infrastructure and operating expenditure</b>	<b>1 851 578</b>	<b>1 849 600</b>	<b>1 905 000</b>	<b>1 905 000</b>	<b>3.00%</b>	<b>1 855 000</b>	<b>1 825 100</b>
20 Rental of buildings and associated costs	602 958	661 000	801 000	801 000	21.18%	767 000	798 000
21 Information and communication technology	915 037	747 600	693 000	693 000	-7.30%	819 000	819 000
22 Movable property and associated costs	12 424	14 000	14 000	14 000	0.00%	0	0



EXPENDITURE	Commitment appropriations						
	Executed budget N-1 (2021)	Budget N (2022)	Draft budget N+1 (2023)		VAR N+1 / N	Envisaged in N+2 (2024)	Envisaged in N+3 (2025)
			Agency request	Budget forecast			
23 Current administrative expenditure	169 338	247 500	244 000	244 000	-1.41%	253 000	192 100
24 Postage / Telecoms	151 621	175 500	148 000	148 000	-15.67%	16 000	16 000
25 Meeting expenses	200	4 000	5 000	5 000	25.00%	0	0
<b>Title 3 – Operational expenditure</b>	<b>5 441 762</b>	<b>5 305 500</b>	<b>4 857 000</b>	<b>4 857 000</b>	<b>-8.45%</b>	<b>5 159 000</b>	<b>5 336 000</b>
30 Transversal activities	199 542	391 000	263 000	263 000	-32.74%	280 000	280 000
32 Skills and labour market	2 359 503	839 000	712 000	712 000	-15.14%	2 341 000	2 471 000
33 VET systems and Institutions	1 830 812	1 892 000	1 883 000	1 883 000	-0.48%	1 952 000	1 975 000
34 Learning and employability	416 040	1 573 500	1 440 000	1 440 000	-8.48%	0	0
35 Communication	635 865	610 000	559 000	559 000	-8.36%	586 000	610 000
<b>TOTAL EXPENDITURE</b>	<b>18 501 900</b>	<b>18 834 420</b>	<b>19 569 887</b>	<b>19 569 887</b>	<b>3.90%</b>	<b>19 961 220</b>	<b>20 360 060</b>



EXPENDITURE	Payment appropriations						
	Executed budget N-1 (2021)	Budget N (2022)	Draft budget N+1 (2023)		VAR N+1 / N	Envisaged in N+2 (2024)	Envisaged in N+3 (2025)
			Agency request	Budget forecast			
<b>Title 1 – Staff expenditure</b>	<b>11 208 560</b>	<b>11 679 320</b>	<b>12 807 887</b>	<b>12 807 887</b>	<b>9.66%</b>	<b>12 947 220</b>	<b>13 198 960</b>
11 Salaries and allowances	10 430 375	10 829 820	11 997 387	11 997 387	10.78%	12 237 220	12 484 960
- of which establishment plan posts	9 072 563	9 451 782	10 368 387	10 368 387	9.70%	10 575 220	10 788 960
- of which external personnel	1 357 812	1 378 038	1 629 000	1 629 000	18.21%	1 662 000	1 696 000
12 Expenditure relating to staff recruitment	158 355	175 000	230 000	230 000	31.43%	200 000	200 000
13 Mission expenses	1 601	35 000	96 000	96 000	174.29%	22 500	22 500
14 Socio-medical infrastructure	181 325	199 000	199 000	199 000	0.00%	200 000	200 000
15 Training	96 754	100 000	100 000	100 000	0.00%	100 000	100 000
16 External services	332 180	325 000	170 000	170 000	-47.69%	174 000	178 000
17 Receptions and events	7 970	15 500	15 500	15 500	0.00%	13 500	13 500
<b>Title 2 – Infrastructure and operating expenditure</b>	<b>1 851 578</b>	<b>1 849 600</b>	<b>1 905 000</b>	<b>1 905 000</b>	<b>3.00%</b>	<b>1 855 000</b>	<b>1 825 100</b>
20 Rental of buildings and associated costs	602 958	661 000	801 000	801 000	21.18%	767 000	798 000
21 Information and communication technology	915 037	747 600	693 000	693 000	-7.30%	819 000	819 000
22 Movable property and associated costs	12 424	14 000	14 000	14 000	0.00%	0	0



EXPENDITURE	Payment appropriations						
	Executed budget N-1 (2021)	Budget N (2022)	Draft budget N+1 (2023)		VAR N+1 / N	Envisaged in N+2 (2024)	Envisaged in N+3 (2025)
			Agency request	Budget forecast			
23 Current administrative expenditure	169 338	247 500	244 000	244 000	-1.41%	253 000	192 100
24 Postage / Telecoms	151 621	175 500	148 000	148 000	-15.67%	16 000	16 000
25 Meeting expenses	200	4 000	5 000	5 000	25.00%	0	0
<b>Title 3 – Operational expenditure</b>	<b>5 315 164</b>	<b>5 305 500</b>	<b>4 857 000</b>	<b>4 857 000</b>	<b>-8.45%</b>	<b>5 159 000</b>	<b>5 336 000</b>
30 Transversal activities	202 706	391 000	263 000	263 000	-32.74%	280 000	280 000
32 Skills and labour market	1 578 210	839 000	712 000	712 000	-15.14%	2 341 000	2 471 000
33 VET systems and institutions	2 077 160	1 892 000	1 883 000	1 883 000	-0.48%	1 952 000	1 975 000
34 Learning and employability	652 360	1 573 500	1 440 000	1 440 000	-8.48%	0	0
35 Communication	804 728	610 000	559 000	559 000	-8.36%	586 000	610 000
<b>TOTAL EXPENDITURE</b>	<b>18 375 302</b>	<b>18 834 420</b>	<b>19 569 887</b>	<b>19 569 887</b>	<b>3.90%</b>	<b>19 961 220</b>	<b>20 360 060</b>

Disclaimer: The Single Programming Document shall become final after adoption of the Union budget setting the amount of the contribution and the establishment plan (expected December 2022).



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

**Calculation of budget outturn**

<b>Budget outturn</b>	<b>N-4 (2018)</b>	<b>N-3 (2019)</b>	<b>N-2 (2020)</b>	<b>N-1 (2021)</b>
Revenue actually received (+)	17 912 176	19 308 595	17 173 664	18 538 589
Payments made (-)	-17 653 998	-18 342 813	-15 918 322	-17 580 672
Carry-over of appropriations (-)	-670 287	-827 786	-1 218 993	-879 615
Cancellation of appropriations carried over (+)	62 137	59 332	58 261	77 236
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	373 605	0	33 514	39 277
Exchange rate differences (+/-)	-1 122	-1 948	-1 123	-858
Adjustment for negative balance from previous year (-)	0	0	0	0
<b>Total</b>	<b>22 510</b>	<b>195 379</b>	<b>127 001</b>	<b>193 956</b>

# 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 (2021)			Year N (2022)	Year N+1 (2023)	Year N+2 (2024)	Year N+3 (2025)
	Authorised budget	Actually filled as of 31/12/N-1 <sup>(78)</sup>	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	49	48	98%	49	50 <sup>(79)</sup>	50	50
Assistants (AST)	42	40 <sup>(80)</sup>	95%	42	41 <sup>(79)</sup>	41	41
Assistants/ Secretaries (AST/ SC)	0	0	0	0	0	0	0
<b>TOTAL ESTABLISHMENT PLAN POSTS</b>	<b>91</b>	<b>88</b>	<b>97%</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>91</b>

<sup>(78)</sup> In line with previous years, posts offered are considered posts filled. An AST on CCP is returning to work on 1/1/2022 and the post is kept vacant for that reason.

