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 This decision was repealed in 2019 by Regulation (EU) 2019/128 establishing Cedefop as a Union Agency with a renewed mandate.

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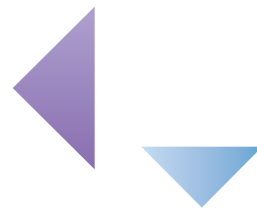
Jürgen Siebel, *Executive Director*
Barbara Dorn, *Chair of the Management Board*

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Foreword



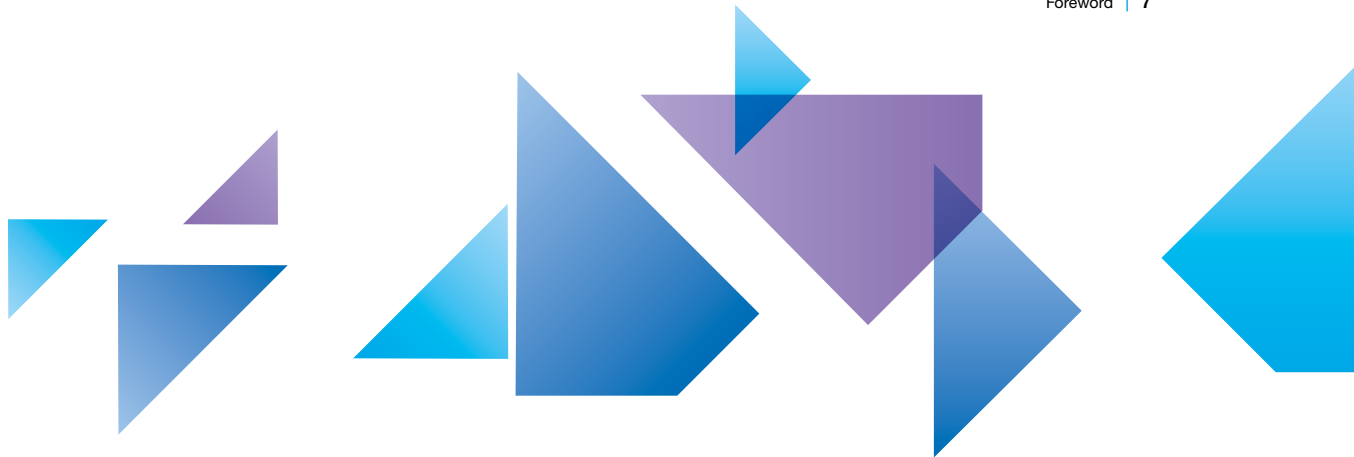
A decade of transitions and skilling lies ahead of us. The EU's priorities to shift to a greener, more digital and fair economy and society, set earlier, guide the way. Speeding up the transformation to help Member States' citizens and enterprises overcome the crisis caused by the Covid-19 pandemic requires massive up- and reskilling. Vocational education and training (VET), especially continuing VET, will be pivotal to making this process a success. It must not only keep up with change but also empower citizens and enterprises to manage and shape change. This will require reinforced efforts on all fronts: European Commission, Member States, social partners, employers, civil society and citizens. And it will pose new demands on us, as the EU's port of call for VET, skills and qualifications.

The EU's comprehensive policy package to support recovery and make the twin transformations work, recognises VET's crucial role across the board. From the outset, our post-2020 strategy for VET has been an integral part. We are proud to see that the evidence of our work on VET, skills and qualifications, as well as our reflections on challenges and ways forward, have helped to craft EU level policy: notably, the renewed *Skills agenda*, the first-ever Council recommendation on VET, and the Osnabrück declaration which sets out the priorities for European cooperation in VET until 2025. These all reflect the need for excellent and inclusive VET at all qualification levels, emphasise the key role of VET in national and regional skills ecosystems, and advocate further developing skills intelligence to strengthen the links with the labour market. And they all promote a stronger focus on continuing VET; a policy shift that we made the case for jointly with the European Training Foundation.

The challenging context, the new policy cycle, and the extended remit in our recast Founding Regulation call on Cedefop to reorient its work. Like VET, we need to take different perspectives, be agile and at the cutting edge of developments: using an 'ivory-tower' approach was not an option. Keeping an eye on the evolving overarching policy framework and the process of setting new Union policy priorities for VET and skills, we worked closely with our stakeholders to develop Cedefop's post-2020 strategy.

The reflection group with Management Board members, mandated to support the process in 2019, was instrumental in developing the foundations of our strategy and accompanied the process taken forward by staff members along with management. It was the inclusive and broad consultation process that helped shape Cedefop's vision for VET and a strategy, fully in line with the new EU policy framework and building on the Agency's past achievements and unique expertise. I would like to thank our staff, the management team and our Management Board members for this collective effort and their commitment throughout 2020.

Proactive, enabling and learner-centred VET throughout people's lives, irrespective of their age and background, is at the core of our new strategy, which will guide our work for the years to come. It reflects Cedefop's position as a key player in the fields of VET, skills and qualifications. Our thematic strategic areas of operation reflect this extended remit. Combining continuity and innovation, Cedefop's new course puts more emphasis on continuing VET, based on our conviction that it should become the 'new normal' for all adults, and the conditions to make this a reality. Reinforcing our support for the work towards more flexible pathways and VET



qualifications up to the highest EQF levels and shaping a new generation of skills intelligence: these are just some of our activities to support the European Commission, Member States and social partners in their efforts to put policy into practice.

To do this, and as an integral part of our strategy, we will engage our Management Board members and other stakeholders even more closely in our activities and reach out to the wider VET community through our new interactive web portal and policy learning events. While the growing demand for our services gives us a sense of pride, reconciling it with our human and financial resource conditions will, however, remain a challenge. A new way of reviewing our activity portfolio helped us deal with the uncertainty of the EU's 2021-27 budget throughout the planning phase. It will enable us to harness our expertise more effectively, further develop, adjust and reprioritise our activities, and design innovative work in line with the evolving context and our resources.

Our long-standing cooperation with the ETF and Eurofound, not only allows us to create synergies and added value for our stakeholders, it is also an opportunity for mutual learning, internally and within the network of EU agencies. This will help us to achieve further efficiency gains across the board. The impact of the Covid-19 pandemic on our work, once again made it crystal clear: an open-minded, adaptable, agile and highly professional team is what makes Cedefop a success. Professional development, state-of-the-art working methods and tools and working conditions that allow our staff to balance better their professional and private lives are at the core of our recently shaped human resource and IT

strategies, which are part and parcel of our overall new strategy.

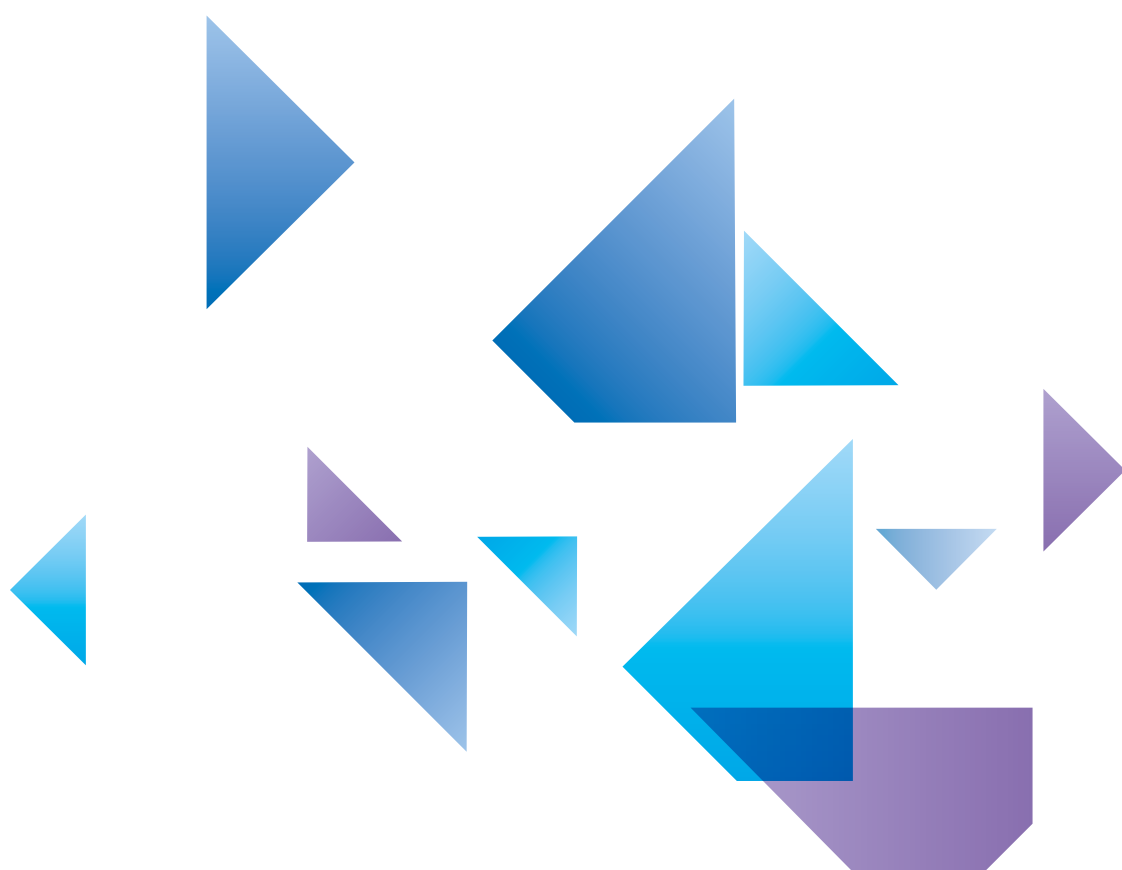
We do not yet know when we will be able to return to Cedefop premises and also meet with our stakeholders personally, rather than remotely. But whether we collaborate virtually or face to face, I am convinced that the commitment of all Cedefop staff and our tripartite Management Board, will enable us to accomplish our tasks as the EU's Agency that supports VET, skills and qualifications policy from concept stage to implementation.

Jürgen Siebel
Executive Director

Acronyms

AD	administrator
ACVT	Advisory Committee for Vocational Training
AST	assistant
CA	contract agent
CPD	continuous professional development
CVET	continuing vocational education and training
DCM	Department for communication
DLE	Department for learning and employability
DGVT	Directors General for Vocational Education and Training
DRS	Department for resources and support
DSI	Department for VET systems and institutions
DSL	Department for skills and the labour market
EAfA	European alliance for apprenticeships
ECVET	European credit system for vocational education and training
EQF	European qualifications framework
EQAVET	European quality assurance for vocational education and training
ESCO	European skills, competence and occupations
ETF	European Training Foundation
EUROFOUND	European Foundation for the Improvement of Living and Working conditions
GHG	greenhouse gas
IBD	Inter-American Development Bank
ILAs	individual learning accounts
ILO	International Labour Organization
IVET	initial vocational education and training
ISCO	international standard classification of occupations
ISCED	international standard classification of education
LM	labour market
LMSI	labour market and skills intelligence
MFF	multiannual financial framework
NACE	National Association of Colleges and Employers
NEET	not in education, employment or training
NQF	national qualifications framework
OECD	Organisation for Economic Cooperation and Development
PIAAC	Programme for the international assessment of adult competencies
PMM	performance monitoring meeting
PMS	performance measurement system
ReferNet	Cedefop's European network of expertise on VET

RMP	risk management plan
SME	small and medium-sized enterprise
SPD	single programming document
UNESCO	United Nations Educational, Scientific and Cultural Organization
VET	vocational education and training



Vision, mission, and values

Cedefop's tasks

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

- (a) analyse trends in vocational education and training, skills and qualification policies and systems, and provide comparative analyses thereof across countries;
- (b) analyse labour market trends in relation to skills and qualifications, and vocational education and training;
- (c) analyse and contribute to developments related to the design and award of qualifications, their organisation into frameworks, and their function in the labour market, and in relation to vocational education and training, with a view to enhancing their transparency and recognition;
- (d) analyse and contribute to developments in 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 are the necessary foundation for prosperous, green, sustainable, digital, resilient economies and inclusive, fair, and democratic societies.

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

- (2) Cedefop's vision statement is fully aligned with and supports the EU policy framework, particularly the [VET recommendation](#) and the [Osnabrück declaration](#) – which were inspired by the opinion of the [Advisory Committee on Vocational Training](#) – the updated [European skills agenda for sustainable competitiveness, social fairness and resilience](#) and the first principle of the [European pillar of social rights](#).
- (3) The EU ambition for VET set out in the [Council recommendation](#) foresees implementing a European 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 demo-

graphic 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: a VET that is proactive, excellent and inclusive; serves young people and adults; provides qualifications at nearly all levels and enables progression to higher and further education and the labour market; offers systematically organised upskilling and reskilling opportunities for all adults within formal or non-formal learning settings, on the job or elsewhere.
- (5) Cedefop's vision supports the aims of the [EU recovery package](#) to overcome the economic and social crisis caused by the Covid-19 pandemic 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 vocational education and training (VET) through effective policy-making. Grounded in its 2019

recast [Founding Regulation](#) ⁽¹⁾ 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.

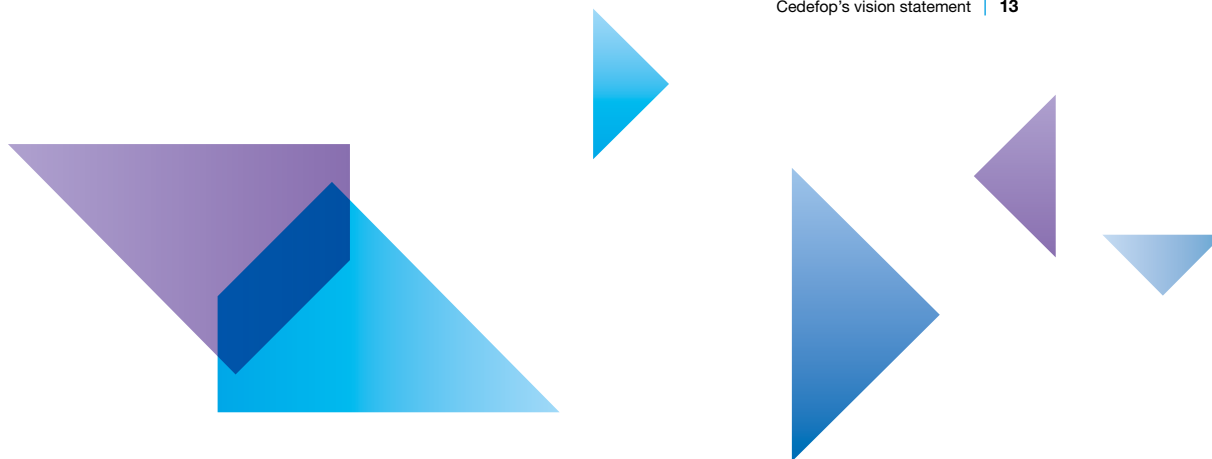
- (7) Cedefop's mission reflects its evolution as an organisation and the expanding portfolio of activities. Since its foundation in 1975, Cedefop's expertise has deepened and widened as cooperation on VET policy, skills and qualifications between the European Commission, Member States and social partners 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 ⁽²⁾ has subsequently

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

- (9) Cedefop's contribution to these developments has been substantial. It has proposed and directly supported development and implementation of key European tools. Its expertise helped shape the [European qualifications framework](#) (EQF) and supported the national frameworks (NQFs) linked to it, making it easier to compare qualifications from different countries. Supporting the move to basing curricula and qualifications on learning outcomes, Cedefop has helped open new ways of validating non-formal and informal learning and new pathways to qualifications. Its policy reporting has monitored, reviewed and advised on implementing European VET policy priorities, helping shape policy direction.
- (10) Cedefop's analyses and research have improved understanding of the strengths and weaknesses of VET systems and provided insights into VET's social, economic and personal benefits. With its evidence base and analyses, Cedefop has supported countries' and social partners' efforts to expand work-based learning, includ-

⁽¹⁾ Repealing [Regulation \(EEC\) No 337/75](#) as amended by No 2051/2004.

⁽²⁾ The so-called [Copenhagen process](#).



ing quality and effective apprenticeships. Drawing on its analytical capacity and its expertise in lifelong guidance, validation of skills and VET financing, Cedefop has backed their endeavour to devise upskilling strategies for people with low skills and implementing the social rights pillar.


- (11) Aiming to help inform VET policy and provision and, more broadly, people's education and career choices, Cedefop has developed EU-wide approaches to understanding current and anticipating future skills demand and supply. This work on labour market and skills intelligence and relationships between jobs, skills and qualifications, allows improving VET governance and modernising VET proactively, in the pursuit of building and maintaining employability for learners and workers, and competitiveness for businesses. It has helped raise the profile of VET beyond education and training and employment policies, not least through its work on green skills and its activities dedicated to digitalisation, artificial intelligence and the future of work.
- (12) Cedefop's knowledge broker activities bring together policy-makers, social partners, researchers, experts and other VET and labour market actors from all over the EU, Iceland and Norway representing national, regional and sectoral interests to strengthen and expand knowledge in VET-related areas. Cedefop's networks provide and help validate evidence and information on different areas of VET policy, monitor developments in their countries, and support the Agency's wide and diverse dissemination activities. This work

supports the Commission in the [European Semester process](#).

- (13) The 2019 recast regulation formally recognised that, over time and in response to demands from its partners, Cedefop broadened its perspective by looking at skills and qualifications beyond traditional VET boundaries. The work on EQF and European tools, the analysis of VET systems and policies, apprenticeships and upskilling pathways for adults, and skills forecasts and intelligence are examples of activities that gradually have become key strands of the Agency's work.
- (14) The ability to bring together a European and multidisciplinary perspective on VET and labour market analysis to help address national issues is Cedefop's unique selling point. As an exceptional European forum for sharing and debating experience and ideas to improve VET, Cedefop has been a key player in European cooperation on VET, skills and qualifications. The Agency has also left a clear mark on the evolving EU policy agenda for VET in the past two decades and will continue to do so in the coming years.

Cedefop's values

- (15) Cedefop's values are the core principles by which it operates; they inspire its best efforts and actions. Cedefop's values are:
 - (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

- 
- into synergies and avoid duplication ⁽³⁾, and proactively supporting EU policy objectives.
- (b) **well-run and ambitious:** we are an efficient and compliant Agency that is committed to transparency, scientifically sound research and analysis and the highest standards of ethics and integrity. We empower and engage our staff and continuously improve our processes.
 - (c) **open-minded and adaptable:** we develop new ideas, embrace change and innovation, and view European Union values founded on human dignity, freedom, democracy, equality, the rule of law and respect for human rights as fundamental in all our activities.
- (16) Our vision and values are in tune with the 2019 regulation. They build on Cedefop's role and achievements to date, reflect the evolving EU policy framework for VET, qualifications and skills and support the overall EU agenda and the work towards the global sustainable development goals.
 - (17) Cedefop's work programmes are well-aligned with the policy parameters known at the planning stage. In cooperation with its Management Board, the Agency responds flexibly to socioeconomic developments and emerging challenges that Member States and social partners may face.

⁽³⁾ 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'.

General context

- (18) For nearly 20 years, European cooperation has developed a coherent and comprehensive [EU VET policy framework](#) that supports and complements national VET policies, and education, training and skills more generally.
- (19) Today, this EU policy framework encompasses EU-level and national VET priorities agreed through successive declarations and communiqués, the latest at Osnabrück, in 2020; it encourages the development of national skill strategies, places emphasis on excellence and inclusion and supports national investment in VET through the Erasmus+ and other EU programmes ⁽⁴⁾. The policy framework also addresses the need for everyone to have strong key competences ⁽⁵⁾; it recognises the need for Europeans to update their skills and qualifications continually and that young people ⁽⁶⁾ and low-skilled adults ⁽⁷⁾, especially, need opportunities and support to improve their employment prospects through continuing learning; it aims to expand work-based learning in all its forms, notably high-quality apprenticeships ⁽⁸⁾, as well as stimulating innovation and entrepreneurship; it assists mobility

for learning ⁽⁹⁾; it supports ways to improve professional development of teachers and trainers ⁽¹⁰⁾ and the use of digital technology for teaching and learning ⁽¹¹⁾; and it looks to improve the quality and use of labour market and skills intelligence to align better skill supply and demand ⁽¹²⁾. More widely, its aim is to create a [European education area](#) ⁽¹³⁾ by 2025 and to make Europe the leading learning society in the world ⁽¹⁴⁾, by enabling personalised and seamless lifelong learning paths. Social partners are supporting the transition towards a learning society through their recommendation on employee training and their framework agreements on digitalisation ⁽¹⁵⁾ and active ageing ⁽¹⁶⁾.