<sup>(79)</sup> One vacant AST post is transformed into AD. The budgetary authority will be informed accordingly.

<sup>(80)</sup> Includes one job offer made and accepted.





EXTERNAL STAFF	FTE corresp. to authorised budget	Executed FTE as of 31/12/N-1	Execution rate %	Headcount as of 31/12/N-1	FTE corresp. to authorised budget	Envisaged FTE	Envisaged FTE
Contract agents (CA) incl. short-term	25	18 <sup>(81)</sup>	72%	25	25	25	25
Seconded national experts (SNEs)	4	3	75%	4	4	4	4
<b>TOTAL EXTERNAL STAFF</b>	<b>29</b>	<b>21</b>	<b>72%</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>
<b>TOTAL</b>	<b>120</b>	<b>109</b>	<b>91%</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>

<sup>(81)</sup> In 2021 the vacancy rate for CAs was relatively high due to unforeseen circumstances. The situation is expected to change already in 2022.



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

Human resources	Year N (2022)	Year N+1 (2023)	Year N+2 (2024)	Year N+3 (2025)
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract agents (CA)				
Seconded national experts (SNE)				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## C. Other staff

Structural service providers

	Actually filled as of 31/12/N-1 (2021)
Security	5.5
IT	3.72
Maintenance	2.5
Cleaning	4.5
Medical officer	0.4
<b>TOTAL</b>	<b>16.62</b>

Interim workers

	Actually filled as of 31/12/N-1 (2021)
Number	4



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

Function group and grade	Year N-1 (2021)				Year N (2022)		Year N+1 (2023)		Year N+2 (2024)		Year N+3 (2025)	
	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		3		3		4		4		4		4
AD 12	3	10	3	10	2 <sup>(82)</sup>	11	2	11	1	12	1	12
AD 11		8		8		9		9		10		10
AD 10		9		9		9		9		8		8
AD 9		7		6		7		7		6		6
AD 8		4		4		2		2		3		3
AD 7		3		3		2		2		2		2
AD 6						1		1		2		2
AD 5								1 <sup>(79)</sup>				
<b>AD TOTAL</b>	<b>3</b>	<b>46</b>	<b>3</b>	<b>45</b>	<b>2</b>	<b>47</b>	<b>2</b>	<b>48</b>	<b>1</b>	<b>49</b>	<b>1</b>	<b>49</b>
AST 11		1		1		1		2		2		3
AST 10	1	1	1	1	1	2	1	3	1	3	1	3
AST 9	2	4	2	4	3	5	3	5	4	5	4	5
AST 8	2	4	2	4	2	5	2	5	1	5	1	5
AST 7	1	11	1	9		10		9		9		10
AST 6		8		8		8		8		8		8
AST 5		6		6		4		3		3		1
AST 4		1		1		1						
AST 3												
AST 2												

<sup>(82)</sup> On 1.1.2022 there were 3 AD 12 official posts on the establishment plan, one of which was converted into a temporary post upon retirement of the official occupying it.



Function group and grade	Year N-1 (2021)				Year N (2022)		Year N+1 (2023)		Year N+2 (2024)		Year N+3 (2025)	
	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 1												
<b>AST TOTAL</b>	<b>6</b>	<b>36</b>	<b>6</b>	<b>34</b>	<b>6</b>	<b>36</b>	<b>6</b>	<b>35</b>	<b>6</b>	<b>35</b>	<b>6</b>	<b>35</b>
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL												
<b>TOTAL</b>	<b>9</b>	<b>82</b>	<b>9</b>	<b>79</b>	<b>8</b>	<b>83</b>	<b>8</b>	<b>83</b>	<b>7</b>	<b>84</b>	<b>7</b>	<b>84</b>
<b>GRAND TOTAL</b>	<b>91</b>		<b>88</b>		<b>91</b>		<b>91</b>		<b>91</b>		<b>91</b>	



• **External personnel**

Contract agents, including short-term

Contract agents	FTE corresponding to the authorised budget N-1 (2021)	Executed FTE as of 31/12/N-1 (2021)	Headcount as of 31/12/N-1 (2021)	FTE corresponding to the authorised budget N (2022)	FTE corresponding to the authorised budget N+1 (2023) <sup>(83)</sup>	FTE corresponding to the authorised budget N+2 (2024)	FTE corresponding to the authorised budget N+3 (2025)
Function Group IV	6	5	5	6	8	8	8
Function Group III	4	1	1	5	4	4	4
Function Group II	12	9	9	11	11	11	11
Function Group I	3	3	3	3	2	2	2
<b>TOTAL</b>	<b>25</b>	<b>18</b>	<b>18</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

Seconded National Experts

Seconded national experts	FTE corresponding to the authorised budget N-1 (2021)	Executed FTE as of 31/12/N-1 (2021)	Headcount as of 31/12/N-1 (2021)	FTE corresponding to the authorised budget N (2022)	FTE corresponding to the authorised budget N+1 (2023)	FTE corresponding to the authorised budget N+2 (2024)	FTE corresponding to the authorised budget N+3 (2025)
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

<sup>(83)</sup> Reshuffling of the CA function groups to address the needs of the service. The Budgetary Authority will be informed accordingly.



**Table A4.3. Recruitment forecasts for year N+1 (2023) 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		TA/Official	CA
	(Official, TA or CA)		Function group/grade of recruitment	Recruitment Function Group (I, II, III or IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (in brackets) and external (single grade) foreseen for publication (*)	
AD expert	to replace staff going on retirement	n/a	AD 5-6	
AD data analyst	needs of the organisation	n/a	AD 7	
AD (Head of DCM)	to replace staff going on retirement	n/a	AD 10-11	

(\*) 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.

# 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 (2018)	Year N-3 (2019)	Year N-2 (2020)	Year N-1 (2021)	Year N (2022)	Actual average over 5 years	Average over 5 years (Annex IB SR)
AD05	3.5		2.9		4.7	3.7	2.8
AD06	2.8	3	3	3	4	3.2	2.8
AD07	3.3	3	3	3	3	3.1	2.8
AD08	3	3.5		3	3	3.1	3
AD09		5.5	4			4.8	4
AD10	2.8			4		3.4	4
AD11	6.9	13.8	8.7	3.3		8.2	4
AD12					4	4.0	6.7
AD13				5		5.0	6.7
AST1							3
AST2					22.9	22.9	3
AST3	4	4.3				4.2	3
AST4	2.6	3.6		2.9	3.3	3.1	3
AST5	3.5			3.7	4.3	3.8	4
AST6		6	4	3.5	4.3	4.5	4
AST7		4				4.0	4
AST8		4		4.3	3	3.8	4
AST9		6.6				6.6	N/A
AST10 (Senior assistant)					2.4	2.4	5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3



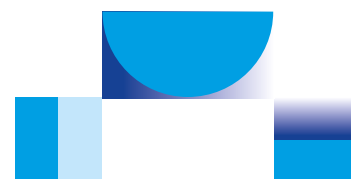


Table A5.2. **Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1.01. Year N-2 (2020)	How many staff members were reclassified in Year N-1 (2021)	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			Between 6 and 10 years
	10	2			Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	4	2	5	Between 6 and 10 years
	5	1	1	3.3	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



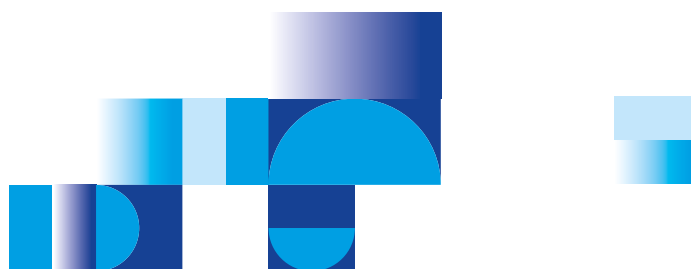
## D. Gender representation

Table A5.1. Data on 31/12/Year N-1 (2021) /statutory staff (only officials, TA and CA)

Staff		Official		Temporary		Contract agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
<b>Female</b>	Administrator level	2	33.3%	17	39.5%	1	11.1%	20	34.5%
	Assistant level (AST & AST/SC)	4	66.7%	26	60.5%	8	88.9%	38	65.5%
	Total	6	100.0%	43	100.0%	9	100.0%	58	100.0%
<b>Male</b>	Administrator level	1	33.3%	28	80.0%	4	44.4%	33	70.2%
	Assistant level (AST & AST/SC)	2	66.7%	7	20.0%	5	55.6%	14	29.8%
	Total	3	100.0%	35	100.0%	9	100.0%	47	100.0%
<b>Grand total</b>		<b>9</b>		<b>78</b>		<b>18</b>		<b>105</b>	

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

	N-5 (2017)		N-1 (2021)	
	Number	%	Number	%
Female managers	3	50.0	2	33.3
Male managers	3	50.0	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 at 31/12/year N-1 (2021) – statutory staff only (officials, TA and CA)

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	1.9%	1	1.9%	2	1.9%
BE	2	3.8%	3	5.6%	5	4.8%
BG	1	1.9%			1	1.0%
CZ	1	1.9%			1	1.0%
DE	5	9.6%	3	5.6%	8	7.6%
DK			2	3.7%	2	1.9%
EE	1	1.9%			1	1.0%
EL	19	36.5%	30	55.6%	49	46.7%
ES	3	5.8%	1	1.9%	4	3.8%
FR	1	1.9%	8	14.8%	9	8.6%
IT	8	15.4%	2	3.7%	10	9.5%
LV	2	3.8%			2	1.9%
NL	1	1.9%			1	1.0%
NO	1	1.9%			1	1.0%
PL	2	3.8%			2	1.9%
RO	1	1.9%	1	1.9%	2	1.9%
SE			1	1.9%	1	1.0%
SK	1	1.9%			1	1.0%
UK	2	3.8%	1	1.9%	3	2.9%
<b>TOTAL</b>	<b>52</b>	<b>100.0%</b>	<b>53</b>	<b>98.1%</b>	<b>105</b>	<b>100.0%</b>

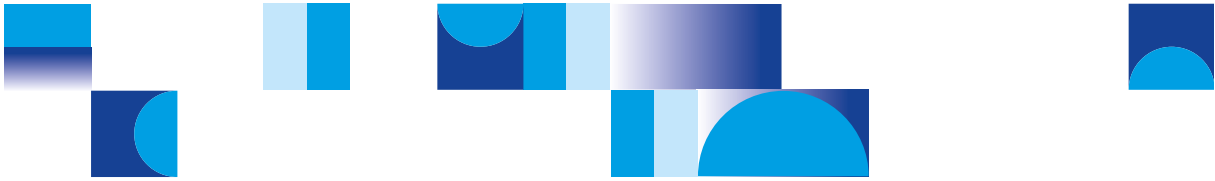


Table A5.6. Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	N-5 (2017)		N-1 (2021)	
	Number	%	Number	%
EL	49	43.8%	49	46.7%

## 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: 15 contracts with private schools (1 French, 1 German and 13 Greek)				

# Environment management



Disclaimer: Cedefop has initiated work leading to the adoption of a climate neutrality strategy in 2023. This section will be revised thoroughly at a later stage in light of this strategy and the decarbonisation roadmap selected for the Agency. As part of the strategy, the Agency will decide upon the adoption of an international recognised environment management standard. Until then, the Agency will continue to monitor its achievements using the 2014 Environmental Management System.

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 <sup>(84)</sup> 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.

## Context of the Agency and its environmental management strategy

Sustainability reporting is the practice of measuring disclosing and being accountable to internal and external stakeholders for organisational performance aiming for 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 <sup>(85)</sup>.

Cedefop monitors and reports its impact on various environmental and social sustainability indicators. Also, as part of its core business, Cedefop 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 through a comprehensive and structured internal environmental management system (EMS) in 2014 <sup>(86)</sup>.

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;

<sup>(84)</sup> 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), EP discharge questionnaire.

<sup>(85)</sup> [UN sustainable development goals](#) [accessed on 13.11.2019].

<sup>(86)</sup> RB(2014)00321 of 24 April 2014.



- (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 continual 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 <sup>(87)</sup>, Cedefop's EMS is built on the 'plan, do, check, act' (PDCA) model.

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

- (a) energy consumption: electricity and heating oil consumption;
- (b) water consumption;
- (c) paper consumption;
- (d) waste;
- (e) CO<sub>2</sub> emissions.

Integrated into Cedefop's performance measurement system (PMS), indicator 26 (environmental indicator) assesses the Agency's environmental performance using greenhouse gas emissions (ton CO<sub>2</sub>) <sup>(88)</sup> and overall waste emissions <sup>(89)</sup>.

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 environmental indicators each year.

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 (lt)	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 <sup>3</sup> )	Maintain (or go below) 2016 consumption i.e. 2 790 m <sup>3</sup>
Emissions	KPI 5: CO <sub>2</sub> Emissions (ton)	Maintain (or go below) 2016 emissions i.e. 1 152.53 ton

<sup>(87)</sup> Including ISO 14001 or the eco-management and audit scheme – EMAS.