- (20) 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 economic and employment priorities

⁽⁴⁾ [European Skills agenda for sustainable competitiveness, social fairness and resilience](#) and [Council recommendation on VET for sustainable competitiveness, social fairness and resilience](#).

⁽⁵⁾ [Council recommendation on key competences for lifelong learning](#).

⁽⁶⁾ [European Youth guarantee](#).

⁽⁷⁾ [Council recommendation on upskilling pathways: new opportunities for adults](#).

⁽⁸⁾ [Council recommendation on a European framework for quality and effective apprenticeships](#) – informed by an ACVT opinion and Cedefop's analytical framework for apprenticeships.

⁽⁹⁾ [Council recommendation 'Youth on the move'](#).

⁽¹⁰⁾ [Council conclusions on European teachers and trainers for the future](#).

⁽¹¹⁾ [Digital skills and jobs coalition](#); [Digital education action plan \(2021-27\)](#).

⁽¹²⁾ See [VET recommendation](#) and [European skills agenda for sustainable competitiveness, social fairness and resilience](#).

⁽¹³⁾ [Council resolution on further developing the European education area to support future-oriented education and training systems](#).

⁽¹⁴⁾ [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](#).

⁽¹⁵⁾ [Joint recommendations of the European social partners on promoting social partnership in employee training](#); [Collective bargaining: 2020-06-22_agreement on digitalisation with signatures](#).

⁽¹⁶⁾ [European social partners' autonomous framework agreement on active ageing and an inter-generational approach](#).



of recent years ⁽¹⁷⁾, the [sustainable development goals](#) and the striving for a more social Union ⁽¹⁸⁾. As an essential enabler of productivity, innovation and resilience of our economies and societies, VET is also key for enterprises, particularly small and medium-sized firms. The challenging situation caused by the Covid-19 pandemic further emphasises the role of VET as a key policy lever to support transformation and recovery. Digitalisation of VET, the focus on its quality and innovation potential, and the centres of vocational excellence (COVEs) will be key drivers shaping this role in the coming decade.

- (21) The [EU recovery plan](#), the 2020 updated *Skills agenda* and the Council recommendation on VET highlight that VET's contribution to other policy areas, notably those linked to the twin transitions to digital, fair and green societies, is effected 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 ⁽¹⁹⁾, can help prioritise which areas to focus on in the shorter and the longer term. The 12 actions of the updated *Skills agenda* indicate from the outset which of these will be supported by targeted policy.

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 micro-credentials
- (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.

⁽¹⁷⁾ [The autumn package explained](#).

⁽¹⁸⁾ [A strong social Europe for just transitions](#).

⁽¹⁹⁾ For instance [A new industrial strategy for Europe](#).




- (22) As was the case 10 years ago, the current crisis impacts severely on youth employment and, depending on country and sector, apprenticeship training. At the same time, it accelerates the need for massive skills development of adults; not only to manage the digital and green transition; and not only of specific groups and those working in the most affected sectors. All adults, employed or jobless, and irrespective of their qualification and socioeconomic background need opportunities and support to develop their skills. Guidance, validation and financing policies have an essential role to play in this. Cedefop research demonstrates the extraordinary challenge this entails. According to its estimates, based on indicators that go beyond formal qualifications, already before the crisis over 45% of the adult population in the EU-27+ had low or outdated skills and potentially needed upskilling or reskilling ⁽²⁰⁾. Although employer-sponsored training has increased, and the gap between large and small and medium-sized enterprises has narrowed, inequalities in access and lacking awareness of training needs and of the potential of continuing VET often limit its use. The updated skills agenda has, therefore, raised the EU target for adult participation in learning.
- (23) In light of current trends and future challenges facing the world of work, and following EU policy trends, Cedefop supports the idea that, while developing initial VET

(IVET) remains essential, EU policy needs to strengthen and encourage a more systematic approach to continuing VET (CVET). As an essential component of lifelong learning directly oriented towards professional development, CVET helps people and businesses of all sizes to drive, anticipate and adapt to change, 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.

- (24) To prepare young people to enter constantly changing labour markets and enable adults to manage more complex and unpredictable working lives, VET systems need to become more learner centred. They need to adapt and respond to individual needs to support whomever, with whatever, whenever their learning needs arise, while taking account of the skills employers require. Learner-centred VET should be ‘age open and neutral’, as advocated by the joint Cedefop-ETF discussion paper on challenges and opportunities for VET in the next decade ⁽²¹⁾. It should also be inclusive and equally accessible irrespective of gender, skills level and socioeconomic background. To achieve this, tapping the full potential of the opportunities digitalisation offers to make VET more widely accessible will be crucial.
- (25) CVET serving all age groups will only be possible through close interaction with

⁽²⁰⁾ Cedefop (2020). *Empowering adults through upskilling and reskilling pathways. Volume 1: adult population with potential for upskilling and reskilling*. Luxembourg: Publications Office. Cedefop reference series; No 112.

⁽²¹⁾ Cedefop; ETF (2020). *The importance of being vocational: challenges and opportunities for VET in the next decade*. Luxembourg: Publications Office. Cedefop and ETF discussion paper.




IVET. This is especially the case as the comparative advantage that VET graduates have in terms of labour market outcomes tends to dissipate over time, unless they can update, upgrade or complement their skills through equally strong and high-quality CVET. As demand for higher level skills has seen VET expand further into 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.

- (26) It takes a strategic and systematic approach to CVET to ensure individual potential is tapped to become or remain employable and advance in an educational and professional career. To this end, CVET should become a standard path open to all adults. This implies expanding CVET's role far beyond the traditional notion of skills training, for example through creating learning-conducive work environments and the expansion of work-based learning in CVET; effective CVET meets the needs of both learners and employers. To do this, systematic CVET will need to marry a stable core with flexible elements. Such a systematic approach also requires adequate support for learners and enterprises, particularly SMEs ⁽²²⁾. This entails ensuring synergies between the different areas of policy supporting CVET, including financial incentives, guidance, validation, outreach policies and professional development of VET trainers and mentors. More generally,

advancing CVET systematically requires specific organisation and governance arrangements that cannot be fully achieved through a simple 'extension' of formal education and training systems.

- (27) Learner-centred VET also requires new approaches to devising standards and curricula, modularised pathways, and assessment methods in which people can have confidence. This also applies to partial qualifications and (micro) credentials. It requires strengthening dialogue on VET with the social partners, developing new partnerships, networking and interaction between different institutions, teachers and trainers and sectors responsible for different aspects of VET. It also requires giving people voice in shaping their VET and VET development more generally.
- (28) Investing in digital and green skills is key to managing and shaping the twin transitions. But preparing young people and adults more generally for changing skill needs and uncertainty means much more: the content and profile of VET needs 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 types of jobs, including those traditionally regarded as low-skilled; it also applies to managing new working arrangements such as atypical working times, remote digital work arrangements, self-employment and

⁽²²⁾ An SME strategy for a sustainable and digital Europe.



the platform economy. What skills platform workers learn and require to be successful indicates what VET will need to align to: a blend of technical/occupational, communication, interpersonal, entrepreneurial and career management skills.


(29) Understanding the nature and direction of changes in skill needs depends on sound labour market and skills intelligence. Information on skill demand and supply should operate in a feedback loop with learning provision that is mutually reinforcing. Following a more complex and dynamic labour market requires combining sources and methods of labour market and skills intelligence, careful consideration of different perspectives and integration of scenarios to take account of uncertainty. Robust and actionable labour market and skills intelligence offers a compass for developing VET and skills policies.

(30) Broad and inclusive social dialogue is essential to defining VET's relationship with a changing labour market. Social partners should play a key role in strengthening VET and skills governance arrangements and in shaping feedback loops. The support of social partners is also 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 a clear and mutual understanding of the nature of new skill needs and how best to avoid or address skill mismatch. The need to build resilience to strengthen European economies' and societies' ability to withstand shocks, such as the 2008 crash

and the Covid-19 pandemic, adds a new dimension.

(31) VET system resilience involves building skill capacity to enable employers, workers and others to manage economic setbacks; these not only reduce jobs, but critically undermine employer investment in skills and contribute to later skill shortages through, for example, uncompleted apprenticeships. How to build such capacity, guided by labour market and skills intelligence, has important implications for how skill supply and demand are expected to interact. The need for more complex skill sets makes it more difficult to replace workers quickly. In fast-changing labour markets where skills ecosystems dynamically develop, continued learning is the most powerful tool all workers, self-employed people and enterprises have at their disposal to remain competitive. To be effective, it needs to be underpinned by skills intelligence, coupled with financing, guidance and validation arrangements and lead to credentials that are linked to qualifications frameworks. Tailored approaches and support to ensure CVET meets enterprise needs are particularly important for SMEs.

(32) There is also the European dimension to changing VET systems. European cooperation in VET has stimulated profound change: systems are now more flexible, fewer young people leave education and training unqualified, and education attainment among young people is rising. While there is a case for flexible solutions, integrating market-based international, sectoral qualifications and micro-credentials 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 qualification framework and Europass can continue to act as catalysts for change.

- (33) Current times, and thus also Cedefop's programming period 2021-23, are characterised by disruptive change and complexity. VET will remain high on Europe's economic and social agenda as a key instrument to develop human capital to manage the twin transitions, develop resilience, create prosperity and alleviate social disadvantage. European cooperation in VET needs to be guided by clear and coherent advice, based on robust information and evidence that underpins EU objectives and must be supported by social dialogue. Cedefop is in a unique position to support its partners through its dedicated focus on VET, skills and qualifications and a Europe-wide pool of experts and researchers, policy-makers and social partners. Cedefop researches, analyses and interprets developments, fills knowledge gaps and provides a space to connect people to discuss key VET-related issues, informing and shaping the debate.
- (34) Cedefop will continue to support its partners by using its expertise to consider how European VET and skills policy initiatives can operate together to enhance national integrated VET systems and skills strategies. The Council recommendation on VET, the *Pact for skills*, national upskilling strategies, and skills for life provide opportunities to develop closer links between initial, continuing and age-neutral VET, as well as VET's relationship with the labour

market and the education system. Cedefop's multiannual objectives and its thematic strategic areas of operation, outlined below, define further how the Agency will support its partners during the programming period; its annual work programmes will specify the activities and deliverables of each year.

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

Multiannual programming 2021-23

2.1. Multiannual work programme

2.1.1. Multiannual objectives

- (36) Successful European cooperation in VET depends on information and insights into developments in VET, qualifications, skills and labour market trends and understanding their interrelationships. Cedefop's work on EQF/NQF, skills intelligence and governance, VET policy monitoring, apprenticeships and upskilling pathways for adults, has helped shape a comprehensive perspective on VET which has become the Agency's unique selling point. Building on past achievements, Cedefop's multiannual objectives aim to help partners to construct an informed evidence-based policy agenda that continuously develops VET in response to the changing needs of people, economies and societies. Cedefop's objectives also include policy learning between countries, social partners, VET providers and other stakeholders and supporting the implementation of EU policies and measures. The expertise Cedefop generates through the wide spectrum of analysis and research it undertakes will support EU-led VET initiatives such as the centres for vocational excellence and the new EPALE community of European VET practitioners.
- (37) 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, data visualisations, e-publications, audio-visuals, webinars and other virtual/hybrid events.
- (38) The multiannual objectives distinguish between innovative and future-oriented research and applied research and analysis, acknowledge that Cedefop's knowledge base, intelligence and policy learning activities are indispensable, and establish communication as an integrated corporate tool for increasing outreach, interactivity and stakeholder engagement.
- (39) Achievement of Cedefop's multiannual objectives will be assessed using indicators from its performance measurement system (PMS), focusing on the outcomes of the Agency's activities. They provide evidence on the degree to which Cedefop's information and expertise reaches its target groups, is used and valued.
- (40) Cedefop's PMS (Annex XIV) comprises qualitative and quantitative indicators. These include the key performance indicators ⁽²³⁾ to assess the Director's perfor-

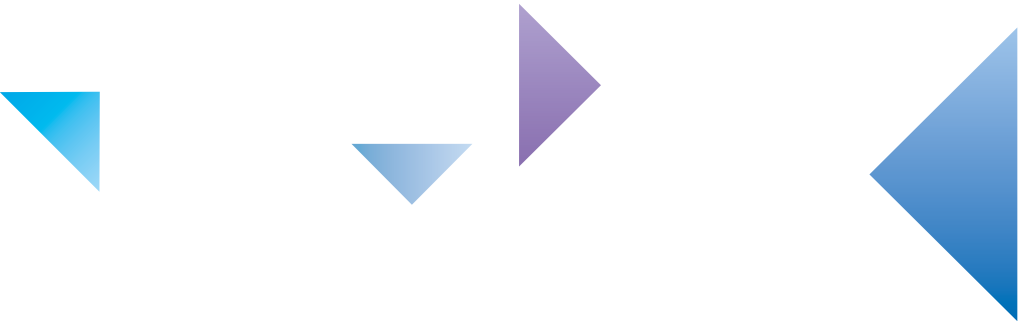
⁽²³⁾ [Common approach on EU decentralised agencies](#) and associated [roadmap](#).

mance in achieving operational objectives and in managing human and financial resources in the context of the discharge procedure. Within the work programme 2021, eight indicators will be used for this purpose.

- (41) Fostering a culture of continuous organisational improvement, the PMS centres on three types of results: outputs; outcomes; and the organisation's impact in helping develop EU VET, skills and qualification policies. Output indicators help monitor whether products are provided within the timeframe and the budget planned. Outcomes are measured by quantitative and qualitative indicators and complemented by regular user surveys. 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. Our approach is based on the periodic external evaluation organised by the European Commission. To capture overall satisfaction of our stakeholders, users and other interlocutors, we also measure Cedefop's net promoter score as part of our biennial user surveys.
- (42) 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.

2.1.2. Strategic areas of operation

- (43) The strategic areas of operation reflect Cedefop's thematic priorities and overall directions rather than particular projects or activities. They are a tool to make clear strategic choices and show 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.
- (44) In line with Cedefop's mission, vision and values for the programming period, the 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 skills 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 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. This will focus on: a systematic and in-



clusive 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 fair transitions in the next decade; and to help VET and skills policies address skill mismatches and promote better skills utilisation.

- (45) 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.

- (46) 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 the overarching EU policy objectives, by helping to strengthen the joint efforts of the European Commission, Member States and social partners to design and implement world class and inclusive VET, in line with the commonly agreed priorities.

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

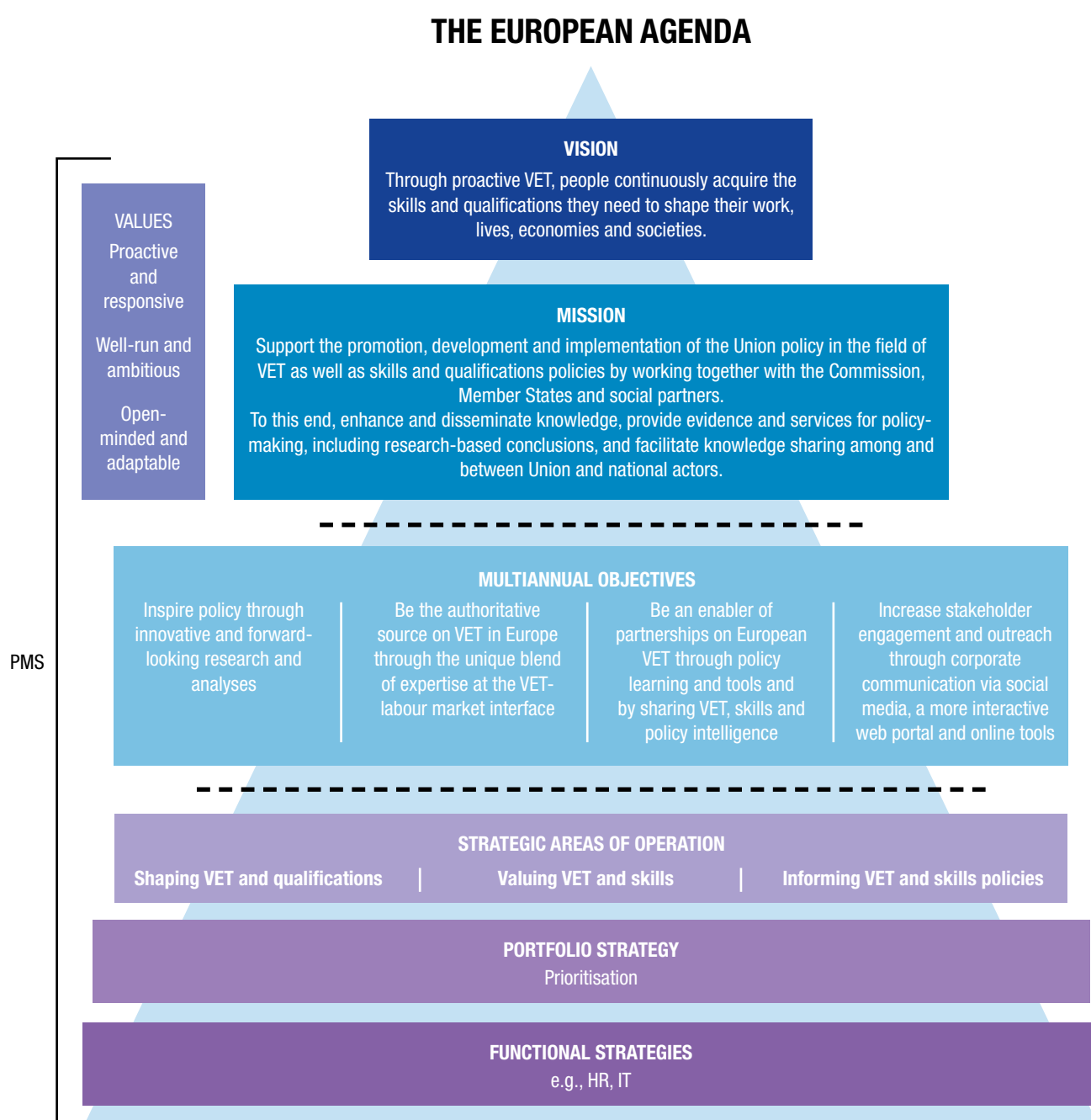
2.1.3. Multiannual programme 2021-23

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

- (48) This strategic area of operation aims at improving the overall relevance and quality of VET through: better interaction between IVET and CVET; improved structures, content and governance; and 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 and capacity of VET to facilitate the fair transition to the green and digital economy.
- (49) Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders:



Figure 1. Rationale guiding Cedefop's strategy





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.

(50) The EU tools and principles for transparency of qualifications are a tangible outcome of the European cooperation process. They aim to increase permeability between VET and other forms of education and training, aid mobility across sectors and borders and promote lifelong learning and employability. Working at the interface of VET and the labour market, Cedefop is in a unique position to understand how policies, tools and principles affect diverse VET systems, institutions and stakeholders to serve the needs of individuals, employers and society in general.

(51) In the period 2021-23, the Agency will therefore give priority to:

(a) **monitoring and analysing VET policy developments.** This work will offer an overview of policy developments in the agreed European priorities to support policy-making in VET in the Member States; and provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European semester. The monitoring framework will be adapted in line with the priorities defined in the Council recommendation on VET and its quantitative targets, the updated European *Skills agenda*

and the Osnabrück declaration. The Agency's monitoring approach will be developed in cooperation with the European Commission and based on the following principles: strong stakeholder involvement including consultation with the Directors General for VET (DGVTS) and the Advisory Committee on Vocational Training (ACVT); focus on countries' priorities in relation to the new objectives and the ways to address them. Drawing on its ReferNet network, and in addition to flagship publications, Cedefop will enrich its interactive VET in Europe database – launched in December 2019 – with information on VET policy developments in the framework of the European cooperation in VET in the EU Member States, Norway and Iceland. The aim is to help policy-makers, including social partners, and other stakeholders understand the main developments and key characteristics of national VET policies and systems from a broader EU perspective. In close cooperation with ReferNet partners, Cedefop will continue to disseminate national news on VET, highlighting developments and current challenges in the EU on topics related to the EU policy agenda on VET. Work on the IVET mobility scoreboard will also continue, in cooperation with ReferNet shedding light on the challenges that IVET learners face when they participate in international learning mobility and in line with the Council recommendation on VET. Cedefop will also continue its work on key competences in VET. The




research will complement the results of the 2018-19 study on digital competences and languages/literacy by bringing new evidence about entrepreneurship competence in VET.