<sup>(88)</sup> Energy consumptions.

<sup>(89)</sup> Recyclable material and household.



### Actions to improve and communicate environmental performance

In 2023-25, Cedefop will adopt and start implementing a climate neutrality strategy and roadmap. It will also initiate the transition to an internationally recognised environment management standard. In this context, specific actions will be taken to increase the energy efficiency of Cedefop’s building facilities, particularly by installing photovoltaic panels to meet a large part of the Agency’s electricity consumption with renewable energy. Other planned actions to improve 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)	<ul style="list-style-type: none"> <li>• reduce the number of presential meetings with external participants</li> <li>• increase use of web/virtual means for meetings and training activities</li> </ul>
	Heating oil (lt)	
Emissions	CO <sub>2</sub> Emissions (ton)	<ul style="list-style-type: none"> <li>• drastically reduce missions and travel</li> <li>• promote teleworking</li> </ul>
Water use	Water consumption (m <sup>3</sup> )	
Material efficiency	Paper (reams)	<ul style="list-style-type: none"> <li>• all procedures and processes are paperless; maintain post-COVID-19 near paperless situation through continued digitisation and reducing the use of printing across the organisation and for dissemination purposes</li> </ul>
	Use of plastic	<ul style="list-style-type: none"> <li>• pursue actions to reduce the use of plastic</li> </ul>
	Office supplies	<ul style="list-style-type: none"> <li>• pursue the promotion of office supplies re-use and reduction in the consumption of new supplies</li> </ul>
Waste Management		<ul style="list-style-type: none"> <li>• pursue actions to sort waste</li> <li>• ensure high availability of recycling bins in common areas and removal of personal waste bins</li> </ul>

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 the intranet <sup>(90)</sup>.

<sup>(90)</sup> Green initiatives/EMS.

ANNEX VII

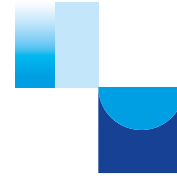
# Building policy



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



# Privileges and immunities



Agency privileges	Privileges granted to staff	
Protocol on the privileges and immunities of the European Union <sup>(91)</sup>	Protocol on the privileges and immunities of the European Union	Education / day care <sup>(92)</sup>
<p>[...]</p> <p><b>Art. 1</b> – 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><b>Art. 2</b> – The archives of the Union shall be inviolable.</p> <p><b>Art. 3</b> – The Union, its assets, revenues and other property shall be exempt from all direct taxes.</p> <p>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.</p> <p>No exemption shall be granted in respect of taxes and dues which amount merely to charges for public utility services.</p>	<p>[...]</p> <p><b>Art. 11</b> – 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>

<sup>(91)</sup> Treaty establishing the European Community [...] Protocol (No 36) on the privileges and immunities of the European Communities [accessed on 13.11.2019].

<sup>(92)</sup> See Annex 6.4.E. above for more detailed information.



Agency privileges	Privileges granted to staff	
Protocol on the privileges and immunities of the European Union <sup>(91)</sup>	Protocol on the privileges and immunities of the European Union	Education / day care <sup>(92)</sup>
<p><b>Art. 4</b> – 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.</p> <p>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><b>Art. 5</b> – 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.</p> <p>Official correspondence and other official communications of the institutions of the Union shall not be subject to censorship.</p> <p>[...]</p>	<p><b>Art 12</b> – Officials and other servants [...] shall be exempt from national taxes on salaries, wages and emoluments paid by the Union.</p> <p><b>Art 13</b> – [...] 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.</p> <p>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.</p> <p>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> <p>[...]</p>	



Agency privileges	Privileges granted to staff
<p align="center"><b>Headquarters Agreement concluded between the Greek State and Cedefop <sup>(93)</sup></b></p>	<p align="center"><b>Headquarters Agreement concluded between the Greek State and Cedefop</b></p>
<p>[...]</p> <p><b>Art. 2.1-</b> 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><b>Art. 2.2-</b> 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>[...]</p> <p><b>Art. 4 -</b> 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>

<sup>(93)</sup> 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 several Ministerial decisions and clarifications 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 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. Information will be updated after ratification of the new agreement.

# Evaluations



## Evaluation policy

Cedefop's revised Evaluation policy was adopted by the Executive Director on 14 November 2019 <sup>(94)</sup>. The decision repeals the 2015 procedure for carrying out ex-post evaluations <sup>(95)</sup> and the 2016 procedure for carrying out ex-post controls on procurement procedures <sup>(96)</sup>.

Cedefop follows the European Commission's Guidelines for Evaluation <sup>(97)</sup> and applies evaluation requirements and EU guidelines in 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:

- ex-ante evaluations;
- ex-post evaluations;
- ex-post controls of payments;
- ex-post controls of payments of ReferNet grants;
- ex-post controls of procurement procedures;
- ex-post controls of recruitment procedures;
- 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 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 attracted the focus in 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 to better achieve the required results.

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<sup>(94)</sup> RB(2019)01501 of 14 November 2019 – DIR 12/2019.

<sup>(95)</sup> RB(2015)00556 of 11 March 2015.

<sup>(96)</sup> RB(2016)01896 of 23 September 2016.

<sup>(97)</sup> [European Commission. Better Regulation Guidelines](#). [accessed on 22.12.2022].



### 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 with 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 of procurement procedures

Ex-post controls of procurement procedures 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 of recruitment procedures

Ex-post controls of 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 whether 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 producing reliable reporting, both for the management and for regulatory compliance purposes.

### External evaluation

Pursuant to Article 27(2) of the Agency Regulation <sup>(98)</sup>, external evaluations of Cedefop are conducted on a 5-year basis by external evaluators on behalf of Cedefop's parent DG (DG EMPL).

The last periodic **external evaluation** of Cedefop was completed in 2018. Carried out by DG Employment, the evaluation assessed Cedefop individually as well as in a cross-cutting perspective

<sup>(98)</sup> Regulation (EU) 2019/128 [...] of 16 January 2019 establishing a European Centre for the Development of Vocational Training (Cedefop) and repealing Council Regulation (EEC) No 337/75 [accessed on 22.12.2022].



*vis-à-vis* the other Agencies (then) falling under the remit of DG Employment: Eurofound, the ETF and EU-OSHA. 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 transmitted to DG EMPL on 11 October 2019 <sup>(99)</sup> 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. Cedefop implemented all agreed actions and discussed progress regularly with the Executive and Management Boards (see Annex XVI). The next periodic **external evaluation** started in October 2022 and will last approximately 1 year. As in the previous one, it will assess Cedefop individually as well as in a cross-cutting perspective *vis-à-vis* the other agencies as regards their relevance, effectiveness, efficiency, coherence and EU added value, identifying possible synergies and structural changes. Cedefop will actively contribute to the evaluation throughout the process.

### Follow-up and monitoring of evaluations

Cedefop closely follows-up the evaluations and audits 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 available to all staff on the Agency's intranet. Progress in implementing agreed actions is tracked using the 'degree of implementation' methodology. Outcomes of evaluations and controls are presented regularly to the Executive Board, Management Board, the European Commission <sup>(100)</sup>, in the CAAR and the Annual Report.

<sup>(99)</sup> RB(2019)01389.

<sup>(100)</sup> In line with article 11 paragraph 5 point (k) of Cedefop's Regulation.

# 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 to the European Commission's own revised framework, basing it on the highest international standards set by the COSO framework <sup>(101)</sup>.

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 <sup>(102)</sup>, is structured around five components: control environment, risk assessment, control activities, information and communication, and 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 system uses three types of results – 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:

- (1) 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 make decisions on issues related to financial and human resource management, activities including outreach in-

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<sup>(101)</sup> Internal Control-Integrated Framework is available at <http://www.coso.org> [accessed 22.12.2022].

<sup>(102)</sup> RB(2019)00008.



volvement of management and experts, as well as the day-to-day management and administration of the Agency. Follow-up actions are reviewed at each meeting.

- (2) The Executive Director, Deputy Director, Heads of Departments and Services budget correspondents and selected experts meet in performance monitoring meetings (PMMs) three times per year. In these meetings, systematised reports on financial issues (budget implementation procurement) human resources 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.
- (3) 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 with 'budget correspondents' assigned to each Department the regular monitoring of the budget throughout the year.
- (4) The annual report and the CAAR are discussed with the Executive Board and the Management Board, besides 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 on 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 recordkeeping are designed to provide assurance that:

- (a) transactions are executed in compliance with management's (delegated) authorisation;
- (b) 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;
- (c) access to assets is restricted through the hierarchical structure of verifications and in line with the Financial Regulation;
- (d) 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, policy on prevention and management of conflicts of interests and an internal procedure on reporting on irregularities in 2014. The Agency's *Anti-fraud strategy* <sup>(103)</sup> and guidelines for reporting on potential conflicts of interest in selection and recruitment pro-

<sup>(103)</sup> Adopted by the Management Board on 28 January 2019 – RB(2019)00110.





cesses were updated in 2019 <sup>(104)</sup>. 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 <sup>(105)</sup>. The action plan of the Anti-fraud strategy is being implemented and regularly followed up. The strategy will be revised in 2023.

### Risks 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 <sup>(106)</sup>.

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 <sup>(107)</sup> 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 provides 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 Single Programming Document. All risks are reported in the risk registry under the supervision of the Internal Control Coordinator.

The risk assessment exercise on the Work Programme 2023 did not identify critical risks. Risks identified by management – all with a residual risk level below criticality – were included in the risk registry 2023. All risks will be reassessed periodically during the year and revised accordingly.

<sup>(104)</sup> RB(2019)00472.

<sup>(105)</sup> RB(2019)01326.

<sup>(106)</sup> RB(2019)01339.

<sup>(107)</sup> 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).

# Procurement plan year 2023



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 procurement funding operational activities, under Title 3 of the annual budget 2023 is EUR 3 709 387.

The global budgetary envelope reserved for grants, following calls for proposals with a view to signing Specific Grant Agreements with ReferNet partners for 2023, is set to EUR 940 000.

To ensure 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 <sup>(108)</sup>, the Management Board decided on 9 April 2019 to delegate the power to make non-substantial amendments to the Executive Director <sup>(109)</sup>. In compliance with Article 3 of the Management Board decision, and in the event of substantial amendments 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 <sup>(110)</sup>, 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 the Cedefop 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 2023, following the adoption of that budget by the budgetary authority or as provided for in the system of provisional twelfths.

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<sup>(108)</sup> In line with Chapter 6 of DG BUDG circular on Financing Decision and Work Programme for Operational Expenditure under the Financial Regulation (October 2015)

<sup>(109)</sup> 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.

<sup>(110)</sup> 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.

ANNEX XII

# 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 2023, pursuant to Article 7 of the Framework for Financial Regulation. This Annex is therefore not applicable for the financial year 2023.

# 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 improve its capacity to address EU challenges.

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

- (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 particularly the inter-agency working groups on TVET and 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 <sup>(111)</sup>.

Cooperation also increased the effectiveness of Cedefop's work, for instance in terms of widening geographical 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 2023-25 Cedefop will continue to improve 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 enhance 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 in the area of VET, skills and

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<sup>(111)</sup> 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*'.



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 to consider requests from third countries for exchanging knowledge and experience and to facilitate such requests provided they have the potential to increase Cedefop's expertise in areas for which it is competent and do not interfere with carrying out its core tasks.

# 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 <sup>(112)</sup>

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

<sup>(112)</sup> 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.



**Output indicators**

Number of Cedefop publications

Number of meetings/events organised by Cedefop

Number of policy learning activities organised by Cedefop

Number of Cedefop's press releases

Number and types of visitors at Cedefop events

Environmental indicator

# Web services



Web service	Mobility scoreboard
Main objectives	<p>The mobility scoreboard is intended to:</p> <ul style="list-style-type: none"> <li>• assist policy-makers in designing policies for the international mobility of IVET learners</li> <li>• support mobility practitioners and organisers (VET institutions, mobility agencies, companies involved in mobility, guidance institutions, staff involved in organising mobility activities) in improving practices</li> <li>• inform IVET learner organisations, experts, researchers, and the wider public on mobility-related issues</li> </ul>
Planned outcomes	<p>The mobility scoreboard is expected to:</p> <ul style="list-style-type: none"> <li>• further inform policy-making in the area of IVET learner mobility</li> <li>• make policy-monitoring in this area easier</li> <li>• make mobility-related information of practitioners, learners, experts, researchers and the wider public more complete</li> </ul>
Annual plans and priorities for future development	<ul style="list-style-type: none"> <li>• biennial update of database content</li> <li>• dissemination of cross-country thematic policy brief</li> <li>• work on increased visibility and use by stakeholders</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>• Commission regular feedback on and support to the Scoreboard</li> <li>• feedback from other Scoreboard users and website visitors</li> <li>• web traffic metrics specific to the mobility scoreboard section: page views, visits, unique visitors, returning visitors</li> </ul>
Resource allocation 2023	<p>0.4 FTEs EUR 1 000</p>