- (b) **implementation of European tools and principles for transparency and recognition of qualifications.** Work will focus on the consistent implementation of the European qualifications framework for lifelong learning (EQF) and the modernisation of national systems through further implementation of learning-outcomes-based national qualifications frameworks (NQFs) covering all levels and types of qualifications. Cedefop will continue to provide technical expertise and analyses to address updated EQF referencing reports ⁽²⁴⁾ and the contribution to, and impact of, qualifications frameworks on modernisation of VET policies and practices. A specific aim will be to understand better the role of learning outcomes in improving and promoting quality, transparency and recognition of qualifications. Cedefop will contribute to the work undertaken by the Member States, the Commission, social partners and other stakeholders in relation to horizontal comparisons of content and profile of qualifications in the con-

text of the EQF and continue working on providing insights into the way qualifications are defined, reviewed and renewed. A study focusing on the use of micro-credentials in VET will provide insights into the changing nature of qualifications and credential systems in Europe. Cedefop will also continue to provide conceptual support to working groups looking into procedures on the levelling of international qualifications and comparing third countries' national and regional qualifications frameworks in line with the 2017 EQF recommendation. In addition, Cedefop will continue to support work on quality assurance mechanisms in VET in line with the European quality assurance framework for VET (EQAVET), as well as work developed in the framework of ECVET and taking into account the priorities of the Council recommendation on VET.

- (c) **deepening research-based reflections on the future of VET** in Europe by analysing systematically the influence of internal and external factors on the delivery and take up of initial and continuing VET. Particular attention will be paid to the changing content of VET, notably by seeking to understand how job-specific skills are balanced with research-based knowledge and transversal competences. Potentially influencing pedagogical approaches and institutional models, these changes, and the way they are addressed at national and local levels, will directly influence the relevance and quality of VET in the coming decade. This research will build

⁽²⁴⁾ Referencing reports present the linking of national qualifications levels to the EQF levels and are a 'snapshot' at a given point in time. As systems and frameworks constantly evolve, the 2017 EQF recommendation invites countries to review and update the information underpinning reports periodically: the more accurate and up-to-date it is, the more the EQF process is trusted and used to compare qualifications.



on Cedefop's work on the changing nature and role of VET and will seek to identify alternative development paths for European VET in the 21st century. Cedefop will make sure to include the perspectives of different stakeholders, notably those of national and regional authorities, enterprises and social partners.

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

- (52) This strategic area of operation aims at providing evidence to help policy-makers design and implement VET and VET-related policies that enable all individuals 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 within the labour market.
- (53) Particularly relevant policy areas can be derived from several EU policy documents, such as the Council recommendations on *Upskilling pathways* and validation of non-formal and informal learning; the Council declaration on the European alliance for apprenticeships; the Council recommendation on a European framework for quality and effective apprenticeships; the 2020 Commission communication on a European *Skills agenda* and the proposal for a Council recommendation on VET; as well as the joint proclamation of the European pillar of social rights.

- (54) In line with the 2020 [Cedefop-ETF discussion paper](#), this strategic area of operation takes the view that, in light of future trends and the changing world of work, the emphasis of EU VET policy needs to change in the next decade. While further developing IVET is pivotal to ensuring that young people are equipped with the right skills and competences for a smooth transition into the labour market and further learning, more efforts are necessary to strengthen CVET and make it work as a system underpinned by multilevel and multi-stakeholder cooperation. CVET, and especially its non-formal component, is today under pressure and experiencing 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.
- (55) During 2021-23, within this strategic area of operation, Cedefop will pay growing 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 careers guidance, and validation of non-formal and informal learning. Specific activities will look, *inter alia*, into multi-stakeholder and multilevel cooperation in CVET; professional development of VET trainers and mentors; and the growing role of quality

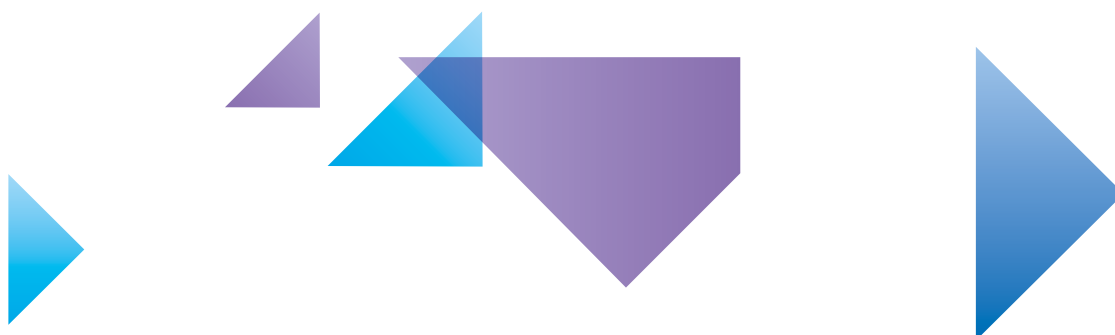


and recognised company-based learning for young and adult learners.

- (56) Work in this area will be based on cross-country thematic and multidisciplinary research, thematic country support, opinion surveys, leading to provision of new evidence to support policy- and decision-making at EU level and across Member States. In particular, collecting people's views and investigating individuals' needs and perspectives will be an integral part of this strategic area of work in the years to come.
- (57) To strengthen countries' and social partners' capacity to use Cedefop's evidence and policy advice, better knowledge management will be implemented through networking platforms and tailored knowledge dissemination activities. Knowledge mobilisation and policy learning across countries will support cooperation among Member States, social partners and other VET and labour market stakeholders and also provide direct support to selected clusters of countries and policy areas.
- (58) During 2021-23, Cedefop will therefore give priority to:
 - (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. 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; further enhancing Cedefop's knowledge brokering role and promoting further policy learning initiatives to foster mutual learning and exchanges among Member States and social partners.

- (b) **empowering adults through upskilling/reskilling and a systematic approach to CVET.** CVET is an essential component of lifelong learning and is key 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

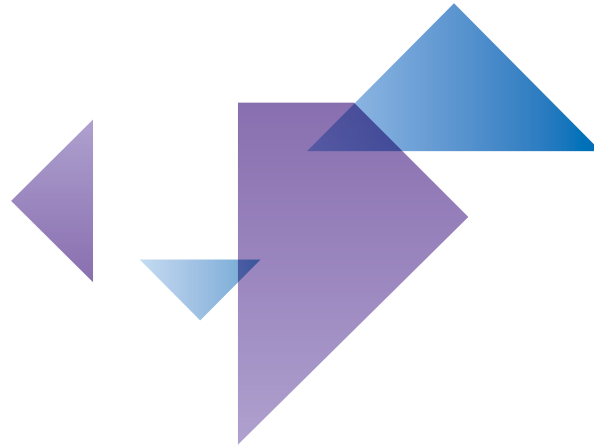


learning among Member States and social partners; sharing knowledge and expertise to support the ambitions of the *Pact for skills*.

- (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 to take full advantage of lifelong learning and up/reskilling opportunities. To this end, and taking full advantage of opportunities to engage European social partners and ongoing social dialogue discussions, Cedefop will focus on: fostering greater synergies and integration among the three strands of work 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 within this strategic area of operation is complemented with sound, clear, comprehensive and integrated evidence. To this end, Cedefop will focus on: enhancing VET statistical overviews; support to the new generation of EU working groups; online sources of reference on national VET policies, practices and tools.

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

- (59) This strategic area of operation aims at producing state-of-the-art evidence responding to stakeholders' needs to: capture labour market trends and better understand the implications of wide-ranging changes in the worlds of education and work; inform VET and skills policies which help individuals reach their potential via initial, up- and re-skilling; provide insight into how VET providers and employers can design more targeted training programmes and on how Member States can manage fair transitions in the next decade; and to encourage the development of VET and skills policies which address skill mismatches and promote better skills utilisation.
- (60) In the coming years all EU Member States will have to adapt to the new realities and uncertainties of the future world of work. To remain competitive, ensure social fairness and increase resilience, skills take centre stage. The skilling revolution to be rolled out in the next decade needs to provide workers with the skills necessary to thrive in digital, intellectual and human-centred jobs and new forms of work, facilitate just digital and green transitions, and shape the recovery from the Covid-19 pandemic. Sound and forward-looking labour market and skills intelligence (LMSI) is a compass, guiding skills strategies. Strong LMSI enables VET and learning to be more responsive to change, more learner-centric and more relevant to forward-looking economic strategies and innovation; it is also a foundation for up- and reskilling policies and measures. It helps citizens, employ-

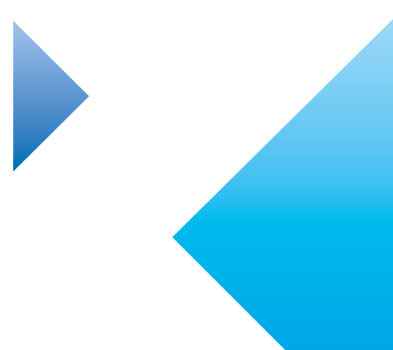


ers, education and training providers, policy-makers, including social partners, and other stakeholders make more informed decisions in an increasingly complex and uncertain world.

- (61) 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 infrastructure for developing strong skills intelligence – data collection and research and analysis capacity – has been strengthened considerably in the past years.
- (62) Building on its big data pilot analysis of on-line job advertisements, Cedefop will capitalise on the potential of machine learning and other artificial intelligence methods to complement and enrich its established EU skills intelligence, such as the European skills forecast, the European skills index, the European skills and jobs survey, the European company survey and the *CrowdLearn* survey. The granularity of big data makes it possible to provide much more detailed information on skill needs at occupational, regional and sectoral levels. While several methodological and practical challenges in using big data need to be overcome, such data can provide policy-relevant insight into trends in job content and complexity which would be difficult to obtain via more traditional approaches. Such work directly supports the 2020 *Skills agenda*.
- (63) To link labour market and other trends and policy choices meaningfully to changing skill needs and to analyse skill mismatch-

es, primary survey data is 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 effectively deploy workers' skills. As such, it contributes to shaping work where learning and up- and reskilling becomes the new normal for all.

- (64) In disseminating findings from its labour market and skills intelligence, Cedefop will emphasise combining different types and sources of information in smart ways to provide meaningful insights that meet the needs of stakeholders in their particular context. To support Member States in shaping national skills strategies, such findings will be coupled with evidence on skills anticipation systems and practices to promote policy learning.
- (65) In the period 2021-23, Cedefop will therefore give priority to:
 - (a) **producing and disseminating LMSI.** The Agency will carry out research into trends in the economy, individuals and in companies and their influence on changes in employment, jobs and skills. Using state-of-the-art surveys, methods and tools, including big data analysis, Cedefop will continue to investigate changes affecting skill supply and demand – including the disruption caused by the Covid-19 crisis – 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. The wide-ranging changes brought about by megatrends such as digitalisation, population ageing, greening and growing income and skills inequalities have impacts on employers and workers that go beyond what can be fully captured in Cedefop's current LMSI. In 2021-23, Cedefop will therefore work towards using the full potential of its in-house data collection and analysis and blend different types of information on labour market and skills trends to shape next generation LMSI (LMSI 2.0). The Eurofound labour market change analysis will be considered where relevant.

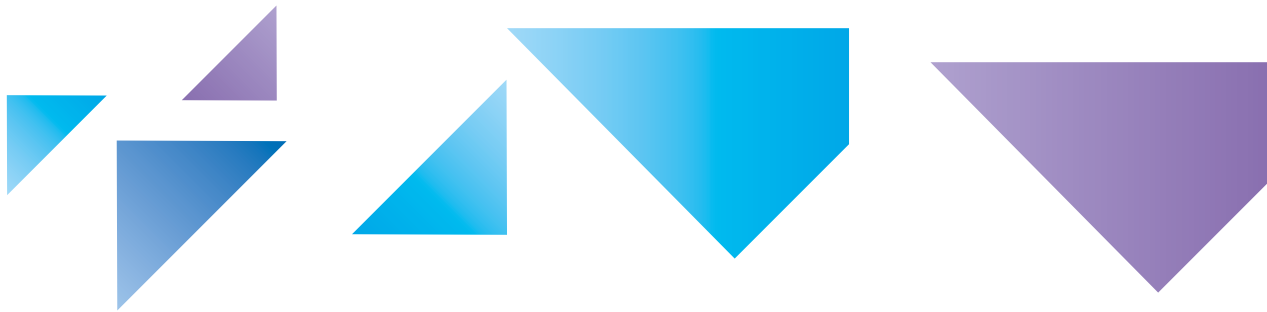
- (b) **increasing understanding of the implications of technological, social and economic megatrends on skill needs** in Member States and selected sectors. This will help provide more and better insight into how to respond to the impacts of the increasing digitalisation of work, new forms of organising work and learning, the transition to a greener economy and the ageing population. The Agency will collect and exploit new EU-level data which will link technological changes associated with the fourth industrial revolution with changing skill needs and workers' skill formation and matching. This will shed light on means for mitigating technological skills obsolescence and managing work automation. Cedefop will also promote insights

from its analysis on learning practices, skills requirements and effective initial and continuing VET of individuals employed in new forms of digital work. There will also be focus on the role work organisation plays in building skills to help identify policy levers that can bring about change. The Agency will analyse skill utilisation and development in enterprises and explore the links between skills strategy, HR management, and market conditions shaping the context in which firms operate.

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

2.1.3.4. **Communication and dissemination**

- (66) 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

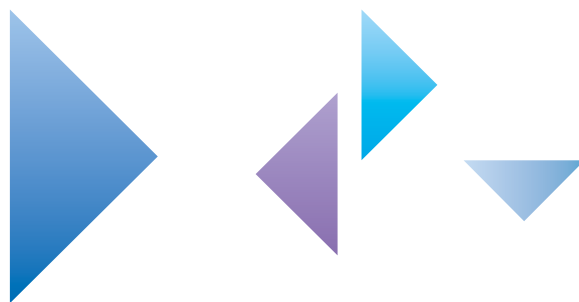


via social media, a more interactive web portal, and online tools.

- (67) Like the European Commission, Cedefop communication follows the principles of corporate communications. In the context of a European agency this implies management and steering of all internal and external communication activities in such a way as to create a favourable point of view among the organisation's key accounts and stakeholder groups: policy-makers and social partners, researchers and international organisations, practitioners as well as the wider public.
- (68) The target is to link communication effectively to the Agency's business strategy, expressed by its four multiannual objectives with well-defined performance indicators. Efficient communication in the medium term is more than just meeting the expectations of various groups of key stakeholders by delivering information that is target-group-specific, user-need-oriented, coherent, reliable, up-to-date and timely. Cedefop's communication activities will go beyond pure information provision and will focus on user engagement. This means push/pull of a wide range of information formats, as well as provision of interactive channels for stakeholder engagement.
- (69) Cedefop will systematically invest in web portal development, social media communication and other innovative and interactive communication formats, like online data visualisation, audiovisuals, infographics, animation, webinars, online polls and virtual/hybrid events. Following relaunch of the web portal in 2021, Cedefop will continuously optimise its 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 wider public. Valuable correlations between key online outputs of related research activities will be achieved by applying an integrative cross-department approach and close co-operation between communication and research experts. Printing and dissemination of hard copy publications will be refocused, and activities reduced to a minimum.

- (70) Cedefop communication will continue to align strategically with the Commission's (DG EMPL) communication unit and, where relevant, with communication activities of other European agencies. An integrated communication approach, with joint forces in press work, social media, publications and events, as well as concerted communication campaigns, will assure 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.
- (71) Another milestone in Cedefop's multiannual planning will be the gradual implementation of an open access repository (OAR). As an EU Agency, Cedefop aims at supporting free and accessible dissemination of high-quality VET research results in ac-



cordance with the open access standard. Open access technology will allow 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**

(72) During the programming period, Cedefop is likely to face significant resource constraints. It will also have to continue to operate effectively in an uncertain context, learning the lessons from the Covid-19 crisis. Cedefop will continually seek to develop its own resilience, adopt sustainable practices and processes and increase its efficiency in managing resources.

(73) Human capital and its management are crucial to the effectiveness of a knowledge-based organisation such as Cedefop. In the period 2021-23, Cedefop will deploy a human resource strategy that aims to boost staff engagement and contribution; increased organisational agility and capacity for change; enhanced impact of HR services; and administrative efficiency in the way human resources are developed, managed and allocated. More specifically, the HR strategy will be implemented around three building blocks: (a) 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; (b) talent management to enable Cedefop's sustained performance through the development of its people; (c) staff wellbeing to foster a healthy, engaged and resilient workforce. The HR strategy will benefit during its implementation from close dialogue with the Agency's staff committee.

(74) Transforming itself into a digital organisation, Cedefop will start implementing its new ICT strategy and will invest in its ICT and digital infrastructure to offer its staff, partners and stakeholders means to develop, build and share knowledge online. In parallel, the Agency will optimise processes and procedures through streamlining and digitising in the pursuit of efficiency and to reduce administrative burden. Doing so, Cedefop will progressively harmonise its IT landscape with that of other EU institutions. 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.

(75) In addition to enhancing the functionality of its building facilities, Cedefop will, within the limits of evolving budgetary constraints, gradually convert to a reliable, sustainable and competitive energy system. The aim is to generate savings through energy efficiency as well as to reduce the environmental footprint of the organisation.

(76) Across the organisation, and in particular for administrative and support services, Cedefop will continue actively to search for synergies with the network of EU agencies, either to benefit from shared services or

to share resources such as in the case of joint procurement procedures. 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 the years 2021-23

2.2.1. Overview of the past and current situation

2.2.1.1. Staff population overview for 2019

(77) Cedefop's 2019 establishment had 91 posts (49 AD and 42 AST). It included 12 permanent and 79 temporary posts. In 2019, Cedefop employed 25 contract agents and three seconded national experts. Cedefop staff and SNEs were drawn from 21 EU nationalities ⁽²⁵⁾ and Norway.

2.2.1.2. Expenditure for 2019

(78) The rate of commitment of budget appropriations for the year 2019 was 100% and the rate of payment appropriations was 99%, demonstrating the successful effort towards optimal use of resources entrusted to the Agency, for yet another year. Cedefop closely monitors budget execution and appropriate means and controls are in place to ensure that possible savings in administrative expenditure (Titles 1 and 2) are used to fund operational activities included in the work programme (Title 3).

⁽²⁵⁾ Unrepresented EU nationalities in 2019: Estonia, Ireland, Cyprus, Lithuania, Luxembourg, Hungary and Malta.

2.2.2. Resource programming for the years 2021-23

At the time of drafting this Single programming document, Cedefop relied on the information contained in the Working document part III of the Draft General Budget of the EU for the year 2021, and on the updated Working document of the Commission Services on decentralised agencies (Fiche No 68, dated 8 June 2020); these indicate that Cedefop and other agencies will receive a budget increasing in nominal terms, while stable in real terms (2018 prices), over the period 2021-23. **However, the discussions on the MFF 2021-27 are still in progress.**

In the past, retroactive salary adjustments which were beyond the standard estimates of the Agency for salary increases (2% per annum), led to significant budgetary shortfalls or surplus in Title 1 (staff costs). In previous years, Cedefop covered these by expanding the list of negative priorities across all titles (in case of shortfall) or by transferring budget surplus from Title 1 to other titles, particularly to fund core business activities.

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

2.2.2.1. Financial resources

(79) The estimates for the budget of the years 2021 to 2023 (Table 1 below) are in line with the Commission's Working document mentioned above.

(80) In allocating the budget across titles, the Agency's forecasts consider a small reduction in staff expenditure and some planned investments infrastructure expenditure, par-



ticularly to implement the ICT strategy finalised in 2020. However, Cedefop plans to recoup such investments in ICT in later years.

- (81) Nevertheless, the Agency continues to give priority to adequate budget allocation to core business in line with the strategic priorities identified by the Agency. In this respect, the budget planning 2021-23 foresees several measures: a staff policy that takes account of budgetary constraints, for instance not systematically replacing staff as they retire or by limiting the number of promotions/reclassifications; developing further synergies and shared services with other EU Agencies; and revisiting the Agency's portfolio of activities and outputs with a view to streamlining and focusing them further (see Table 2 below).
- (82) The revenue of the Agency consists of the subsidy from the EU Budget, Norway and Iceland contributions ⁽²⁶⁾ and own revenues (mainly interest generated from cash at banks).