Web service	EQF
Principal objectives	<ul style="list-style-type: none"> <li>• to 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 facilitate lifelong and life-wide progression in learning and career</li> <li>• maintenance and improvement of the EQF, NQF and learning outcomes websites and web tool</li> </ul>
Planned outcomes	<ul style="list-style-type: none"> <li>• provide support to four meetings of the EQF AG</li> <li>• analytical documents, syntheses, guidance and information material for the EQF AG</li> <li>• develop EQF guidance material in cooperation with the Commission</li> <li>• provide technical comments to (revised) referencing reports</li> <li>• provide technical support to EQF working groups</li> <li>• provide support to planned peer learning activities on EQF/NQF implementation (jointly with the European Commission)</li> <li>• update the NQF fiches – included in the European NQF inventory – with focus on NQF contributions to transparency, quality and recognition of qualifications</li> <li>• regularly update and improve the EQF and NQF web tool</li> </ul>
Plans and priorities for future development	<p>Support EQF work programme (2023) in the following key areas:</p> <ul style="list-style-type: none"> <li>• referencing reports and related tasks</li> <li>• EQF levels and guidance for communication</li> <li>• updating the referencing reports</li> <li>• qualifications and learning outcomes</li> <li>• levelling and comparison of levelled qualifications</li> <li>• international qualifications</li> <li>• third countries' national and regional qualifications frameworks</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>• number of countries that have updated the referencing report</li> <li>• number of countries that have included EQF / NQF levels:(a) in the qualifications documents and (b) in the qualifications databases</li> </ul>
Resource allocation 2023	<p>2 FTEs EUR 28 000</p>

ANNEX XVI

# Action plan as a follow-up to the Commission's Staff Working Document on the Agencies' external evaluation

Cedefop implemented all agreed actions, and the related recommendations were formally closed by DG EMPL.

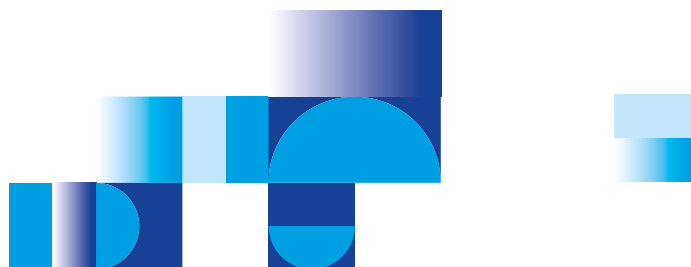
## a. Cedefop-specific recommendations <sup>(113)</sup>

The first recommendation related to reinforcing Cedefop's operational areas by reallocating human and financial resources.

While the European Commission acknowledged the measures Cedefop has already taken, it proposed to continue these efforts.

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<sup>(113)</sup> EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, CEDEFOP, ETF and EU-OSHA, SWD(2019)159 section 6.2.2.



Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation October 2019	Progress 30 November 2022
The Agency could continue looking for ways to reallocate even more resources from administration to its core operations	<ul style="list-style-type: none"> <li>Revisit HR situation to see whether additional staff can be deployed to operational areas</li> </ul>	<ul style="list-style-type: none"> <li>Management supported by the HR unit</li> </ul>	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 <b>Recommendation closed as per DG EMPL letter ref. EMPL.B.3/ps(2022)7671796 of 05/10/2022</b>
	<ul style="list-style-type: none"> <li>Identify transfer opportunities from administrative to operational budget lines. 2020 target: 20 000 Euros (budget and/or FTEs)</li> </ul>	<ul style="list-style-type: none"> <li>Management, supported by the Finance unit</li> </ul>	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 <b>Recommendation closed as per DG EMPL letter ref. EMPL.B.3/ps(2022)7671796 of 05/10/2022</b>
	<ul style="list-style-type: none"> <li>Further streamline administrative workflows and procedures using more electronic tools (NB: investments in automation may lead to temporary cost increases)</li> </ul>	<ul style="list-style-type: none"> <li>Management, supported by the IT service</li> </ul>	DI 2 Target date for DI 3 (ICT strategy shaped): 30 September 2020	Current: DI 5 <b>Recommendation closed as per DG EMPL letter ref. EMPL.B.3/ps(2022)7671796 of 05/10/2022</b>
	<ul style="list-style-type: none"> <li>Collaborate with other agencies to achieve further efficiency gains through shared services (e.g. using the catalogue of shared services) and joint procurement procedures, e.g. for ICT helpdesk services with ENISA in 2018. Some actions have already reached DI 5 (e.g. joint company survey with Eurofound)</li> </ul>	<ul style="list-style-type: none"> <li>Management and services concerned</li> </ul>	DI 2 Target date for DI 4: 30 September 2021	Current DI: 5 <b>Recommendation closed as per DG EMPL letter ref. EMPL.B.3/ps(2022)7671796 of 05/10/2022</b>



The second recommendation addressed 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; and 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 was considered too aggregated. While the qualitative information in Cedefop's reports refers to the types of documents and events covered, the advice was to reflect this also in the presentation of the quantitative data.

Cedefop-specific recommendations	Actions implemented and to be continued	Who	Degree of implementation <sup>(114)</sup> October 2019	Progress 30 November 2022
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"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Performance measurement team</li> </ul>	DI 4 Target date for DI 5: 30 June 2020	<b>Current DI: 5</b> <b>Recommendation closed as per DG EMPL letter ref. EMPL E/SC/ps(2020)4712160 of 04/08/2020</b>
	<ul style="list-style-type: none"> <li>Indicator on contributions to policy-relevant meetings of senior stakeholders: present indicator in disaggregated manner</li> </ul>	<ul style="list-style-type: none"> <li>Performance measurement team</li> </ul>	DI: 4 Target date for DI 5: 30 June 2020	<b>Current DI: 5</b> <b>Recommendation closed as per DG EMPL letter ref. EMPL E/SC/ps(2020)4712160 of 04/08/2020</b>

## b. Overall recommendation advising the four agencies to align their performance measuring systems further <sup>(115)</sup>

Exchange of information and experience with the other agencies is an integral part of Cedefop's work on its performance measurement system. While the systems, and specifically outcomes and impact

<sup>(114)</sup> 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'.

<sup>(115)</sup> EU Commission Agencies working in the employment and social affairs policy field: EUROFOUND, CEDEFOP, ETF and EU-OSHA, SWD(2019)159 section 6.2.1.



indicators, need to suit the specific nature, mandates and tasks of each agency, Cedefop, the ETF, Eurofound and EU-OSHA collaborate on potential further alignment.

Overall recommendations Agency-level innovation (efficiency)	Actions that have been initiated	Who	Degree of implementation	Progress 30 November 2022
<p><i>Recommendation 5:</i> [...] 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"> <li>Cedefop, Eurofound, EU-OSHA and ETF have agreed to:                             <ol style="list-style-type: none"> <li>Compare administrative indicators and their methodologies with the aim to align them where feasible. Most of these indicators are already included in the list to measure Directors' performance (COM SWD 2015, 62 final).</li> <li>Consult with other PDN members, e.g. EUIPO, ECA, regarding the indicators on uptake in and contributions to policy documents (Cedefop indicators 1 &amp; 3), including national level ones.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>Performance measurement team in cooperation with ETF, Eurofound, EU-OSHA;</li> </ul>	<p>DI 2 Target date for DI 4 (indicators aligned): 31 December 2020</p>	<p><b>Current: DI 5</b> <b>Recommendation closed as per DG EMPL letter ref. EMPL.B.3/SC/ps(2022)3423272 of 05/05/2022</b></p>
	<ul style="list-style-type: none"> <li>Drawing on the 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.</li> </ul>	<ul style="list-style-type: none"> <li>Performance measurement team</li> </ul>	<p>DI 3 Target date for DI 5 (survey results analysed): 31 December 2019</p>	<p><b>Current: DI 5</b> <b>Recommendation closed as per DG EMPL letter ref. EMPL.B.3/SC/ps(2022)3423272 of 05/05/2022</b></p>

# 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 <sup>(1)</sup>, 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

<sup>(1)</sup> <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 Osnabruck 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

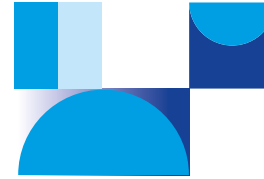
### Expertise sharing

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 2023

<p>Qualifications development</p>	<p>Shared products (publications):</p> <ul style="list-style-type: none"> <li>- joint design, development and production (also with UNESCO) of the fifth edition of the Global NQF inventory</li> </ul> <p>Joint advice to Commission:</p> <ul style="list-style-type: none"> <li>- in the EQF, exchange of data and intelligence on qualifications systems and frameworks in the Advisory Group's sub-group on EQF to NQF comparison for third countries</li> </ul> <p>Information-sharing, expertise exchange, peer learning:</p> <ul style="list-style-type: none"> <li>- in particular 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</li> </ul>
<p>Skills matching and anticipation/identification</p>	<p>Concrete thematic cooperation:</p> <ul style="list-style-type: none"> <li>- Platform economy/platform work: based on past year's exchanges with Cedefop on the new forms of employment and platform work, the knowledge sharing will continue in 2023, including participation in events, exchanges through peer learning events and technical meetings</li> <li>- European skills and jobs survey (ESJS): 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 in 2023, where selected results from the EU and surveyed ETF PCs will be analysed</li> <li>- Upskilling pathways and addressing the needs of low-skilled adults and/or at social risk</li> <li>- Flexibilisation and individualisation of 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)</li> </ul> <p>Network building and knowledge sharing:</p> <ul style="list-style-type: none"> <li>- invitation of Cedefop's experts in the ETF's Network of Experts on new skill needs and skills anticipation</li> <li>- exchange and knowledge sharing on calls for innovative proposals from the research community, with possible cooperation on the annual event</li> <li>- regular communication and exchange of ETF's recent initiatives with Cedefop, in particular regarding the skills for green transition, use of big data in LMI, future of skill needs in selected economic sectors, and future skill needs in craftsmanship</li> </ul>



Effective/Innovative teaching and learning	<p>Network-building:</p> <ul style="list-style-type: none"> <li>- Cedefop membership of ETF's expert group to steer its Creating New Learning project (CNL) (including an informal consultative group between the ETF and Cedefop to support the ETF's UA Re-Emerge(ncy) activity regarding the microcredentials for VET e-learning and adult reskilling and upskilling in Ukraine)</li> <li>- Joint activities engaging support from the ETF's Community of Innovative Educators (under CNL)</li> </ul> <p>Shared development of common tools:</p> <ul style="list-style-type: none"> <li>- sharing research tools and experiences in their use, and pooling of data, in respective projects in curricula innovation (notably key competences), VET teachers and trainers' professional development; teaching, learning and assessment methods</li> <li>- dissemination and enrichment of Cedefop's and ETF's practical tools for policy-makers and VET practitioners. From ETF's side: READY, Scaffold, Teacher Booster</li> <li>- collaboration of ETF/CNL and Cedefop experts on ReferNet work in green skills and digital education for teachers (reference to READY and SELFIE tools)</li> <li>- possible partnership and interest of ETF in joining Cedefop's Pan-European survey of VET teachers and trainers with regard to ETF PCs (in the initial phase, at least in one ETF partner country). A particular interest from ETF – evidence on digital education. Cedefop has consulted ETF at an earlier stage of their development of a survey</li> <li>- overall benefit for the ETF PCs coming from this cooperation and exchange with Cedefop</li> </ul> <p>Key competence in VET</p> <ul style="list-style-type: none"> <li>- ETF's (Creating New Learning, CNL) expert engaged in consultations/expert steering group for Cedefop's project on Entrepreneurship competence in VET (continued from 2020, 2021 and 2022) and joint engagement in key competence discussions with partners (JRC, others)</li> </ul>
Centres of Vocational Excellence	<ul style="list-style-type: none"> <li>- Exchange of knowledge and expertise</li> </ul>
System change and lifelong learning	<p>Copenhagen/Osnabrück process follow-up: reporting</p> <ul style="list-style-type: none"> <li>- 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</li> <li>- Joint participation and presentation of findings in the ACVT/DGVT meetings</li> </ul>
Cooperating through the GLAD network	<p>Regular exchange of input based on:</p> <ul style="list-style-type: none"> <li>- strengthening partnerships to foster LLL</li> <li>- governance and governing bodies</li> <li>- collaborative governance and financing</li> <li>- civil society organisations' relevant role in LLL</li> </ul>
Knowledge sharing seminars	<ul style="list-style-type: none"> <li>- Thessaloniki, June 2023</li> <li>- Turin, December 2023</li> </ul>

# Cooperation between Cedefop and Eurofound

## Framework of cooperation



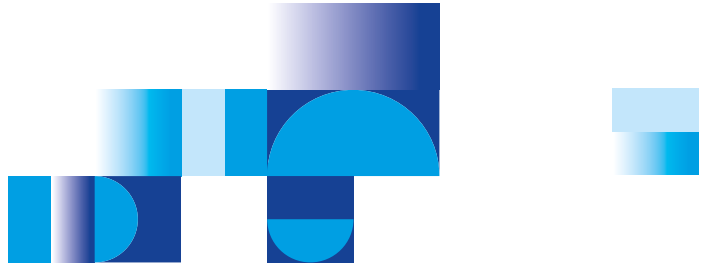
### **Memorandum of Understanding between the European Foundation for the Improvement of Living and Working Conditions (Eurofound) and the European Centre for the Development of Vocational Training (Cedefop)**

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 regulation<sup>1</sup>.

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.

<sup>1</sup> Regulation 2019/128, and 2019/127 of 16 January 2019 respectively.



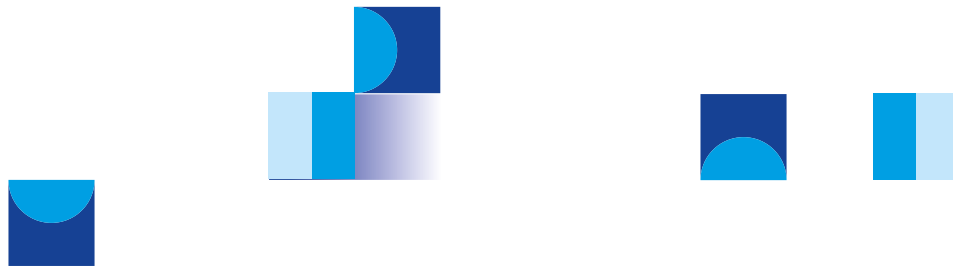
6. The consultation should identify areas of strategic cooperation, areas of synergies, areas for exchange of information and areas where potential overlaps could arise in order to avoid them.
7. Based on the annual Work programme, an Annual action plan will be agreed between the two Executive Directors 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 meeting<sup>2</sup>.
  - 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

<sup>2</sup> 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.