Allocation and evolution of the budget appropriations by title: budgets 2021-23

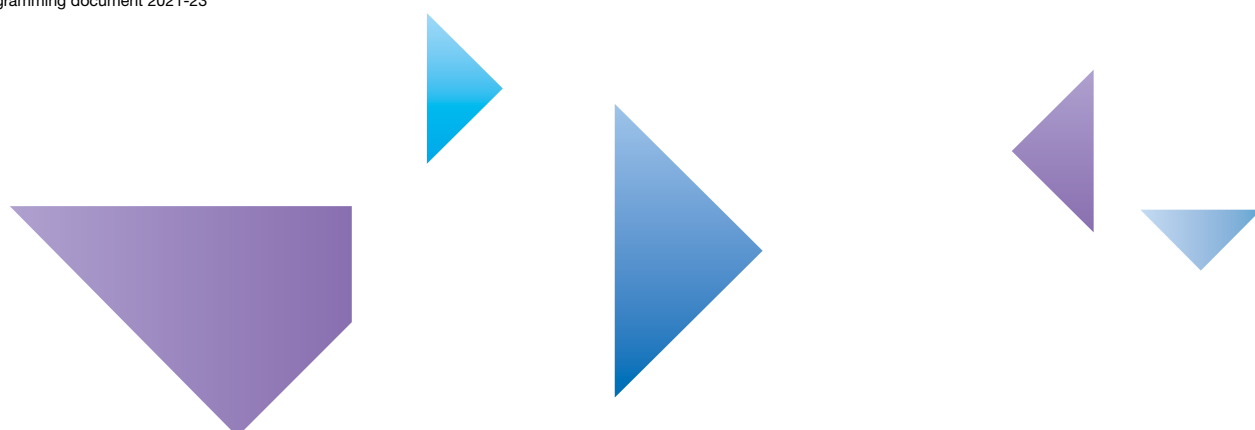
- (83) For Title 1 – staff expenditure – the estimate for 2021 is based on the provisions for the establishment plan and its occupation (see also Annex IV). It takes into account planned recruitment, turnover and retirements, and the staff resources needed for the implementation of Cedefop's activities.

Due a small salary adjustment in 2020 of 0.3% having a cumulative effect on 2021 – driven by a weighting factor decrease for Greece resulting from the economic fallout of the Covid-19 crisis – staff expenditures represent a small reduction of 1.56% in 2021 compared to 2020 ⁽²⁷⁾. For the years 2022 and 2023, 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 two years as provided for by the EU Staff Regulation as well as promotion and reclassification exercises following staff appraisals) and inflation impact on salaries and allowances.

- (84) For Title 2, which is used to fund administrative and operating expenditure, as well as investments in building and ICT infrastructure and technologies, the amount needed for the years 2021 to 2023 is approximately 1.8 million EUR and shows an increase of 8.65% in 2021 compared to 2020. This amount includes investments in new technologies, aiming at implementing Cedefop's new ICT and digitalisation strategy, aligning the IT landscape of the Agency with other EU institutions, deploying modern IT solutions for collaboration and knowledge sharing, both internally and with external stakeholders, and creating efficiency improvements through digitalisation of all processes and smart working. Such investments in digitalisation are expected to be recouped in the following

⁽²⁶⁾ The rates of the 'proportionality factor' for Norway and Iceland, applicable as a ratio on the EU subsidy amount for the calculation of budget 2019, are used for the estimates of the years 2020-22. They are updated in Q2 of year N-1 for the year N. The amount increases in line with increases in the EU subsidy.

⁽²⁷⁾ Salary and allowance costs are calculated based on the December 2019 salaries and will be revised based on the updated information on salary indexation applicable as of 1.7.2020.



years and to generate higher efficiency and productivity enhancements.

- (85) Title 3 – operational expenditure – increases by 4.53% in 2021, compared to 2020. To keep its operational budget stable in real terms, in the period 2021-23 the Agency will continue to give priority to invest-

ments in infrastructures likely to generate future savings, to capitalise on the efficiency gains created and apply a staff policy which will maintain a balance between attractiveness as an employer and savings in staff costs whenever possible.

Table 1. **Budget evolution 2021-23 by Title** ⁽²⁸⁾

	Budget 2020	VAR 2021/20	Envisaged in 2021	VAR 2022/21	Envisaged in 2022	VAR 2023/22	Envisaged in 2023
Title 1 Staff expenditure	11 293 336	-1.56%	11 117 600	4.72%	11 642 240	1.21%	11 783 220
Title 2 Infrastructure and operating expenditure	1 702 900	8.65%	1 850 200	-1.41%	1 824 200	0.05%	1 825 200
Title 3 Operational expenditure	5 281 654	4.53%	5 521 000	-1.59%	5 433 000	3.06%	5 599 000
TOTAL	18 277 890	1.15%	18 488 800	2.22%	18 899 440	1.63%	19 207 420

2.2.2.2 Human resources

- (86) Cedefop's establishment plan had 91 posts in 2019. Sustained efficiency drives, redeployments and reassignments have been employed to address new and growing tasks within ever increasing resource constraints. Without prioritisation, these instruments will soon be exhausted. To anticipate future possible financial constraints, Cedefop will develop different scenarios to manage resources, including staffing, for the coming years.

Resource outlook over the years 2021-23

- (87) The recast Founding Regulation of Cedefop, which entered into force in February 2019, reflects in the mandate of the Agency: the work it had done on VET, alongside 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. In the 2014-20 MFF, the budget of the Agency was only marginally increased, while the number of staff on the establishment plan was reduced by 10% ⁽²⁹⁾. The expected

⁽²⁸⁾ 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.

⁽²⁹⁾ Commission communication COM(2013)519 provided for a stable budget from 2014 to 2018 (nominal freeze), and



increase for 2020 did not materialise due to an unexpected budget cut of 300 000 EUR below the MFF 2013-20 set ceilings. The identification of negative priorities and systematic efficiency gains have made it possible for the Agency to deliver but this has led to an increased workload and pressure for staff in the Agency. Looking ahead, the budget proposed for Cedefop by the European Commission for the MFF 2021-27 does not reflect the high policy priority attached by the European Commission and Member States' to education, training and skills and may therefore pose serious challenges to the Agency's capacity to respond adequately to policy and stakeholder demand.

(88) 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 allocated to Cedefop. This new and evolving policy context will no doubt further increase the demand for the work of Cedefop, leading to new tasks and an increased workload for the existing tasks. Cedefop believes this requires considering a more adequate allocation of staff and budget to the Agency, to ensure an appropriate balance between tasks and resources. This will allow maintaining a sustainable and successful performance track record, thus ensuring that Cedefop will be able to fulfil its mission.

(89) In summary, Cedefop stresses that:

- (a) its mission is highly relevant to the critical EU economic and social challeng-

es. This is reflected in its recast Founding Regulation, which acknowledges that the Agency's mission and objectives reach beyond VET to include skills and qualifications policies. The budget allocated to the Agency should be reconsidered to reflect better the importance of its mission and the breadth of its objectives;

- (b) in this 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 from Cedefop, this will only be feasible with the corresponding additional resources.

(90) **Growing tasks** which might materialise in 2021-23 and affect the Agency's planned activities and resources include the following:

- (a) promoting CVET as a system and co-ordinating supporting measures to enhance its attractiveness;
- (b) web portal integration;
- (c) sustainable development goals integration.

Promoting CVET as a system and co-ordinating supporting measures to enhance its attractiveness

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

a 2% increase in both 2019 and 2020.

- (92) In the context of the rising need for up-skilling and re-skilling 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 mode of learning, more attractive and effective for people of all ages regardless of their starting points; and how to integrate up- and re-skilling policies with other policy-supporting measures, including guidance, validation, financial and non-financial incentives, and social support.

Web portal integration

- (93) From 2021, strategic emphasis will be put on the full implementation of the Agency's new generation web portal approach, with a strong focus on data visualisation, online tools and cross-thematic interconnectivity, using open access technologies to ensure efficient and effective dissemination of Cedefop's outcomes. Thematic online access points – focused and tailored to the information needs of the Agency's key stakeholders – will require a fully integrated and holistic approach to information management and dissemination spanning across all evidence and intelligence produced by the Agency.
- (94) As an essential part of this approach, the integration of open access technology in Cedefop's web portal is of paramount importance for increasing the outreach of the Agency's research results. It allows making Cedefop's publications widely available

through interoperable technology used by renowned search engines, such as Google Scholar. This will increase impact through reuse for research and policy development. Open access technology will also provide access to sophisticated and actionable reporting on web usage, social media coverage and scientific citations.

Sustainable development goals integration

- (95) In 2021-23, Cedefop will commit itself to implement gradually the [2030 Agenda for sustainable development](#). The Agency plans to design and implement a corporate sustainability policy and produce a first sustainability report in 2021-22 targeted at internal and external stakeholders. Cedefop will measure and disclose the organisation's performance towards the goal of sustainable development, attesting how the organisation considers sustainability issues in its operations, and on its environmental, social and economic impacts.

2.3 Strategy for achieving efficiency gains

- (96) 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) as early as 2009. In its Cedefop discharge reports for the financial years 2017 and 2018, the European Parliament acknowledged the Agency's per-

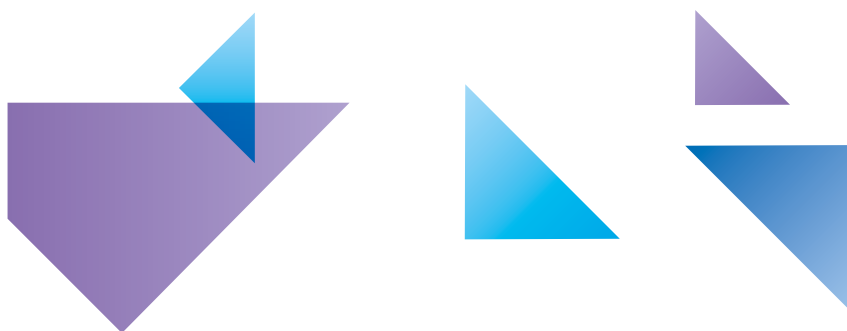
formance measurement system (PMS) as 'exemplary' ⁽³⁰⁾.

- (97) 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.
- (98) Cedefop cooperates with Eurofound, EU-OSHA and the ETF to compare and, where possible, align administrative indicators and to improve data collection and analysis methods for output/outcome indicators more generally. This is in line with a recommendation following the 2017 external evaluation of the four agencies within the remit of DG Employment. Cedefop is also an active member of the EUAN network of agencies and a strong supporter of developing strategies for sharing resources across agencies. The recently signed Service Level Agreement 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 will share resources in the form of shared data protection officers.
- (99) Cedefop systematically considers further scope for efficiency gains and strongly pursues its effort towards digitalisation, an effort that the Commission has acknowledged and recommended to continue. In

2020, Cedefop has endorsed a new ICT strategy to foster the digital transformation of the Agency, with the aim of generating greater efficiency and enhancing productivity across the organisation, as well as boosting collaboration and knowledge sharing with external stakeholders. Further, the Covid-19 crisis generated an impetus towards a systematic reduction in mission and travel costs, which have been partly replaced by virtual meetings and online collaboration tools. Savings have been redirected to the core business. Finally, continuous 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 show a consistent increase in staff allocated to core business and a reduction in staff allocated to administrative support and coordination since 2015.

- (100) While there is limited residual scope for substantial further efficiency gains within existing regulatory and compliance constraints, the following initiatives are foreseen for 2021-23:
 - (a) continuous collaboration with other agencies to achieve further efficiency gains through shared services such as inter-agency resource pooling, joint procurements for common services but also for other services, as available in the agencies' catalogue of shared services;
 - (b) further use of Commission/inter-agency framework contracts, wherever possible, to reduce administrative overheads;

⁽³⁰⁾ European Parliament decision of 26 March 2019 (2018/2178 (DEC) and European Parliament decision of 14 May 2020 (2019/2066 (DEC)).



- (c) further invest in ICT and new technologies to achieve modernisation and digital transformation, bearing in mind that investments in automation lead to temporary cost increases;
 - (d) the greening strategy to be adopted by Cedefop in 2021 will focus on increasing energy efficiency, thereby reducing carbon footprint and generating savings;
 - (e) 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);
 - (f) revisit regularly HR and budget allocation with a view to securing additional resources to the core business.
- (101) 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 on the direction of change in the period 2021-23 implied by the thematic corporate priorities. It addresses current activities with an increased focus on clusters of thematic activities, 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, also reflecting Cedefop's relative strengths and needs for capacity building. Outcomes of the prioritisation exercise carried out in 2020 are shown in Table 2.
- (102) 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, also to identify and agree negative priorities and make room for new demands. Cedefop will continue this close dialogue with its Executive and Management Boards.
- (103) 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. These include: (i) 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; (ii) the cancellation of the launch of a new line of activity concerning foresight studies on skills needs in selected sectors and related sectoral approaches, and social partner cooperation in designing and implementing VET-related policies; (iii) cancellation of the study and publication on the use of guidance and counselling by EU citizens; (iv) downsizing dissemination activities regarding the European Skills Index and skills forecast; (v) the third conference of the learning provider practitioners' community. Several projects had to be discontinued in 2020 due an unexpected budget cut of EUR 300 000 below the MFF 2013-20 set ceilings. These include: cancellation of the

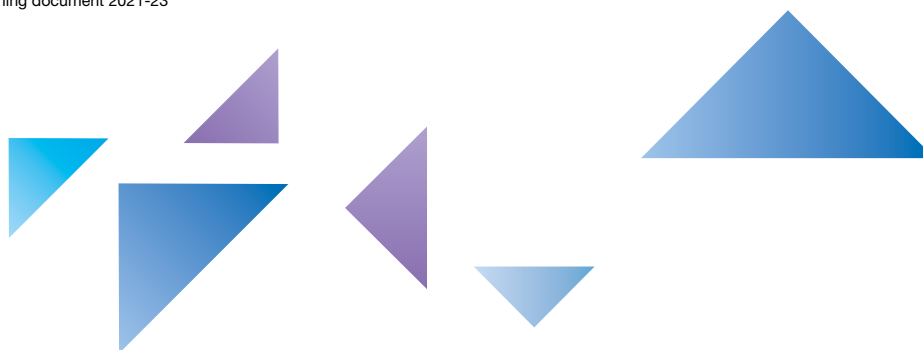
Table 2. **Prioritisation exercise: ‘portfolio review’**

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

study on the changing nature of vocational qualifications and credentials; cancellation of the final work assignment of the project on Complementary pathways for adult refugees: the role of VET, skills and qualifications; no interpretation at Management Board meetings; radical reduction in printing and dissemination of hard copy publications.

(104) In addition, in the period 2021-23, **negative priorities** will (continue to) affect the following tasks and deliverables:

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



ing resources on a single Cedefop survey on skills (as compared to the two surveys currently carried out) to be repeated every three-four years in alternation with Cedefop's opinion survey on VET.

- (d) the shift of thematic country reviews from systematic support to individual Member States in a specific area of policy 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, budget spending on infrastructure has been limited to the extent possible to focus resources on core business. However, Cedefop adopted in 2020 a strategy to accelerate the digitalisation of the Agency, also considering the effect of the Covid-19 crisis. The resulting investments in ICT will temporarily increase expenditures in infrastructure for the period 2021-24. However, it is assessed this investment will be recouped in later years by increasing productivity and efficiency. The anticipated future budgetary constraints envisaged under the new 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 in its recast regulation and the ever tighter budgetary re-

sources 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 activity portfolio.

- (105) 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 within ever increasing resource constraints.

Work programme 2021

3.1. Executive summary

(106) 2021 marks the first year of a new approach to EU VET policy for young people and adults. As an important pillar of the EU's 2020 *Skills agenda for sustainable competitiveness, social fairness and resilience* a dedicated Council recommendation sets out a 'modernised EU policy vision', targets and principles for VET. It is underpinned by the common priorities Ministers for VET, social partners and the European Commission committed to in the Osnabrück declaration. This policy framework is the base for Cedefop's new strategy and its work programme 2021.

(107) Cedefop's work programme 2021 is characterised by continuity, innovation and flexibility. The main lines of action in the current programming period reflect the Agency's work on VET, skills and qualifications. They fit the renewed policy context and support the Agency's vision and strategy. The focus they take in 2021 is aligned with current challenges and priorities. The work plan also leaves sufficient room for adjustment that may become necessary once the EU policy and financial parameters – in particular, the multiannual financial framework 2021-27 – have been agreed, or in case of new developments. Modifications will also be guided by the Agency's prioritisation exercise and made in agreement with its Management Board.

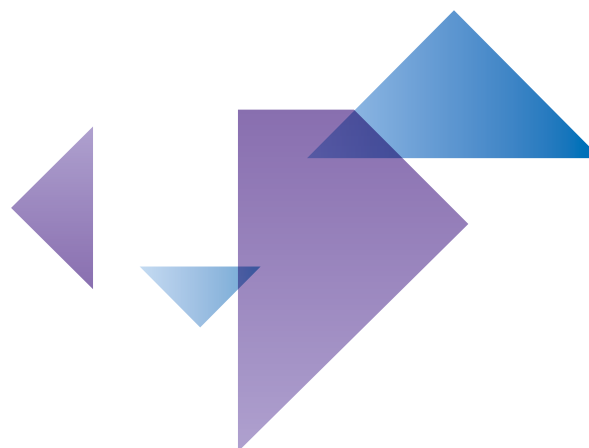
(108) The work programme 2021 maintains its focus on informing EU-level policy and supporting national reforms and developments. To help people and enterprises to innovate, manage disruptions and transitions, VET needs to be agile and forward

looking, to adjust skills sets, content, qualifications, learning methods, tools and venues. Smart labour market and skills intelligence that keeps abreast with the dynamic pace of developments and anticipates future trends is a prerequisite, as the *Skills agenda* highlights.

(109) Building on its long-standing expertise, Cedefop will enhance its methods and tools to collect and analyse data and use them to the full to inform VET and skills policy, delivery, employment and guidance services: in real time and from a longer perspective. While Cedefop is no longer in charge of the EU's Skills Panorama, it will continue to support the Commission's work on the new Europass platform. Importantly, it will continue to produce and strengthen its own skills intelligence and integrate it in the new web portal that blends quantitative with qualitative data.

(110) The online vacancy analysis tool for Europe that Cedefop created to bring timely and granular information on employers' skills requirements attracted substantial interest by the European Commission and beyond. Work in 2021 will focus on developing the system further, in collaboration with Eurostat, ultimately to inform smart European statistics, and refining the methodology, through cooperation with EU and international partners.

(111) The green and digital transition affects all economic sectors and occupations, albeit not to the same extent. While the Covid-19 crisis has accelerated digitalisation and offers the chance to link the green goals with the path to recovery, it disrupted travel and tourism overnight and highlighted signifi-



cant skills gaps in the health and care sector. This demonstrates the need for more targeted information at sectoral level. Cedefop will collaborate with the Commission in the context of the blueprint projects and enhance its sectoral and thematic LMSI aiming to inform social partners' future-oriented skills strategies.

- (112) The work on skills mismatch will continue with a focus on technological change and digitalisation based on the second European skills and jobs survey and data from the 2019 Cedefop-Eurofound joint European company survey. The second European skills and job survey and the 2020 online follow up to the European company survey will be used to map the impacts of the Covid-19 pandemic on employed adults and companies in the EU.
- (113) Work on LMSI will also aim to capture labour market, technological, economic and other trends that are not yet fully covered and investigate their implications. LMSI activities will be linked more closely with other strands of work and that of other organisations such as Eurofound, with the aim to make them mutually beneficial and promote LMSI use among national and sectoral stakeholders. This will be evident in Cedefop's new web portal, which will bring together evidence from projects across the board.
- (114) Among these is the continued research on the future of VET in Europe, particularly the combination of occupational and transversal/key skills VET needs to provide tripartite governance in a changing institutional environment, linking IVET and CVET to ensure seamless lifelong learning.
- (115) A sound understanding of countries' VET systems is a prerequisite for comparative analyses, design of relevant tools, effective policy learning and targeted support. While work on its regular products will continue in cooperation with ReferNet, Cedefop will link its VET systems database to a new online tool presenting an overview of policy developments in the EU-27+ in the commonly agreed priorities. Jointly with the ETF, the Agency will adapt its approach to monitoring policy developments to align it to the priorities of the Osnabrück declaration and the VET recommendation.
- (116) Changes in occupations and work, increased job mobility and learning in a European education area also require more in-depth understanding of people's qualifications. Cedefop will explore how vocational qualifications are changing, including through the increased use of micro-credentials, and how the learning outcomes approach can help to ensure their relevance and make them better understood. In addition, Cedefop will draw on the extensive expertise from different strands of its work to explore what it takes to enable lifelong learning paths that allow transferring and combining learning outcomes across institutional, education sector and national boundaries.
- (117) The Covid-19 crisis and the accompanying restrictions have led to business closures, a rise in unemployment and increased demand for entrepreneurial minds to adapt and offer new services. This trend is likely to continue. This requires a new boost for entrepreneurship competence, not only to promote new start-ups but also to improve



employability and prevent social exclusion. With its new project investigating how Member State VET promotes entrepreneurship competence, Cedefop supports the respective action of the *Skills agenda*.

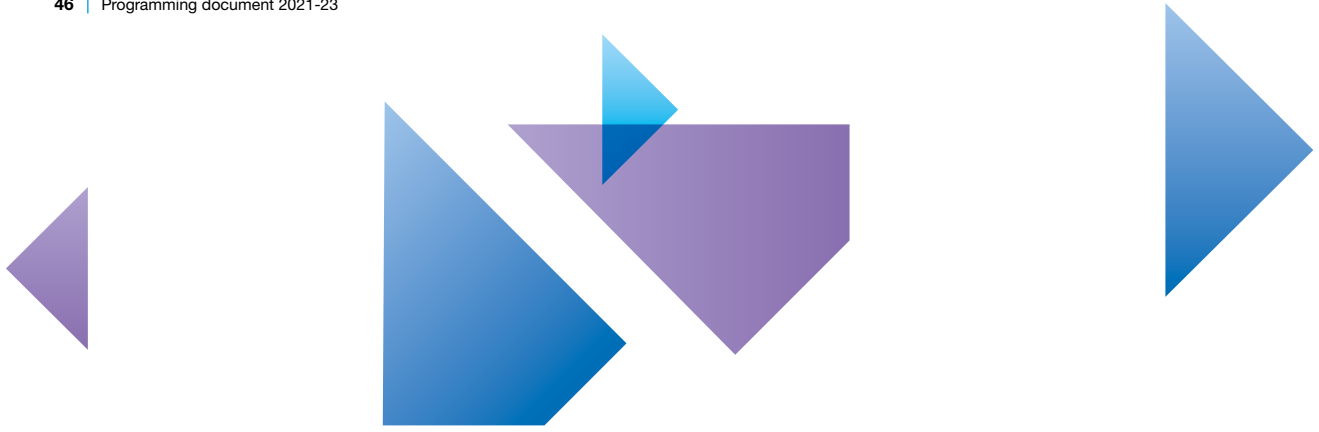
(118) The Covid-19 crisis has amplified the need for upskilling and reskilling. Developing co-ordinated approaches to empower adults through upskilling and reskilling has been a main strand of Cedefop's work in recent years. In 2021, a dedicated report presenting case studies from several countries based on the Agency's analytical framework will inform its further work with the Commission, Member States and social partners. This will include thematic country reviews and further policy learning activities. In 2021 the new platform piloted in 2020 to support labour-market integration and social inclusion will be in place. With these initiatives Cedefop supports countries' endeavours specifically in response to the *Upskilling pathways* recommendation and the social rights pillar.

(119) While low-skilled adults are by far the most vulnerable, the crisis affects everyone. Irrespective of the consequences of the crisis, job displacement due to technological, demographic and other structural changes will continue to happen even quicker in the near future. Continuing training, therefore, needs to become the new normal. In line with its strategy, the *Skills agenda* and the VET recommendation, Cedefop will reinforce its work on VET for adults to help develop and support systematic and inclusive approaches to CVET for all.

(120) How financial and non-financial support influence the engagement of individuals and

enterprises, particularly SMEs, has been the subject of a comprehensive study. The release of the study, which will be followed by further work on learning accounts in 2021, will be timely given the necessity for massive upskilling and reskilling. In addition, the Agency's resources for financing, validation and lifelong guidance will be linked more effectively. Working closely with its CareersNet, Cedefop will develop a self-assessment tool for guidance centres and strengthen its knowledge base on national lifelong learning systems. These resources will offer a broad evidence base relevant to the Commission's initiative on individual learning accounts.

(121) The Covid-19 crisis has impacted apprenticeships in various countries and sectors. Cedefop's evidence on incentives for employers can inform reflections on how to secure places in economically difficult times. In collaboration with its community of experts Cedefop will reinforce its apprenticeship knowledge base and provide country-specific and comparative thematic information. A joint OECD-Cedefop event will be dedicated to discussing Cedefop's research. The Agency will also promote policy learning on quality approaches and support the monitoring of developments related to the European framework for quality and effective apprenticeships. This work, and the outcomes of its study on long-term mobility of apprentices, will inform Member States' reflections on their measures to advance towards the new benchmarks for work-based learning and learning mobility abroad. Cedefop will also update its statistical overviews and en-



hance its contribution to improving data on VET and related policy to support benchmarking exercises.

- (122) During the Covid-19 induced lockdown, learning went digital from one day to the next. The crucial role of teachers and trainers, their competences and the challenges they face moved into the limelight. The situation also increased the risk that learners would be left behind or drop out. Bringing together its expertise on VET teachers' and trainers' professional development and tackling early leaving from VET, Cedefop will develop new research and policy learning linking these themes. In line with the new approach, Cedefop will also reshape its network on early leaving and carry out a feasibility study regarding Cedefop's third opinion survey on VET, which will focus on teachers and trainers. With this work Cedefop supports the follow-up of the 2020 Council conclusions on teachers and trainers.
- (123) More effective and wider communication of its findings and activities has been at the heart of the Agency's work on a new web portal in recent years. It will be fully functional in 2021. It will offer better targeted information, more options to visualise data and allow users to retrieve thematically related quantitative and qualitative evidence from different Cedefop's sources. It will also offer improved access to Cedefop's online content. The use of social media, audio visuals and motion graphics will be reinforced in line with the Commission recommendation to the four agencies under the remit of DG Employment. Including the communication strategy as one of

Cedefop's multiannual objectives for the period 2021-23 reflects its commitment to expand its outreach and engage its stakeholders more effectively in its work.

- (124) Cedefop's commitment to the sustainable development agenda and its goals is not only evident in its contributions to quality education and decent work and economic growth (SGD 4 and 8, respectively). It is also reflected in its environmental management and social sustainability indicators. In 2021, Cedefop will devise a corporate sustainability policy and provide a report on its contributions to the sustainable development goals.
- (125) In all its activities Cedefop will strive for high quality outcomes, complementarity and synergies with initiatives from the European Commission, the agencies working in related fields and international partners. The Agency's highly qualified staff will be further supported with continuing professional development opportunities and a working environment conducive to dialogue, innovation and learning. Efforts to increase efficiency in administration will continue. Synergies with other agencies will be sought by sharing expertise and services. Management and staff will continue striving to meet the highest standards of ethics, integrity and compliance with regulations and auditor recommendations.



3.2. Activities 2021

(126) To tap into VET's key enabling role effectively, policy-making and provision require information on labour market trends, the relevance and benefits of the skills and qualifications it 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 2021 reflect a particular emphasis aligned with recent EU VET and skills policy priorities:

- (a) in *Shaping VET and qualifications* work will focus on the likely implications of current challenges for VET systems and, qualifications. and on how the new policy priorities can contribute to making them future-proof;
- (a) in *Valuing VET and skills*, the emphasis will be on developing a more systematic approach to CVET to support upskilling and reskilling;
- (a) *Informing VET and skills policies* will focus on further developing Cedefop's skills intelligence with a view to strengthen and expand the evidence base underlying VET and skills policies.

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

(127) 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

shaping 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

(128) In 2021 Cedefop will adapt its monitoring approach in line with the priorities defined in the Council recommendation on VET, the updated European *Skills agenda* and the Osnabrück declaration, taking into account individual country challenges and responses.

(129) **Cedefop's annual monitoring of developments** will focus on measures that Member States are taking to implement the commonly agreed VET priorities, building on the Agency's vast experience of monitoring European cooperation in VET since 2002. In 2021, Cedefop will pilot an online overview of policy developments in EU Member States, Norway and Iceland. Information on VET systems and policy developments will be interlinked to support policy- and decision-making in the Member States, increase the transparency of VET systems and support comparative work and analyses on VET-related topics across countries. The online tool 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 implementation of the EU recovery plan.

(130) Drawing on **ReferNet** partners' input, Cedefop's regular reporting on national VET systems helps policy-makers and other



VET and labour market stakeholders understand the main features and key characteristics of VET in the EU Member States, Iceland and Norway. In 2021, Cedefop will produce **Short descriptions of VET systems in Portugal and Slovenia**, countries holding the EU Presidency, accompanied by *Spotlight on VET* flyers to inform DGVTs and ACVT meetings and other Presidency events. Work on the 2020 compilation of Spotlights on VET will be completed, making available the third series of a best seller of Cedefop publications. Cedefop will also deliver the first update of its VET in Europe online database – launched in December 2019 – which provides a clear picture of countries' VET systems.

(131) In close cooperation with Cedefop's Refer-Net 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, newsletters and *Skillset and match* magazine, they attract the attention of a broad audience and provide a major opportunity for disseminating news on national VET-related developments.

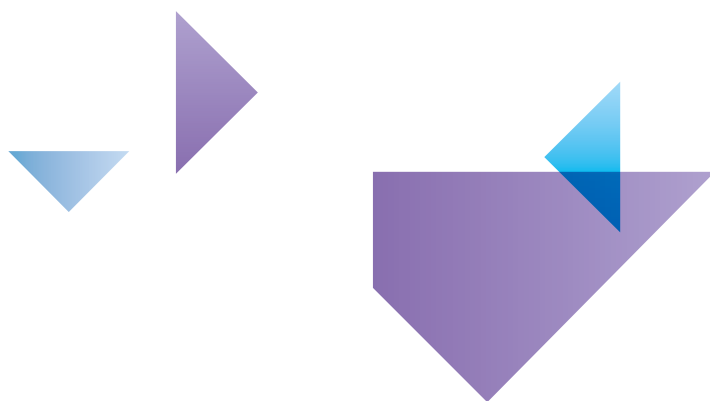
(132) In close cooperation with Cedefop's Refer-Net partners, work will continue on updating the **IVET mobility scoreboard**, shedding light on the challenges that IVET learners face when they participate in international learning mobility. In 2021, work on cross-country thematic briefs focusing on specific indicators will continue. In cooperation with the European Commission, work will start on identifying ways to support the

recognition of learning outcomes acquired abroad, information and guidance prior, during and after the mobility period, and language training.

(133) Cedefop will pursue its work on **key competences** in VET that are crucial for life-long learning, employment and social integration. Based on its previous years' work on digital, literacy and multilingual competences, and taking into account the priority of the 2020 European *Skills agenda* (Action 7) that encourages support for entrepreneurial and transversal skills in VET, Cedefop will research how entrepreneurship competence is embedded into VET and how to improve it through policy and practical tools. A dedicated expert meeting will take place after completing the pilot case studies.

Supporting the development and use of European tools and principles

(134) Cedefop will support further development and implementation of **European tools and principles** for transparency and recognition of qualifications. The focus will be on the consistency of implementation of the European qualifications framework (EQF) and the modernisation of national systems through the further implementation of learning-outcomes-based national qualifications frameworks (NQFs) covering all levels and types of qualifications. In 2021, Cedefop will publish the eighth edition of its European NQF inventory and also contribute to the global inventory of national and regional qualifications frameworks produced in cooperation with UNESCO and the ETF. The new edition of



Cedefop's inventory and associated analyses will further strengthen the evidence base on the contribution of learning-outcomes-based NQFs in improving transparency of qualifications and facilitating modernisation of VET and lifelong learning.

- (135) Cedefop will participate in the steering group for the evaluation of the EQF recommendation, expected to start in 2021 and form one of the sources of the Commission's report to the Council on the implementation of the EQF, due by 2022. Cedefop will also continue to support the development of ESCO, the European terminology on skills competences, qualifications and occupations, through conceptual work ensuring the link to learning outcomes.
- (136) The study *The role of micro-credentials in facilitating learning for employment* will be supported by an advisory group composed by nominated members from the Management Board. Work will address the changing nature and use of micro-credentials in VET and the implication for qualifications systems overall. The study will map the current use of micro-credentials for labour-market oriented VET and for upskilling and reskilling at work and in the labour market. Initial results will be presented in a dedicated workshop that will involve all relevant stakeholders and will help analytical discussions on the expected outputs of the remaining work.
- (137) Cedefop's support to the development and implementation of EQF and ESCO builds on the long-term development of expertise connected to the definition and use of **learning outcomes**. A balanced and re-

flected use of learning outcomes is critical for strengthening the relevance of curricula, the understanding and comparability of qualifications, for improving learning and teaching practices and for facilitating dialogue between education and training and the labour market. Cedefop will finalise its work on the global handbook on defining, writing and applying learning outcomes, in cooperation with UNESCO and the ETF.

- (138) Building on past Cedefop research and evidence, a new study *Making progression in learning a reality* will bring together the lessons from its work on learning outcomes, credit systems, validation and qualifications frameworks on how to support individuals' progress in lifelong learning and career development. The study will analyse the conditions for transferring and accumulating learning outcomes across institutions, subsystems and countries, focusing on the individuals' lifelong learning perspective and exploring the conditions for this to become a reality.
- (139) Cedefop will continue to work on quality assurance mechanisms in VET in line with the European quality assurance framework for VET (**EQAVET**) recommendation taking into account its possible review in the context of the discussions on the post-2020 EU policy framework. Similarly, Cedefop will build on the experiences gained from the European credit system for VET (**ECVET**) to help facilitate the transfer and portability of VET skills and qualifications.

Comparative research on the future of VET

- (140) To monitor implementation of VET policy effectively, it is important to understand



how VET is changing in response to internal as well as 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. The increasingly important role of the services sector, combined with the radical changes brought about by digitalisation and automation, puts traditional VET models under pressure. The expansion to higher levels (EQF 5-8) as well as efforts to adapt and open IVET systems to the needs of adults, point towards changed but also revitalised VET systems in Europe.

- (141) In 2021, work on the **future of VET** in Europe will continue providing a better understanding, through research and targeted testing, of the challenges and opportunities facing European VET, how these vary between countries, and how they have changed over time. While paying attention to the way VET institutions and structures change, Cedefop's work in this area will also focus on the changing content, notably on how technical and job-specific skills need to be combined in innovative ways with transversal skills and competences. The implications of these content changes for pedagogics and learning environments will also be addressed. Work will further look at the governance of VET and the opportunities and challenges facing tripartite arrangements in this area. The results will support policy-makers, social partners and other stakeholders in strengthening the overall relevance and quality of vocationally oriented education and training in Europe. Attention will also be paid to the



interaction between IVET and CVET, focusing on how operational solutions to lifelong learning may evolve and to the exploratory work related to the European vocational core profiles as defined by the Council recommendation on VET.

- (142) The *Comparing VET qualifications* study will reach the final stage of research and targeted testing. The results, including a methodology allowing for systematic comparison of the content and profiles of VET qualifications on a cross-border basis, will be discussed in a workshop involving policy-makers, researchers and social partners. A publication will present in detail the project findings.

OPERATIONAL ACTIVITY 1:

SHAPING VET AND QUALIFICATIONS: RETHINKING RELEVANCE AND QUALITY

ACTIVITIES IN 2021 WILL FOCUS ON:

- monitoring and analysing Member States' progress and the role of social partners on the priorities of European cooperation in VET and improving the visibility and standing of VET systems in Europe;
 - continuing the analytical work on the future of VET;
 - continuing work on the analysis of key competences in VET: entrepreneurship;
 - continuing and deepening analyses and support to the further implementation of the EQF/NQFs and the learning outcomes approach;
 - further developing expertise and guidance on the definition and use of the learning outcomes approach.
-

Activity objective

Support an evidence-based European VET and skills policy agenda and stronger European cooperation between countries and social partners sharing common policy priorities, and the development and implementation of EU tools stimulating VET policies and reforms at all levels, strengthening dialogue and interaction between education and training and social partners, and easing mobility of citizens.

Expected results – Outcomes 2021

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- future of VET;
 - key competences in VET: entrepreneurship;
 - changing nature of vocational qualifications and credentials, including the role of micro-credentials;
 - contribution of national qualifications frameworks (NQFs) to policies and practices on qualifications and skills; analyses of strengths and limitations of NQFs as policy instruments for EQF implementation;
 - the conditions for successful use of learning outcomes for curriculum development, teaching and training as well as assessment.
-

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES PROVIDED ON:

- progress and achievements of EU-27+ in the new priorities of European cooperation in VET post-2020;
 - key features of national VET systems and trends;
 - mobility scoreboard for IVET;
 - transparent and trustworthy referencing of national qualifications frameworks to the EQF.
-

KNOWLEDGE BROKERING FOR COUNTRIES AND STAKEHOLDERS ON:

- design, writing and application of learning outcomes.
-

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

Main outputs 2021

- Workshop: Comparing VET qualifications
 - Workshop: Entrepreneurship competence in VET
 - Workshop: The role of micro-credentials in facilitating learning for employment
 - Publication: VET in Portugal short description and Spotlight on VET (Presidency January-June 2021)
 - Publication: VET in Slovenia short description and Spotlight on VET (Presidency July-December 2021)
 - Publication: 2020 compilation of spotlights on VET
 - Publication: Comparing VET qualifications
 - Publication: Overview and analysis of NQF developments in Europe
 - Publication: Entrepreneurship competence in VET: two case studies
 - Online: A pilot online tool on the overview of policy developments in EU Member States, Norway and Iceland
 - Online: 2020 European NQF inventory – country chapters
 - Online: NQF database
 - Online: Update of Cedefop's online presentation tool of national VET systems
 - Online: National news on VET
-

Targets 2021

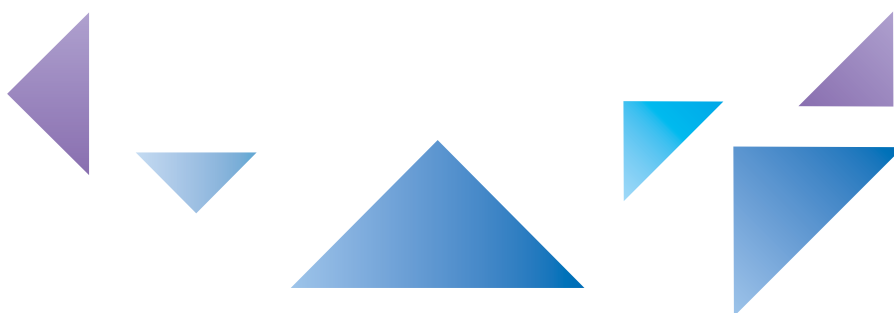
- Updated country information and the findings of the analysis in countries' progress towards the common priorities on European cooperation in VET inform stakeholder discussions
 - Increased number of countries involved in policy learning activities about EU tools implementation
 - Updated country information and findings of the analysis on NQF and EQF implementation
 - Work on the future of VET informs more countries and stakeholders on the value and relevance of VET
-

Resources 2021

44.7 FTE: includes indirect staff FTEs

EUR 5.91 M total ABB resource allocation: Title III operational budget is EUR 1.74 M

Corresponding ABB activity: Shaping VET



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

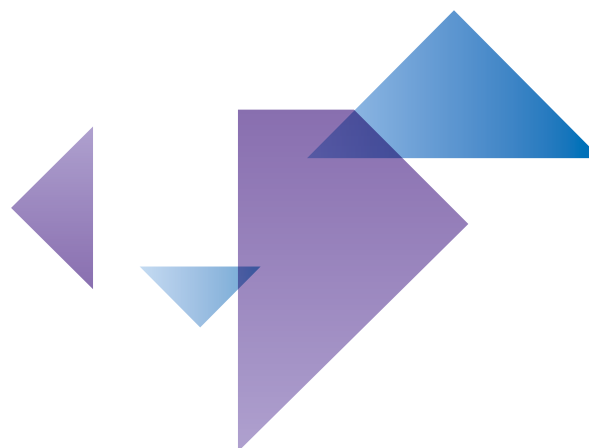
(143) In line with the Osnabrück declaration, as of 2021 this strategic area of operation will put a stronger focus on the development of a systematic approach to lifelong learning through upskilling/reskilling pathways and through the development of coordinated **CVET systems** based on strong stakeholder partnerships. Special attention will be paid to the multilevel dimension and social partners' role in CVET governance. This will directly inform the *Pact for skills* as a new engagement model that will help meet COVID-19 challenges and deliver on the ambitions of the recovery pathway, the EU industrial strategy and the green and digital transitions.

(144) Activities in this strategic area aim at: providing new knowledge and evidence through research, policy analysis, cross-country and 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: enhancing young people's employability and participation in lifelong learning; empowering adults through upskilling/reskilling and a systematic approach to CVET; supporting lifelong learning for all through guidance, validation and incentives; and streamlining and enhancing the information base on VET.