## Cedefop – Eurofound cooperation plan 2023



### Annex to the Memorandum of Understanding

between

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

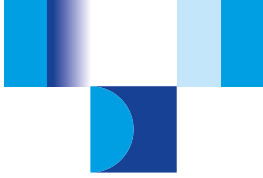
and

**European Centre for the Development of Vocational Training (Cedefop)**

#### ACTION PLAN 2023

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 2023.

Actions	Activities
<b>Cooperation 2023</b>	<ul style="list-style-type: none"> <li>• <b>Survey work</b> <ol style="list-style-type: none"> <li>a. Discussion at the Directorate and management level to explore viable cooperation options for the future.</li> <li>b. Organisation of a joint event (format to be decided) to promote the ECS-based report 'Fostering skills use for sustained business performance - Evidence from the ECS' and feed into the European Year of skills (2023)</li> </ol> </li> <li>• <b>Bundling expertise on the green transition</b>                      Policy brief reflecting recent research activities and outcomes of the agencies' work on the green transition (format to be decided).                       Exploring options for organising a joint Tripartite Seminar (which was piloted in 2022 by Eurofound) to be run early 2024 by Cedefop, Eurofound and the European Environment Agency and with a thematic focus on shaping the green, just transition. The main objective of the joint tripartite forum is to contribute towards development of expertise of social partners and governments and to leverage national social dialogue in making progress towards sustainability aims.                 </li> </ul>
<b>Participation in activities and exchange of information</b>	<ol style="list-style-type: none"> <li>a. Platform work: Regular exchange of information and joint participation in dedicated events.</li> <li>b. Automation and artificial intelligence: Regular exchange of information and joint participation in dedicated events.</li> <li>c. Work on youth: assessing the feasibility of jointly launching a NEET toolkit in the coming years.</li> </ol>



Actions	Activities
<b>Administration, shared services, internal control and risk assessment</b>	<ul style="list-style-type: none"> <li>a. Explore options for cooperation using the potential of shared resources in strengthening and streamlining administrative processes</li> <li>b. Ongoing exchange between Agencies regarding performance indicator methodologies</li> <li>c. Cooperation in the context of the cross-agency evaluation by DG EMPL</li> <li>d. Exchange and building on good practices in internal control and risk management (including peer review)</li> </ul>
<b>Development of Programming Document</b>	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.
<b>Organisation of the annual consultation</b>	Organisation of an annual meeting to discuss and assess progress on the above and other relevant issues.

On behalf of EUROFOUND Stavroula Demetriades has been nominated as the contact person for this Action Plan. Jasper Van Loo will be CEDEFOP's contact person.

**Agreed by both Agencies and signed:**

for the European Centre for the Development of Vocational Training

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

8/12/2022

8/12/2022

**Jürgen Siebel**  
Executive Director

**Ivailo Kalfin**  
Executive Director



# Cooperation between Cedefop and the ELA



## Memorandum of Understanding Between the European Labour Authority (ELA) and the European Centre for the Development of Vocational Training (Cedefop)

1. This Memorandum of Understanding between ELA and Cedefop sets out to identify areas of cooperation.
2. Purpose of the cooperation: ELA and Cedefop (hereafter: the Parties) have agreed to cooperate on selected areas with a view to:
  - a. Maximising synergies which can benefit both Parties and their stakeholders.
  - b. Avoiding any potential duplication of activities in the identified fields of similar interest.
  - c. Learning from each other and possibly transfer good practices.

It responds to Preamble No 41 and Article 14 (for ELA) and Preamble No 7 and Article 2.4 (for Cedefop) of their respective founding regulations<sup>1</sup>.

3. The cooperation between the Parties is informed by their mandates, tasks and objectives as outlined in their respective founding regulations:

**ELA's** objective is to contribute to ensuring fair labour mobility across the Union and assist Member States and the Commission in the coordination of social security systems within the Union. To that end, ELA shall facilitate access to information on rights and obligations regarding labour mobility across the Union as well as to relevant services; facilitate and enhance cooperation between Member States in the enforcement of relevant Union law across the Union, including facilitating concerted and joint inspections; mediate and facilitate a solution in cases of cross-border disputes between Member States; and support cooperation between Member States in tackling undeclared work.

**Cedefop's** objective is 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 works to enhance and disseminate knowledge, provide evidence and services for the purpose of policy making, including research-based conclusions, and facilitate knowledge sharing among and between Union and national actors.

4. Both Parties will appoint a main contact person to coordinate cooperation between them.

<sup>1</sup> Regulation (EU) 2019/1149 of the European Parliament and of the Council of 20 June 2019 establishing a European Labour Authority, amending Regulations (EC) No 883/2004, (EU) No 492/2011, and (EU) 2016/589 and repealing Decision (EU) 2016/344 (Text with relevance for the EEA and for Switzerland) and Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019 establishing a European Centre for the Development of Vocational Training (Cedefop) and repealing Council Regulation (EEC) No 337/75



5. The Parties will, on a regular basis, consult each other and exchange views on topics of strategic relevance for the two organisations. In particular, during the development of the respective programming documents a yearly meeting will take place to discuss possible initiatives for cooperation and exchange of information between the two Parties.
6. The consultation should focus on areas of relevance for exchange of information also in view of possible synergies and strategic cooperation. The possible cooperation may cover a range of topics or areas, such as skills and labour market trends, and cross-border labour mobility, including work-based learner mobility and job matching. The possible cooperation may involve a range of activities such as the organisation of communication initiatives and joint events, the sharing of data and/or analyses, the participation in expert meetings or workshops and the sharing of experience from specific activities or findings.
7. Both Parties will cover their own costs arising from this cooperation as far as it is within the ordinary annual programming documents. For additional activities requiring more resources, special agreement will be made.
8. Working meetings can be organised at the following levels:
  - a. At general level, the Executive Director or a representative of each Party can be invited, when relevant, to attend the board meeting(s) of the other Party as observer.
  - b. Experts and staff of both Parties will participate in the activities of expert and working groups of the Parties where relevant.
  - c. Experts and staff will participate, where relevant, in the development and implementation of agreed concrete cooperation projects. Ad-hoc meetings or invitations may be extended to each other on specific subjects.
9. This Memorandum of Understanding in no way affects the founding regulations establishing the two Parties.

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

Cosmin Boianiu  
Executive Director  
European Labour Authority

Jürgen Siebel  
Executive Director  
European Centre for the Development  
of Vocational Training

Place:

Place:





# 2023-25 programming document

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