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

(145) In 2021, a new line of research and policy learning will be shaped and implemented drawing on synergies between Cedefop's work on professional development of **VET teachers and trainers**, tackling **early leaving from VET and empowering young NEETs**. This will provide new evidence and insights into the role successfully of teachers and trainers in enabling young people to engage in continuous learning over their life-course. A feasibility study will be conducted regarding Cedefop's third opinion survey on VET which will focus on VET leaders, teachers, trainers and learners. A new study on specific professional development needs of VET teachers and trainers will be launched, with a special focus on the use of digital tools and on suitable approaches to tackling early leaving, preventing low-skills and empowering young people for lifelong learning. Cedefop's network of ambassadors tackling early leaving from VET will be refocused and expanded to support this new line of research.

(146) Cedefop's work on **apprenticeships and work-based learning** will be underpinned by knowledge production and enabling national and EU stakeholders to learn from each other, including sharing experiences in approaches to apprenticeship quality. This will support the implementation of the Council recommendation on a European framework for quality and effectiveness of apprenticeships and the bench-learning exercise. Cedefop's work on apprenticeships will be developed around three strategic lines.



(147) First, Cedefop will start working towards the expansion of the policy learning forums on apprenticeships to engage all EU-27 countries, with a tripartite composition including representatives of governments and social partners from each Member State. At the same time, Cedefop's community of apprenticeship experts 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. Cedefop will publish a series of papers on apprenticeship governance and in-company training, authored by the community members, accompanied by a comparative analysis, authored by Cedefop experts. Thanks to cooperation with this pool of national experts, Cedefop's European database on apprenticeship schemes will be kept up to date and will support monitoring of the implementation of the European framework for quality and effectiveness of apprenticeships. In 2021, the community will meet for the fourth time.

(148) Second, following the successful experience of the 2019 Cedefop-OECD symposium on apprenticeships, a second symposium will be organised on green skills and apprenticeships, a topic of central importance in the renewed European alliance for apprenticeships (EAfA). This will provide researchers across the world with a platform to present their work on apprenticeships and discuss emerging trends and policy lessons with policy-makers, practitioners and other fellow researchers.

(149) Third, Cedefop will publish the findings of its study on long-term mobility of apprentices and a guiding paper for policy-makers on obstacles and possible ways forward to increase the take up of mobility of apprentices in the medium to long term.

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

(150) To support the development of **well-functioning and inclusive CVET systems**, Cedefop will work to identify approaches and strategies leading in the long term to CVET systems underpinned by: learning-conducive work environments and learning-intensive working lives; and a shift in enterprises' and people's behaviour from seeing CVET as a short-term training delivery instrument to making CVET a strategic and long-term leverage to build new sustainable labour markets with opportunities for all.

(151) Building on its previous work on empowering adults through **upskilling and reskilling pathways**, Cedefop will also 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 reviews of their national approach to the implementation of the *Upskilling pathways* recommendation. Cedefop will also publish the outcomes of its study *Developing upskilling pathways: the state of play in selected countries*. The publication draws from the results of five exploratory country studies – Ireland, France, Italy, Romania and Sweden – which aimed to pilot Cedefop's analytical framework for devel-



oping upskilling pathways, by exploring developments and challenges in upskilling pathways in specific national contexts. The country case studies will be available online as separate reports. Cedefop will provide evidence in support of the evaluation of progress towards the implementation of the Council recommendation of 2016 on *Upskilling pathways*.

- (152) Following the policy learning forums on low-skilled adults in 2018, 2019 and 2020, Cedefop will organise further policy learning initiatives to foster mutual learning and exchanges among Member States and social partners, also in connection with the implementation of the *Upskilling pathways* recommendation and in close coordination with the wider European initiatives supporting its implementation. Policy learning in this area will also benefit from the first outcomes of the thematic country reviews on upskilling pathways launched at the end of 2020 and will be coordinated with, and complementary to, the mutual learning events that the Commission will organise in 2021. These coordinated initiatives will also support Member States' efforts to implement the key principles of the European pillar of social rights, of the European *Skills agenda* for sustainable competitiveness, social fairness and resilience, as well as the proposal for a Council recommendation on VET.
- (153) In 2021, special attention will be given to CVET as an essential component of lifelong learning systems. Cross-country and country-specific studies will further enhance Cedefop's knowledge brokering role by addressing specific areas of policy and



applying a cross-disciplinary approach, as well as engaging more directly with different stakeholders at different levels and in several countries.

- (154) Outcomes from **Cedefop's second opinion survey on adult learning in Europe**, published in 2020, will be further analysed by preparing country briefs and carrying out in-depth data analyses in Volume 2 of the survey reporting, to understand better how different characteristic and variables may affect adult learning participation and attractiveness.

Supporting lifelong learning for all through guidance, validation and incentives

- (155) In 2021, greater synergies will be fostered between Cedefop's work strands on **financing and attractiveness of VET**, **lifelong career guidance**, and **validation of non-formal and informal learning**.
- (156) Building on the results of its study published in 2019 on validation of non-formal and informal learning and career guidance, Cedefop will continue to develop a new line of policy learning activity in this area with a special focus on the green and digital transitions. Insights from the study will feed into the third update of the European guidelines on validation, leading to an interactive and user-friendly Commission publication early 2022.
- (157) Cedefop will cooperate with the Commission on the next update of the European inventory on validation that will start in 2021 and should be ready in 2022. Cedefop and the Commission will reflect together on a new approach to work on the inventory.



- (158) Cedefop's research *Support and incentives to learning and careers* will be concluded and first results available at the end of 2021. This research includes two coordinated yet distinct studies: the first, is about individual support to careers and learning; the second focuses on financial and non-financial incentives to encourage provision of, and participation in, education and training. The first study looks at the supply side and policy and measures to support participation in training, including guidance, validation, assessments/referrals and basic skills training. A publication on monitoring and evaluation of career guidance will be released. The second study, which is supported by an advisory working group, looks at the demand side and addresses the role of incentives for enterprises, especially SMEs, including financial (grants, tax incentives, levy/grant mechanisms) and non-financial (information/advice on funding opportunities, technical support in developing training). The study will also cover financial instruments targeted at individuals (vouchers, training credits, individual learning accounts) to encourage them to participate in education and training. Building upon these findings, Cedefop will continue cooperation with the advisory working group to reflect on the role of individual learning accounts (ILAs) and other measures on how to engage individuals better in training and support for the forthcoming EU level initiative on ILAs.
- (159) On this basis, and drawing on other Cedefop's work, Cedefop's resources on financing, validation and lifelong guidance will be further interlinked to facilitate user-oriented

dissemination and policy learning, including the exploration of a self-assessment tool for guidance centres, while exploring and implementing possible synergies with the new Europass. Developments in this direction will be explored also with the involvement of **CareersNet**, Cedefop's experts' network on lifelong guidance, which will continue its core activity towards the establishment of an evidence-base that reflects the state of play, outputs and impacts of national lifelong guidance systems.

Streamlining and enhancing the information basis on VET

- (160) An update of Cedefop's **VET statistical overviews** for all EU Member States will be carried out. This will represent the basis for a thorough mapping and assessment of data availability on VET and related policies reflecting the development of new on-line tools for benchmarking exercises and policy learning. To this end, Cedefop will continue to cooperate with the European Commission, Eurostat, and the OECD to improve availability and analysis of data and statistics.
- (161) The new **online source of reference on VET policies, practices and tools** to support labour-market integration and social inclusion piloted in 2020 will be further developed to integrate in a systematic manner all information and knowledge generated within this strategic area of operation.

OPERATIONAL ACTIVITY 2:

VALUING VET AND SKILLS: SUPPORTING CVET AS A SYSTEM FROM A LIFE-LONG PERSPECTIVE

ACTIVITIES IN 2021 WILL FOCUS ON:

- obtaining insights into long-term cross-country mobility of apprentices, governance and in-company training;
 - understanding adults' opinions on VET and adult learning;
 - improving the systematic and comparative evidence base on apprenticeships and facilitating knowledge exchange and production;
 - supporting low-skilled adults' empowerment through upskilling and reskilling pathways;
 - understanding the role of VET teachers and trainers in current and future learning environments;
 - empowering teachers and trainers to tackle early leaving from VET and supporting NEETs;
 - providing comprehensive information on financing instruments targeted at individuals and companies to increase adults' participation in education and training;
 - identifying, analysing and classifying non-financial incentives aimed at increasing training provision by micro and SMEs;
 - understanding the potential of individual learning accounts and similar schemes;
 - developing self-assessment tools for guidance centres.
-

Activity objective

To get 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, aiding the diffusion of research findings, policy implementation and good practices, and informing European social dialogue.

Expected results – Outcomes 2021

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- approaches to monitoring and evaluating guidance services;
 - costs and outcomes of career development, including guidance, validation, basic skills development and integrated services;
 - European residents' opinions and attitudes towards adult learning and VET;
 - the potential of long-term cross-country mobility of apprentices;
 - governance of apprenticeships and in-company training;
 - financial and non-financial incentives to encourage provision of training/skills formation by micro and SMEs (including new taxonomy);
-

-
- developing coherent and coordinated approaches to upskilling pathways for adults with low skills;
 - raising young NEETs' employability and participation in lifelong learning.
-

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES ON:

- national apprenticeship systems/schemes;
 - financing instruments for individuals and companies to increase adults' participation in education and training;
 - upskilling pathways for adults;
 - teachers and trainers' professional development and wellbeing.
-

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

- apprenticeships and work-based learning;
 - the role of, and supporting measures for, VET teachers and trainers to work with learners at risk;
 - upskilling pathways for adults;
 - validation of non-formal and informal learning;
 - role of social partners and trade unions to support learning in the workplace.
-

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

Main outputs 2021

- Publication: Monitoring and evaluation of career guidance (Vol 1)
 - Publication: Long-term cross-country mobility in apprenticeships: study findings
 - Publication: Long-term cross-country mobility in apprenticeships: guiding paper for policy-makers
 - Publication: Cedefop community of apprenticeship experts, papers on governance of apprenticeships and in-company training
 - Publication: Developing upskilling pathways: the state of play in selected countries
 - Publication: Second opinion survey on adult learning: Volume 2
 - Fourth policy learning forum on flexible learning pathways for adults with low skills
 - Seminar: Making excellence inclusive: towards a new Cedefop survey of VET teachers and trainers
 - Second Cedefop-OECD symposium on green skills and apprenticeships
 - Fifth CareersNet meeting (Cedefop's network for lifelong guidance and career development)
 - Fourth meeting of Cedefop's community of apprenticeship experts
 - Online: VET statistics and indicators overview (update)
 - Online: VET toolkit for empowering NEETs
-

Targets 2021

- Increased number of stakeholders and countries involved in policy learning activities
 - Updated and extended inventories of data, toolkits, and good practices to support European policy implementation
-

-
- Increased knowledge exchange and generation between researchers, policy-makers, social partners
 - New evidence and insights to support policy debates and developments
-

Resources 2021

31.8 FTE: includes indirect staff FTEs

EUR 4.8 M total ABB resource allocation: Title III operational budget is EUR 0.54 M

Corresponding ABB activity: Valuing VET



3.2.3. Strategic area of operation 3: Informing VET and skills policies: towards skills intelligence 2.0

(162) Cedefop's focus on further developing labour market and skills intelligence (LMSI) for Europe contributes directly to realising the priorities outlined in the 2020 EU Commission *Skills agenda*, which emphasises the role of LMSI in future-proofing VET and up- and reskilling initiatives. Activities in 2021 will continue to focus on developing and disseminating policy-relevant LMSI. Building on previous years' work, Cedefop will increasingly aim at exploiting the full potential of its surveys and data to produce and disseminate LMSI to stakeholders to support them better in the context of rapid labour market change. This will help sustain, and where possible expand, the policy relevance and value of Cedefop's LMSI.

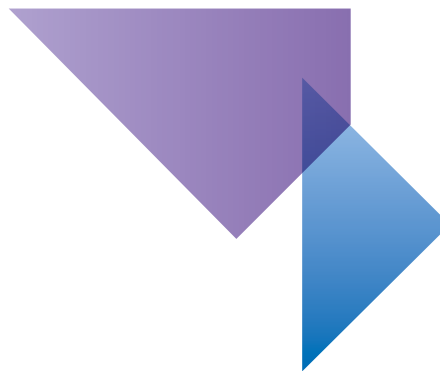
Producing and disseminating new skills research and policy analysis and LMSI

(163) In 2021, Cedefop will continue collecting job advertisements from online job portals. The pilot and still experimental work will be developed further and feed Eurostat's newly created Web Intelligence Hub. The focus will be on generating **real-time labour market information** and using it to inform policy. The mutually beneficial cooperation with the ESCO project will be continued so that improvements to both projects can be achieved and Cedefop's real-time information can be used for ESCO's 2021 and later updates. There are also high expectations from this project to contribute to the new Europass. Cooperation agreements with other DGs and EU in-

stitutions (JRC, ETF) as well as international organisations (e.g. OECD, UNESCO) will continue to be explored. This will provide a basis for engaging in more fundamental work to overcome the limitations of using big data for skills analysis and fully use its potential to uncover sectoral and regional labour market and skills trends, also with a view to providing information to support employment and guidance services.

(164) Several strands of work in 2021 will continue to focus on identifying **skills mismatches**, analysing their impact and developing policy recommendations to mitigate them. The fieldwork and first analysis of the second European skills and jobs survey (ESJS) are planned for 2021. The survey investigates changing skills needs in jobs, skill development and mismatches among EU adult workers in the context of accelerating technological development, and digitalisation pre- and post-Covid19. Information collected in the fourth European company survey – jointly carried out with Eurofound in 2019 – will be used to develop new insights into skill utilisation and the link with business strategies. Both surveys shed more light on the impact of technological change and digitalisation on the demand for skills, from the perspectives of employees and employers. In early 2021, Cedefop and Eurofound will report first findings of the dedicated online European company survey Covid-19 follow up they jointly carried out end-2020.

(165) Cedefop will also start to work on a new survey to be fielded in 2023. The aim of the survey is to develop new insight into learning from the perspective of the adult pop-



ulation. It will focus on the learning potential of adults, support for training, and the degree to which workplaces are conducive to learning. Shedding light on how these dimensions interact and drive skill development will lead to new insight on how to shape up- and reskilling efforts. With this survey Cedefop intends to develop new evidence to complement findings from its other surveys and to support EU VET and skills policies. In 2021, work will focus on developing survey concept and organisation.

(166) Work in 2021 will also focus on the preparation of two other key Cedefop LMSI products: the **Skills forecast and the European skills index**. The 2022 Skills forecast update will be prepared and a thematic publication on key labour market and skill trends based on the 2020 skill forecast will be released. The 2022 update of the European skills index will incorporate various methodological refinements – developed in 2021 – based on feedback received by Member States. By making available these LMSI products and the accompanying national analysis and findings, Cedefop supports the Commission's European Semester work and the implementation of the European pillar of social rights.

(167) Cedefop will continue disseminating LMSI via **Skills Panorama**, ensuring continuity of main services/content provided until the new Cedefop web portal becomes operational (May 2021). The new portal does not merely migrate Skills Panorama content but blends and synthesises evidence developed across the organisation to provide users with meaningful intelligence. It also supports national and sectoral stakehold-

ers in their efforts to address the most pressing VET and skills policy priorities. In parallel, Cedefop will continue supporting the Commission in steering the work for the development of the new Europass, with emphasis on skills intelligence inputs and online experience for end-users. In particular, Cedefop will contribute to the identification of demands and challenges for the development of the new Europass portal and the assessment of business needs and technical/web-development work necessary to integrate selected Cedefop skills intelligence.

Supporting national and sectoral stakeholders

(168) Work will also focus on further developing **sectoral and other thematic LMSI**. In recent years, the Agency has strengthened its reputation among stakeholders as a trusted source of such skills intelligence. Demand for Cedefop's expertise by DGs and sectoral blueprint projects has also increased. Cedefop will further its work at sectoral level and in other thematic areas, mainly through its collaboration with Blueprint projects and by analysing the impact of the green and digital transition on skills needs and trends. This gives members of the *Pact for skills* access to key information on future skills needs and can support social partners and other stakeholders in shaping future-oriented skills strategies and up- and reskilling initiatives. In shaping the work on the green transition, cooperation with Eurofound will be pursued where relevant. Cedefop will also release a guide to offer practical insights on how to anticipate new technological changes and the skills they require.



Towards LMSI 2.0 – Reshaping skills and policy analysis

(169) New digital technologies, new forms of work, population ageing, the shift towards more sustainable economies and growing labour market inequalities are reshaping labour market demand and supply and have wide-ranging economic and societal implications. While these trends are visible in Cedefop's LMSI, they are not fully captured by the work so far and also impact upon the types of information policy-makers need to make informed decisions. Therefore, work in 2021 will focus on:

- (a) reflecting on how dominant labour market and societal trends shaping the worlds of work should inform VET and employment policies;
- (b) identifying future information needs in VET, skills and related policy areas and translating them into LMSI through surveys and robust skills research and policy analysis;
- (c) intensifying efforts to expand on Cedefop's existing LMSI (1.0) and turn it into 2.0 and to strengthen links between different thematic areas and lines of work, within Cedefop and inter-institutionally. This will help support the policy relevance and use of Cedefop's skills research, policy analysis and LMSI.

OPERATIONAL ACTIVITY 3:

INFORMING VET AND SKILLS POLICIES: TOWARDS SKILLS INTELLIGENCE 2.0

ACTIVITIES IN 2021 WILL FOCUS ON:

- analysing labour market and skills trends and mismatches to inform the EU's VET and skills policy;
 - producing new evidence for skills research and policy analysis;
 - managing the EU online job advertisements collection and producing new types of skills intelligence;
 - updating LMSI tools, including Skills forecast and ESI;
 - combining LMSI to meet information needs of national and sectoral stakeholders;
 - completing the transition of the Skills Panorama intelligence to 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 marked technological, environmental and social developments shaping the future of work. Promote policies and practices that can facilitate lifelong skills up-and reskilling, labour market transitions and skills matching and utilisation of individuals in alignment with changing skill needs.

Expected results – Outcomes 2021

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- how megatrends and policy choices change labour market, reshape skills and drive-up up- and reskilling;
 - new types and forms of LMSI to support policy-makers and other stakeholders in a rapidly changing labour market.
-

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES PROVIDED ON:

- skills anticipation and intelligence systems and their use 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)

Main outputs 2021

- Publication: Route 2030 – understanding labour market trends to shape skills and VET policies
 - Publication: European company survey – report on skill mismatch
 - Publication: Emerging methods to identify new technologies and skills – a handbook
-

-
- Publication: Skills development of platform workers
 - Publication: Skills forecast 2020: the way to the future
 - Publication: Covid-19: impact on work organisation, skills development and employee involvement in EU companies (joint Cedefop/Eurofound)
 - Event: 2030 on the horizon – understanding skill trends to shape VET
-

Targets 2021

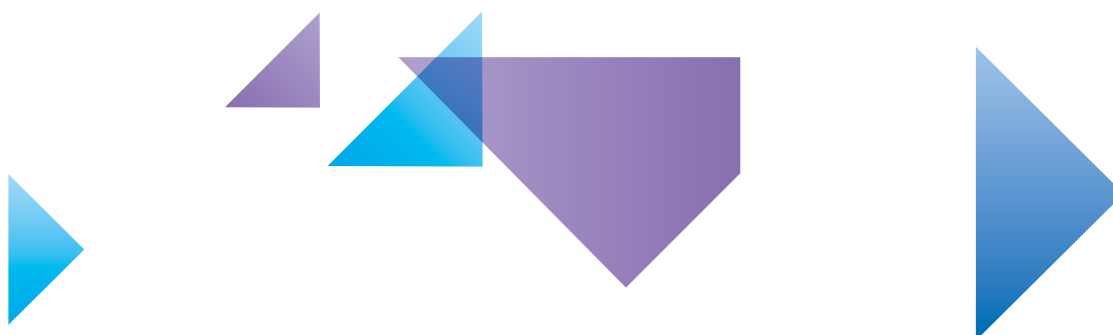
- Develop advanced analysis and LMSI
 - Collect the data of the second European skills and jobs survey
-

Resources 2021

31.2 FTE: includes indirect staff FTEs

EUR 5.91 M total ABB resource allocation: Title III operational budget is EUR 1.98 M

Corresponding ABB activity: Informing VET



3.2.4. Communication and dissemination

- (170) Effective communication supports achieving Cedefop's vision, values and specifically the multiannual objective to 'implement an integrated corporate communication approach for increasing stakeholder engagement and Cedefop's outreach by focusing on social media activities and innovative interactive web portal formats such as online tools, data visualisations, e-publications, audiovisuals, webinars and other virtual/hybrid events'.
- (171) Cedefop's communication strategy will align with the Commission's (DG EMPL) communication unit and, where relevant, with other EU agencies, especially Eurofound, the ETF and EU-OSHA. An integrated communication approach, with joint forces in 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.
- (172) Cedefop's newly developed next-generation web portal will aim at providing stakeholder groups – policy-makers and social partners, researchers, international organisations and practitioners – with focused and tailored thematic access points to the Agency's outputs by interlinking research results and data sets. The purpose of the web portal interactive tools, data visualisations and databases is to establish correlations between key online outputs of all related Cedefop activities by applying a cross-departmental approach and close cooperation between communication and research experts. An important example is the integration of the Agency's intellectual property of skills intelligence by implementing web portal interfaces that successfully blend quantitative with qualitative data.
- (173) The gradual use of open access technology will also be important to increase outreach and optimise the searchability of Cedefop's online content. Publications will be widely available in important search engines, such as Google Scholar, increasing their impact through reuse for research and policy development.
- (174) Cedefop will further invest in its capacities for social media activities and focus on the most cost-efficient channels for increasing interactivity, user engagement and outreach in the Member States. Audiovisuals, motion graphics and animations will complement the effort of transforming complex research results into appealing messages for virtual/hybrid events and communication campaigns targeted to specific stakeholder groups, media and the wider public.

TRANSVERSAL ACTIVITY 1:

COMMUNICATION AND DISSEMINATION

ACTIVITIES IN 2021 WILL FOCUS ON:

- Organising increased outreach in the Member States, wider VET community and media
 - Meeting the information needs of the key target groups by keeping the right media mix between events, publications, audiovisual content, social media channels, state-of-the-art web portal services and other interactive online information and meeting formats (e.g. virtual events)
 - Responding swiftly to newly emerging communication channels and changing user behaviour/expectations
-

Activity objective

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

Expected results – Outcomes 2021

- 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, experts, social partners, researchers and learners in VET
 - Selected VET themes are communicated efficiently via stakeholder relations events, briefing notes, newsletters, corporate magazine, integrated web portal services, social media and press work
 - Records of the organisation are authentic, reliable and accessible, meeting the legal obligations
 - Refocused Research Support Centre serving the information needs of Cedefop's research projects
-

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

Main outputs 2021

- Online publishing: full implementation of a new generation web portal with a strong focus on data visualisation, online tools and cross-thematic interconnectivity, gradually using open access repository technologies for Cedefop's publications
 - Press and news: press releases, social media, magazine *Skillset and match*, online news and newsletters
 - Audiovisual: corporate video production, video interviews, animations and video teasers
 - Publications: corporate information material, briefing notes, brochures and flyers
 - European vocational skills week: linking Cedefop communication activities to this initiative and providing communication support
 - Stakeholder events: in close collaboration with Cedefop's Brussels liaison office
-

Targets 2021

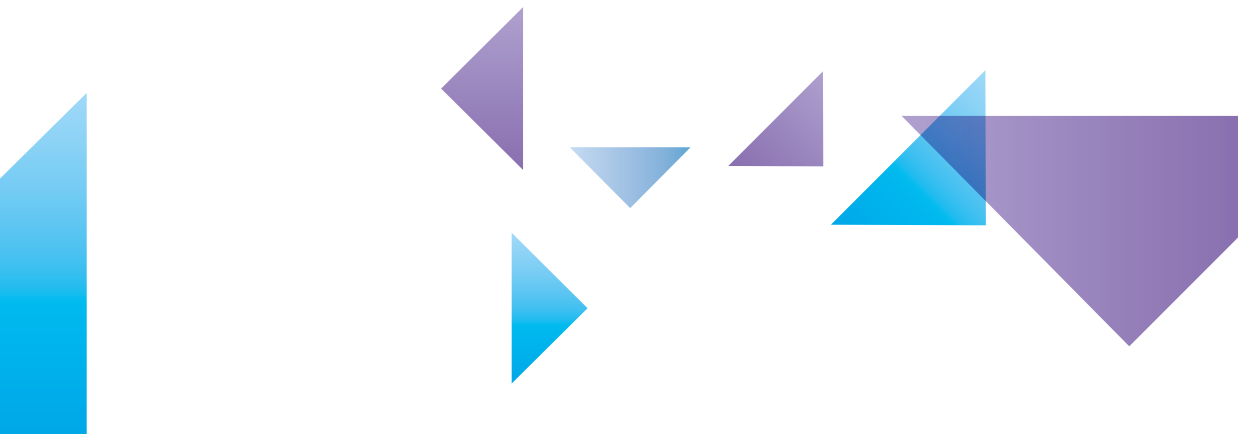
- Increased communication outreach in the Member States and social partners
- Rise in interactive relationships and stakeholder engagement, including international media
- Cedefop's knowledge base is accessible via thematic, user-friendly and interactive web portal services

Resources 2021

17.3 FTE: includes indirect staff FTEs

EUR 1.85 M total ABB resource allocation: Title III operational budget is EUR 0.62 M

Corresponding ABB activity: Communication and dissemination



3.2.5. Resources and support

(175) Good and safe working conditions will be offered to staff and other personnel, taking into account the Covid-19 context. Business continuity will be maintained throughout the year by ensuring continuous availability of administrative services and IT infrastructure as well as encouraging flexible and smart working conditions for all staff.

(176) In 2021, Cedefop will start implementing the Agency's new ICT strategy, agreed in 2020, aiming to pursue the corporate service digitalisation programme to increase efficiency and enhance collaboration, knowledge sharing (including with external stakeholders) as well as data management and analysis through IT. The new ICT strategy foresees moving away from home-grown corporate IT systems towards cost-efficient IT solutions, and the progressive harmonisation of the IT landscape of the Agency with that of the European Commission and other agencies. In particular in 2021, the Agency will finalise the migration to ABAC (finance and accounting), the review, streamlining and digitisation of administrative and corporate services workflows, deploy a new e-recruitment tool, prepare for the move to SYSPER (HR management) and will initiate the migration of the Agency to SharePoint. More efficient and shared solutions for data management and advanced analytics will be considered in close cooperation with operational departments.

(177) In parallel, Cedefop will also take steps in 2021 towards the deployment of projects in line with its new human resource strate-

gy: continuing to improve the effectiveness and quality of selection procedures while enriching the onboarding programme for new staff members; introducing feedback instruments as a key milestone towards reinforcing a culture of trust, engagement and performance and setting the base for a new mobility and redeployment policy; and implementing a number of wellbeing initiatives to address and to reduce the impact of the Covid-19 crisis and boost staff resilience. Cedefop will also consider offering an employee assistance programme, with professional and confidential 24/7 multilingual support for its staff. In 2021, Cedefop will run a new staff engagement survey and start implementing its newly adopted equal opportunity policy.

(178) Assessment of the need for refurbishing meeting and conference rooms with modern technical and audiovisual tools will be carried out.

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 Agency's strategic and operational objectives. 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 Agency strategy for corporate services such as HR and ICT. 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) provides support in forecasting, implementing and monitoring budget appropriations and in designing, running and completing the required procurement and grant procedures in all fields of Cedefop activity;
 - Information and communication technology (ICT) provides the underlying hardware, software, network infrastructure, and enterprise services as well as Information Systems to support the Agency's core business;
 - Facilities ensure the maintenance and security of the building.
-

Activity objective

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

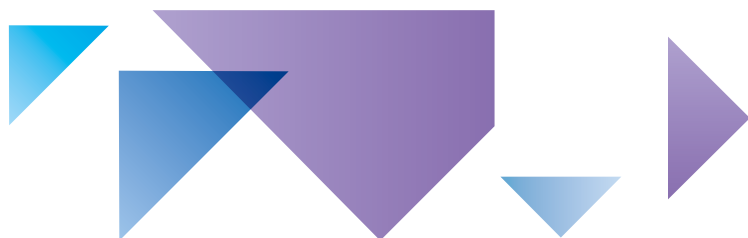
Expected results: outcomes Efficient support services and good administrative practice followed through:	Outcome indicators	Targets 2021
<ul style="list-style-type: none"> Proper financial management 	<ul style="list-style-type: none"> Budget execution rate 	<ul style="list-style-type: none"> 98% on total commitment and payment appropriations
	<ul style="list-style-type: none"> Average period for payments of invoices 	<ul style="list-style-type: none"> 28 days
<ul style="list-style-type: none"> Timely availability of well-trained and qualified staff: Cedefop's HR scoreboard (HRS) indicators 	<ul style="list-style-type: none"> Timeliness and duration of selection procedures 	<ul style="list-style-type: none"> On average 60 working days between deadline for applications and date of job offer
	<ul style="list-style-type: none"> Percentage of the Establishment Plan filled (including ongoing procedures) 	<ul style="list-style-type: none"> 95%
	<ul style="list-style-type: none"> Percentage of execution of the Learning and Development budget 	<ul style="list-style-type: none"> 95%
	<ul style="list-style-type: none"> Average duration in grade across grades 	<ul style="list-style-type: none"> Equal or above years prescribed in the DGE
	<ul style="list-style-type: none"> Gender balance 	<ul style="list-style-type: none"> 60/40 for either gender
	<ul style="list-style-type: none"> Geographic balance 	<ul style="list-style-type: none"> no nationality exceeds 50% of all staff
	Age distribution; tenure in the organisation	<ul style="list-style-type: none"> n/a
	Turnover rate	<ul style="list-style-type: none"> 5% of staff

<ul style="list-style-type: none"> Timely availability of well-trained and qualified staff: Cedefop's HR scoreboard (HRS) indicators 	Percentage of staff members who participated in awareness raising initiatives on ethics, integrity, conflict of interest or fraud in the past three years	<ul style="list-style-type: none"> 80%
<ul style="list-style-type: none"> Secure information technology infrastructure based on user requirements 	<ul style="list-style-type: none"> Availability of core ICT external systems (web access, email and telecommunications) 	<ul style="list-style-type: none"> 97%
	<ul style="list-style-type: none"> Availability of core ICT internal systems (e.g. ERP systems) 	<ul style="list-style-type: none"> 95%

Main outputs 2021

- ICT security, efficient corporate solutions as well as progressive alignment of ICT systems with other EU institutions
- Streamlined administrative workflows and use of electronic workflows
- Deployment of the 2021 staff survey
- Streamlined selection procedures and performance management tools with a focus on feedback

31 FTEs and EUR 1.8 million (redistributed across operational activities in the ABB)



3.2.6. Flexibility

(179) 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 reprioritised, deprioritised and adjusted.

(180) 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.

(181) To build in further flexibility and be able to adapt more swiftly to unforeseen developments of high policy relevance, Cedefop:

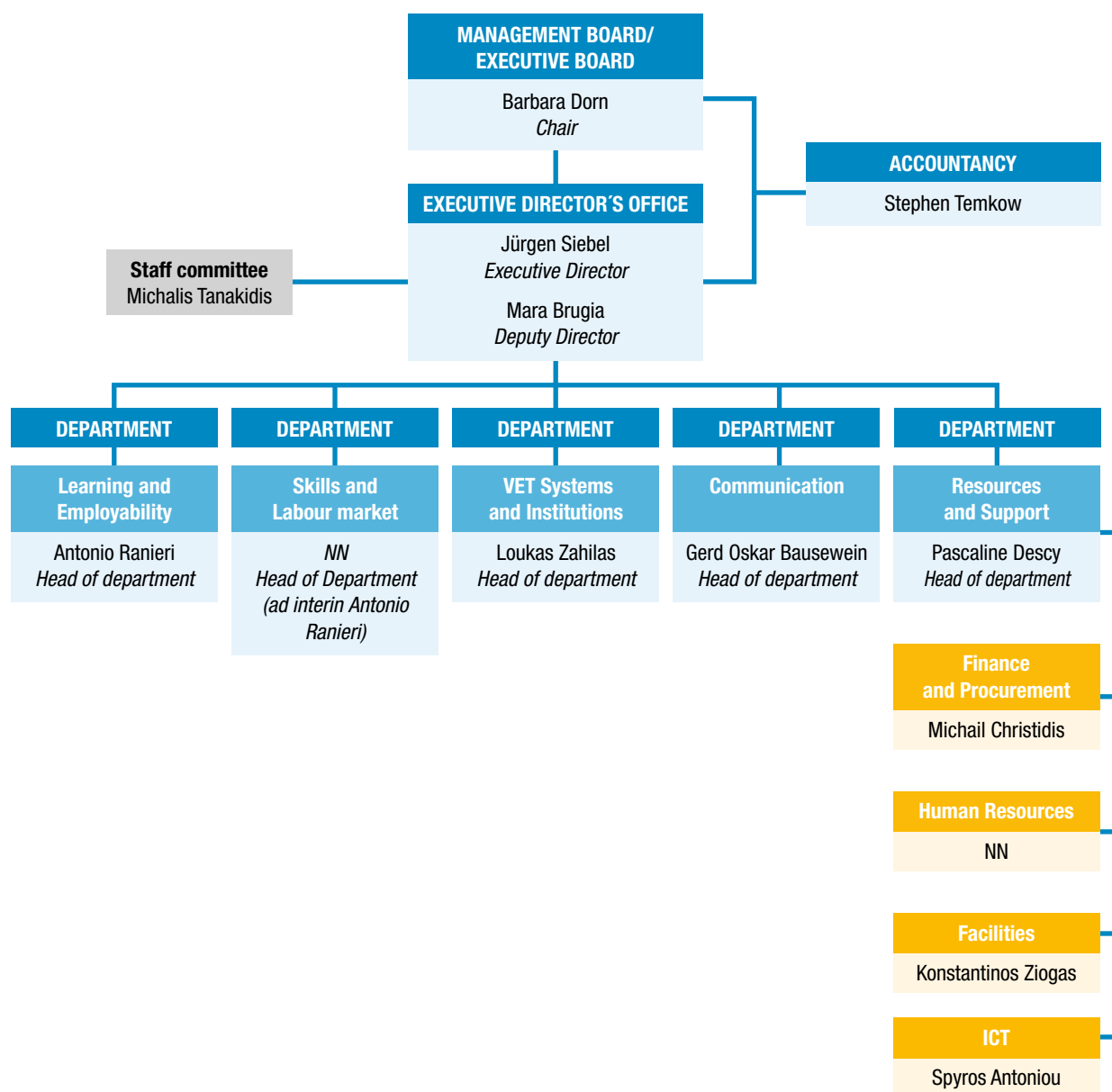
- (a) discusses and indicates activities of second level priority in the planning stage of the Single programming document/work programme, creating a *marge de manoeuvre* that is agreed with the Executive and Management Boards. This should enable swifter adaptation, should unforeseen developments occur, and should the Board agree that there is a need for reprioritising;
- (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 2020



Cedefop has Departments (units) depicted in blue. Within the Department for resources and support, there are two services (Human Resources and Finance & Procurement) and two smaller organisational entities (facilities and ICT).

Table A1.1. **Distribution of staff between departments (data 31 December 2019)**

Entity	Officials	TA	CA	SNE	Total
Director's office	1	7.6	0.25		8.85
Department for skills and labour market	2	9.55			11.55
Department for learning and employability		14	3		17
Department for VET systems and institutions	4.9	13	4	3	24.9
Department for communication	3.1	13.4	6.75		23.25
Department for resources and support including:	0	2	2		4
<i>Finance and procurement</i>	0	3.5	5		8.5
<i>Human resources</i>	0	4.95	1		5.95
<i>Facilities</i>	0	2	0.7		2.7
<i>ICT</i>	1	3	2.3		6.3
Total	12	73	25	3	113



ANNEX II

Resource allocation per activity 2021-23

Activity	FTEs	Total budget (€)	% of total budget	% budget change on previous year	
2021					
Shaping VET	44.7	5 916 416	32	0%	Change total budget % 1.15
Valuing VET	31.8	4 807 088	26	-3%	
Informing VET	31.2	5 916 416	32	3%	
Communication and dissemination	17.3	1 848 880	10	0%	
	125	18 488 800	100		
2022					
Shaping VET	44.7	6 047 821	32	0%	Change total budget % 2.22
Valuing VET	31.8	5 480 838	29	3%	
Informing VET	31.2	5 480 838	29	-3%	
Communication and dissemination	17.3	1 889 944	10	0%	
	125	18 899 440	100		
2023					
Shaping VET	44.7	6 146 374	32	0%	Change total budget % 1.63
Valuing VET	31.8	6 146 374	32	3%	
Informing VET	31.2	4 993 929	26	-3%	
Communication and dissemination	17.3	1 920 742	10	0%	
	125	19 207 420	100		

The Activity Based Budget (ABB) is an internally generated calculation of how the whole of Cedefop's resources are allocated to its various activities. From 2017 onwards, this allocation has been on the basis of the four central ABB activities as opposed to the six activities reported in previous years. This configuration reflects the Agency's organisational structure which includes four operational departments:

- (a) VET systems and institutions (Shaping VET);
- (b) learning and employability (Valuing VET);
- (c) skills and the labour market (Informing VET);
- (d) communication (Communication and dissemination).

ANNEX III

Financial resources 2021-23

Management Board members are invited to note that the resources outlook for the years 2021-23 is prepared at a time when the new MFF 2021-27 is still under negotiation.

Table A3.1. **Revenues**

REVENUES	N (2020) Revenues estimated by the Agency	N+1 (2021) Budget forecast
EU contribution	17 838 000	18 000 000
Other revenue	439 890	488 800
Total revenues	18 277 890	18 488 800

REVENUES	N-1 (2019) Executed budget	N (2020) Revenues estimated by the Agency	N+1 (2021) As requested by the Agency
1. Revenue from fees and charges			
2. EU contribution	18 858 635	17 838 000	18 300 000
• of which assigned revenues deriving from previous years' surpluses	1 323 605	22 510	195 379
3. Third countries contribution (incl. EFTA and candidate countries)	414 920	429 890	441 030
• of which EFTA	414 920	429 890	441 030
• of which candidate countries			
4. Other contributions	0	0	0
• of which delegation agreement, ad hoc grants			
5. Administrative operations	35 041	10 000	10 000
6. Revenues from services rendered against payment			
7. Correction of budgetary imbalances			
Total revenues	19 308 595	18 277 890	18 751 030

Additional EU funding: grant, contribution and service-level agreements – **Not applicable to Cedefop in 2020-21.**

⁽³¹⁾ Updated by the Agency due to Proportionality factor update – DG BUDG email of 6 May 2020. The factor is produced by the Commission and used by the Agency to calculate the contribution of Norway and Iceland on Cedefop's annual budget. The factor for the year 2021 is 2.51% for Norway and 0.15% for Iceland, applied on the EU contribution amount.



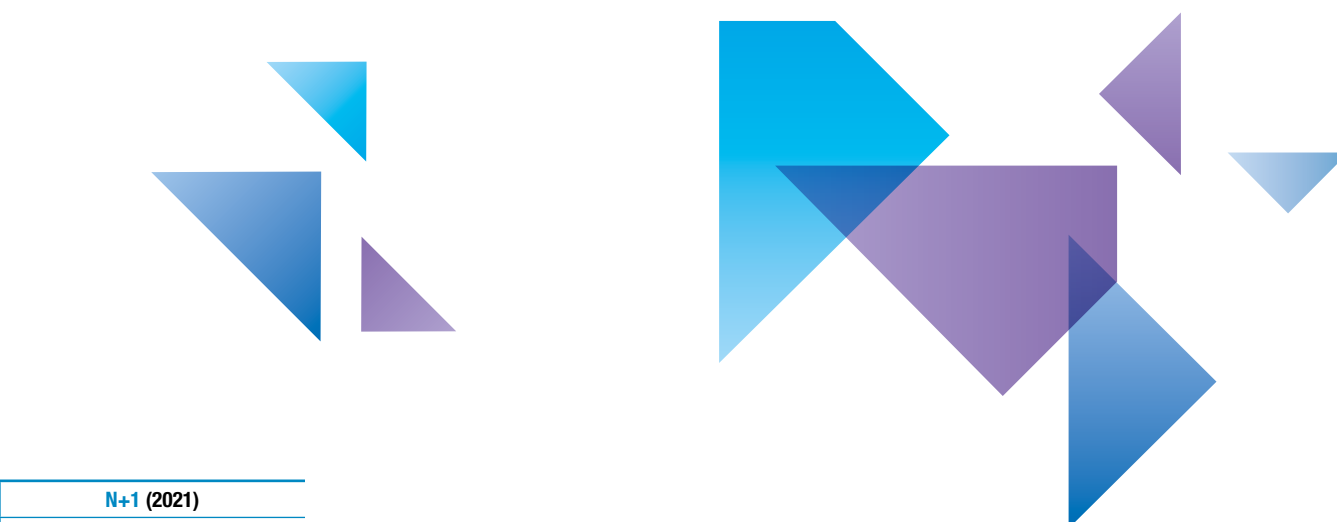
N+1 (2021)	VAR N+1 / N	Envisaged in N+2 (2022)	Envisaged in N+3 (2023)
Budget forecast			
18 000 000	0.91%	18 400 000	18 700 000
195 379	767.97%	tbc	tbc
478 800 ⁽³¹⁾	11.38%	489 440	497 420
478 800	11.38%	489 440	497 420
0		0	
10 000	0%	10 000	10 000
18 488 800	1.15%	18 899 440	19 207 420

Table A3.2. **Expenditure**

EXPENDITURE	N (2020)		N+1 (2021)
	Commitment appropriations	Payment appropriations	Commitment appropriations
Title 1 – Staff expenditure	11 293 336	11 293 336	11 117 600
Title 2 – Infrastructure and operating expenditure	1 702 900	1 702 900	1 850 200
Title 3 – Operational expenditure	5 281 654	5 281 654	5 521 000
Total expenditure	18 277 890	18 277 890	18 488 800

EXPENDITURE	Executed budget N-1 (2019)	Budget N (2020)	Draft budget N+1 (2021)
			Agency request
Title 1 Staff expenditure	10 719 498	11 293 336	11 433 600
11 Salaries and allowances	10 004 663	10 512 296	10 606 600
• of which establishment plan posts	8 449 455	8 871 070	9 004 843
• of which external personnel	1 555 208	1 641 226	1 601 757
12 Expenditure relating to staff recruitment	48 335	215 178	235 000
13 Mission expenses	130 000	100 000	50 000
14 Socio-medical infrastructure	176 269	198 762	205 000
15 Training	114 792	120 000	120 000
16 External services	232 421	131 100	205 000
17 Receptions and events	13 018	16 000	12 000
Title 2 Infrastructure and operating expenditure	1 601 952	1 702 900	1 850 200
20 Rental of buildings and associated costs	599 891	628 400	648 000
21 Information and communication technology	749 027	736 000	794 700
22 Movable property and associated costs	7 162	15 000	15 000
23 Current administrative expenditure	96 947	162 000	213 000
24 Postage/Telecoms	130 925	154 500	175 500
25 Meeting expenses	18 000	7 000	4 000
Title 3 Operational expenditure	5 536 256	5 281 654	5 205 000
30 Transversal activities	250 795	308 148	314 000
32 Skills and labour market	1 590 683	1 268 000	1 983 000
33 VET systems and institutions	1 902 030	1 840 000	1 742 000
34 Learning and employability	1 121 000	1 120 300	546 000
35 Communication	671 748	745 206	620 000
Total expenditure	17 857 706	18 277 890	18 488 800

⁽³²⁾ Payment appropriations for the year may be revised during the financial year in subject, by means of an Amending Budget, according to the actual payment obligations for the year.



N+1 (2021)
Payment appropriations ⁽³²⁾
11 117 600
1 850 200
5 521 000
18 488 800

Commitment and payment appropriations			
Draft budget N+1 (2021)	VAR N+1 / N	Envisaged in N+2 (2022)	Envisaged in N+3 (2023)
Budget forecast			
11 117 600	-1.56%	11 642 240	11 783 220
10 185 858	-3.11%	10 774 998	10 895 978
8 842 343	-0.32%	9 197 281	9 233 902
1 343 515	-18.14%	1 577 717	1 662 076
210 000	-2.41%	210 000	210 000
50 000	-50.00%	80 000	100 000
217 000	9.18%	199 000	199 000
120 000	0.00%	120 000	120 000
322 742	146.18%	242 742	242 742
12 000	-25.00%	15 500	15 500
1 850 200	8.65%	1 824 200	1 825 200
648 000	3.12%	648 000	648 000
794 700	7.98%	728 700	729 700
15 000	0.00%	15 000	15 000
213 000	31.48%	253 000	253 000
175 500	13.59%	172 500	172 500
4 000	-42.86%	7 000	7 000
5 521 000	4.53%	5 433 000	5 599 000
330 000	7.09%	380 000	286 000
1 983 000	56.39%	1 225 000	520 000
2 042 000	10.98%	2 000 000	2 095 000
546 000	-51.26%	1 220 000	2 042 000
620 000	-16.80%	608 000	656 000
18 488 800	1.15%	18 899 440	19 207 420

Note: The Agency request for Budget 2021 is to be adjusted subject to information on inflation rate and weighting factor affecting salaries (to be communicated to Cedefop in late October 2020), as well as latest information on staff departures and recruitments (affecting Title 1) together with final fine-tuning to the work programme (affecting Title 2 and Title 3). The final 2021 budget will be submitted to Management Board for approval in December 2020.

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

BUDGET OUTTURN	N-4 (2016)	N-3 (2017)	N-2 (2018)
Revenue actually received (+)	17 910 504	18 002 235	17 912 176
Payments made (-)	-17 948 962	-16 092 569	-17 653 998
Carry-over of appropriations (-)	-911 165	-952 222	-670 287
Cancellation of appropriations carried over (+)	49 645	52 767	62 137
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	1 230 780	312 728	373 605
Exchange rate differences (+/-)	2 963	667	-1 122
Adjustment for negative balance from previous year (-)	0	0	0
Total	333 764	1 323 605	22 510



N-1 (2019)
19 308 595
-18 342 813
-827 786
59 332
0
-1 948
0
195 379



Human resources: quantitative

Table A4.1. **Staff population and its evolution; overview of all categories of staff****A. Statutory staff and SNE**

Staff	Year N-1 (2019)		
ESTABLISHMENT PLAN POSTS	Authorised budget	Actually filled as of 31/12/N-1	Occupancy rate %
Administrators (AD)	49	46	94%
Assistants (AST)	42	40 ⁽³³⁾	95%
Assistants/Secretaries (AST/SC)	0	0	
TOTAL ESTABLISHMENT PLAN POSTS	91	86	95%
EXTERNAL STAFF	FTE corresponding to authorised budget	Executed FTE as of 31/12/N-1	Execution rate %
Contract agents (CA) incl. short-term	30	25	83%
Seconded national experts (SNEs)	4	3	75%
Total	125	114	91%

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

Human resources	Year N (2020)	Year N+1 (2021)	Year N+2 (2022)	Year N+3 (2023)
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract agents (CA)				
Seconded national experts (SNE)				
Total	0	0	0	0

⁽³³⁾ In line with previous years, posts offered are considered posts filled.



Year N (2020)	Year N+1 (2021)	Year N+2 (2022)	Year N+3 (2023)
Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
49	49	49	49
42	42	42	42
0	0	0	0
91	91	91	91
Headcount as of 31/12/N-1	FTE corresponding to authorised budget	Envisaged FTE	Envisaged FTE
25	30	30	30
3	4	4	4
	125	125	125

C. Other staff

- Structural service providers

	Actually filled as of 31/12/N-1 (2019)
Security	5.75
IT	4.5
Maintenance	3
Cleaning	4.5
Europass	1
Medical officer	0.4
Cook	0.5

- Interim workers

	Actually filled as of 31/12/N-1 (2019)
Number	0



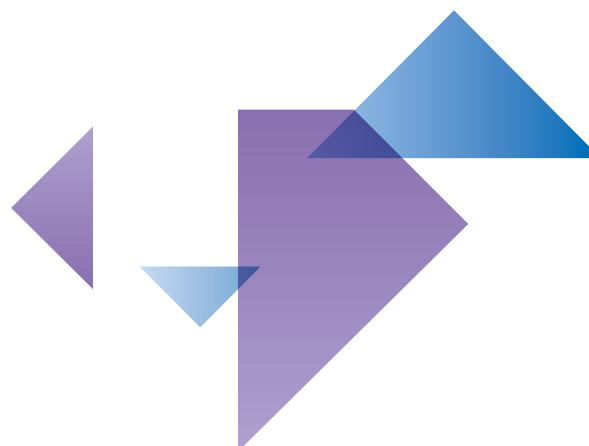
Table A4.2. Multiannual staff policy plan Year N+1, Year N+2, Year, N+3

Function group and grade	Year N-1 (2019)				Year N (2020)	
	Authorised budget		Actually filled as of 31/12		Authorised budget	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16						
AD 15		1		1		1
AD 14		1		1		1
AD 13		2		2		2
AD 12	4	7	4	7	3	9
AD 11		8		7		8
AD 10		9		8		9
AD 9		6		6		6
AD 8		5		5		5
AD 7		4		4		4
AD 6		2		1		1
AD 5						
AD Total	4	45 ⁽³⁴⁾	4	42	3	46
AST 11		1		1		1
AST 10	1	1	1	1	1	1
AST 9	1	2	1	2	2	3
AST 8	1	3	1	3	1	3
AST 7	3	6	3	6	3	10
AST 6	2	7	2	7		8
AST 5		6		6		6
AST 4		8		6		3
AST 3						
AST 2						
AST 1						
AST Total	8	34	8	32	7	35
AST/SC 6						
AST/SC 5						
AST/SC 4						
AST/SC 3						
AST/SC 2						
AST/SC 1						
AST/SC Total						
Total	12	79	12	74	10	81
Grand Total	91		86		91	

⁽³⁴⁾ In 2018, using the flexibility rule Cedefop transformed an AST 9 into an AD 9. This change was approved by the Management Board.



Year N+1 (2021)		Year N+2 (2022)		Year N+3 (2023)	
Envisaged		Envisaged		Envisaged	
Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
	1		1		1
	1		1		1
	3		4		4
3	10	3	10	2	11
	8		9		9
	9		9		9
	7		7		7
	4		2		2
	3		2		2
			1		1
3	46	3	46	2	47
	1		1		1
1	1	1	2	1	2
2	4	3	5	3	5
2	4	1	6	1	6
1	11		10		10
	8		8		8
	6		4		4
	1		1		1
6	36	5	37	5	37
9	82	9	82	8	83
91		91		91	



- **External personnel**

Contract agents, including short-term

Contract agents	FTE corresponding to the authorised budget N-1 (2019)	Executed FTE as of 31/12/N-1 (2019)	Headcount as of 31/12/N-1 (2019)
Function Group IV	6	4	4
Function Group III	8	5	5
Function Group II	12	12	12
Function Group I	4	4	4
Total	30	25	25

Seconded national experts

Seconded national experts	FTE corresponding to the authorised budget N-1 (2019)	Executed FTE as of 31/12/N-1 (2019)	Headcount as of 31/12/N-1 (2019)
TOTAL	4	3	3

Table A4.3. **Recruitment forecasts for year N+1 (2021) following retirement/Mobility or new requested posts (Information on the entry level for each type of post: indicative table)**

Job title in the Agency	Type of contract (Official, TA or CA)	
	Due to foreseen retirement/mobility	New post requested due to additional tasks
Expert	Retirement	
Assistant	Retirement	
Assistant	Retirement	
Assistant	Retirement	

(*) indication of both is required.

Number of inter-agency mobility in 2020 from and to the Agency: all 2f temporary agents 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.

⁽³⁵⁾ Including five short-term contract agents to work on projects of a limited duration.



FTE corresponding to the authorised budget N (2020)	FTE corresponding to the authorised budget N+1 (2021)	FTE corresponding to the authorised budget N+2 (2022)	FTE corresponding to the authorised budget N+3 (2023)
6	6	6	6
9	9	9	9
12	12	12	12
3	3	3	3
30 ⁽³⁵⁾	30	30	30

FTE corresponding to the authorised budget N (2020)	FTE corresponding to the authorised budget N+1 (2021)	FTE corresponding to the authorised budget N+2 (2022)	FTE corresponding to the authorised budget N+3 (2023)
4	4	4	4

TA/Official	CA
Function group/grade of recruitment	Recruitment Function Group (I, II, III or IV)
Internal (Brackets) and external (single grade) foreseen for publication*	
AD 5-6, AD 5	
AST 2-3, AST 2	
AST 4-5, AST 4	
AST 4-5, AST 4	

ANNEX V

Human resources: qualitative

A. Recruitment policy

Implementing rules in place:

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

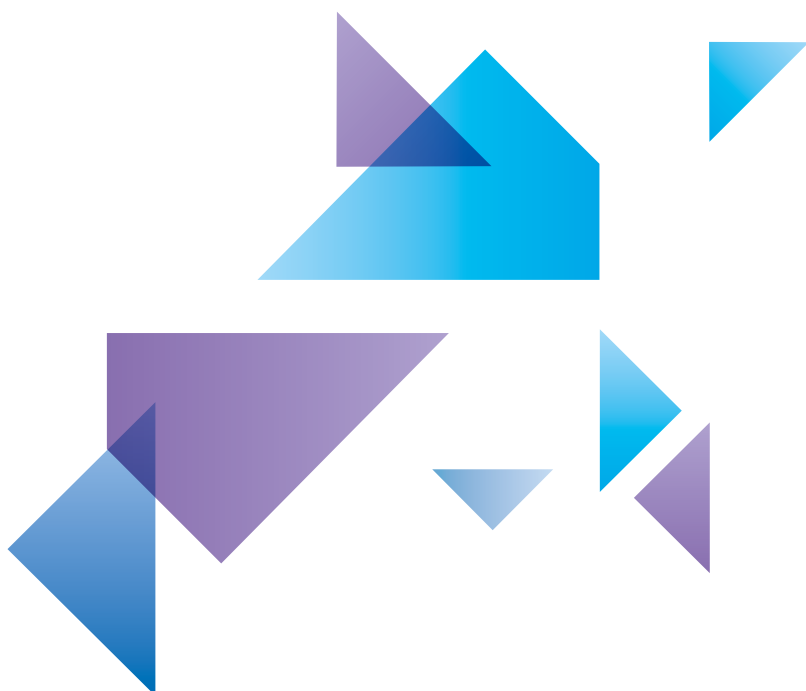


Table A5.1. **Reclassification of TA/promotion of officials**

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 (2016)	Year N-3 (2017)	Year N-2 (2018)	Year N-1 (2019)	Year N (2020)	Actual average over 5 years	Average over 5 years (Annex IB SR)
AD05	3.1	2.7	3.5		2.9	3.05	2.8
AD06	6	5	2.8	3	3	3.96	2.8
AD07	6.9	4.3	3.3	3	3	4.1	2.8
AD08	6.8		3	3.5		4.43	3
AD09		4		5.5	4	4.5	4
AD10		4	2.8			3.4	4
AD11	14.9	6	6.9	13.8	8.7	10.06	4
AD12	7.8					7.8	6.7
AD13							6.7
AST1							3
AST2	4					4	3
AST3	5.2	3.6	4	4.3		4.27	3
AST4	7.4	4.3	2.6	3.6		4.47	3
AST5	11.7	5.9	3.5			7.03	4
AST6	4			6	4	4.66	4
AST7	6.9	3.5		4		4.8	4
AST8				4		4	4
AST9				6.6		6.6	N/A
AST10 (Senior assistant)							5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3

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

Function Group	Grade	Staff in activity at 1.01. Year N-2 (2018)	How many staff members were reclassified in Year N-1 (2019)	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				Between 6 and 10 years
	16	2	1	5	Between 5 and 7 years
	15	1	1	4	Between 4 and 6 years
	14	2	1	3.3	Between 3 and 5 years
	13				Between 3 and 5 years
CA III	11	2			Between 6 and 10 years
	10	3			Between 5 and 7 years
	9				Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	5	3	6	Between 6 and 10 years
	5	1			Between 5 and 7 years
	4	1			Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

D. Gender representation

Table A5.3. Data on 31/12/Year N-1 (2019) /statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level	3	33	15	38	2	13	20	32
	Assistant level (AST & AST/SC)	6	67	24	62	13	87	43	68
	Total	9	100	39	100	15	100	63	100
Male	Administrator level	1	33	27	79	2	20	30	64
	Assistant level (AST & AST/SC)	2	67	7	21	8	80	17	36
	Total	3	100	34	100	10	100	47	100
Grand Total		12		73		25		110	

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

	N-5 (2015)		N-1 (2019)	
	Number	%	Number	%
Female managers	2	29	2	33
Male managers	5	71	4	67

E. Geographic balance

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

Table A5.5. Table on 31/12/year N-1 (2019) – statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC-AST + CA FGI/CA FGII/CA FGIII		Total	
	Number	% of Total Staff members in AD and FG IV categories	Number	% of Total Staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AT	1	2%	1	2%	2	2%
BE	3	6%	3	5%	6	5%
BG	1	2%			1	1%
CZ	1	2%	1	2%	2	2%
DE	4	8%	5	8%	9	8%
DK			2	3%	2	2%
EL	16	32%	32	53%	48	44%
ES	2	4%	1	2%	3	3%
FI	1	2%	1	2%	2	2%
FR	4	8%	7	12%	11	10%
IT	6	12%	2	3%	8	7%
LV	2	4%			2	2%
NL	1	2%			1	1%
NO	1	2%			1	1%
PL	1	2%			1	1%
PT	1	2%			1	1%
RO	1	2%	2	3%	3	3%
SE			1	2%	1	1%
SI	1	2%			1	1%
SK	1	2%			1	1%
UK	2	4%	2	3%	4	4%
Total	50	100%	60	100%	110	100%

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

Most represented nationality	N-5 (2015)		N-1 (2019)	
	Number	%	Number	%
EL	48	39.3	48	44

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:				
11 contracts with private schools (1 French, 1 German and 9 Greek)				



Environment management

In the context of the inter-agency Performance and Development Network (PDN), a proposal emerged in October 2020 to promote a common approach to the programming and reporting requirements on environment management ⁽³⁶⁾. This takes 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 towards the goal of sustainable development. Sustainability reporting is both a management and an accountability tool. It involves reporting on how the organisation considers [sustainability issues](#) in its operations, and on its environmental, social and economic impacts.

Cedefop monitors and reports its impact on various environmental and social sustainability indicators. Also, as part of its core business, Cedefop maps developments in the area of Skills for green jobs, jointly with the ILO. 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 environmental management system

Since 2008, Cedefop has made a firm commitment to environment management practices. The Agency introduced a comprehensive and structured internal environmental management system (EMS) in 2014 ⁽³⁷⁾.

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

- (a) better regulatory compliance: ensuring that the Agency's environmental legal responsibilities are met and better managed on a day-to-day basis;
- (b) more effective use of resources: managing resources and waste more effectively and at reduced costs;
- (c) improved public image: improving the Agency's credentials as an environmentally aware institution that has made a commitment to 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 ⁽³⁸⁾, 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:

⁽³⁶⁾ 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.

⁽³⁷⁾ RB(2014)00321 of 24 April 2014.

⁽³⁸⁾ Including ISO 14001 or the eco-management and audit scheme, EMAS.



- energy consumptions: electricity and heating oil consumptions;
- water consumption;
- paper consumption;
- waste;
- CO₂ emissions.

Integrated into Cedefop's performance measurement system, PMS indicator 26 (environmental indicator) assesses the Agency's environmental performance using greenhouse gas emissions (ton CO₂)⁽³⁹⁾ and overall waste emissions⁽⁴⁰⁾.

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 Single programming document as well in the Consolidated annual activity report.

Environmental aspects, indicators and targets

Cedefop collects, analyses and reports on environmental indicators on a yearly basis.

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 (m3)	Maintain (or go below) 2016 consumption i.e. 2 790 m ³
Emissions	KPI 5: CO ₂ emissions (ton)	Maintain (or go below) 2016 emissions i.e. 1 152.53 ton

Actions to improve and communicate environmental performance

In the period 2021-23, in addition to enhancing the functionality of its building facilities and within the limits of evolving budgetary constraints, Cedefop will gradually convert to a reliable, sustainable and competitive energy system. The aim is to generate savings through energy efficiency as well as to reduce the environmental footprint of the organisation and minimise its environmental impact. Planned actions to improve and communicate environmental performance over the programming period are presented below.

⁽³⁹⁾ Energy consumptions.

⁽⁴⁰⁾ Recyclable material and household.

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

Environmental aspect	Indicator (unit)	Actions
Energy efficiency	Electricity (kwh)	<ul style="list-style-type: none"> • Reduce the number of meetings with external participants • Increase use of web/virtual meetings and training activities • Reduce the number of missions
	Heating oil (lt)	
Emissions	CO ₂ emissions (ton)	
Water use	Water consumption (m ³)	<ul style="list-style-type: none"> • Promote teleworking
Material efficiency	Paper (reams)	<ul style="list-style-type: none"> • Maintain post-Covid-19 near paperless situation through continued digitisation
	Use of plastic	<ul style="list-style-type: none"> • Pursue actions to reduce the use of plastic
	Office supplies	<ul style="list-style-type: none"> • Pursue the promotion of office supplies reuse and reduction in the consumption of new supplies
Waste Management		<ul style="list-style-type: none"> • Pursue actions to sort waste • Ensure high availability of recycling bins in common areas and removal of personal waste bins

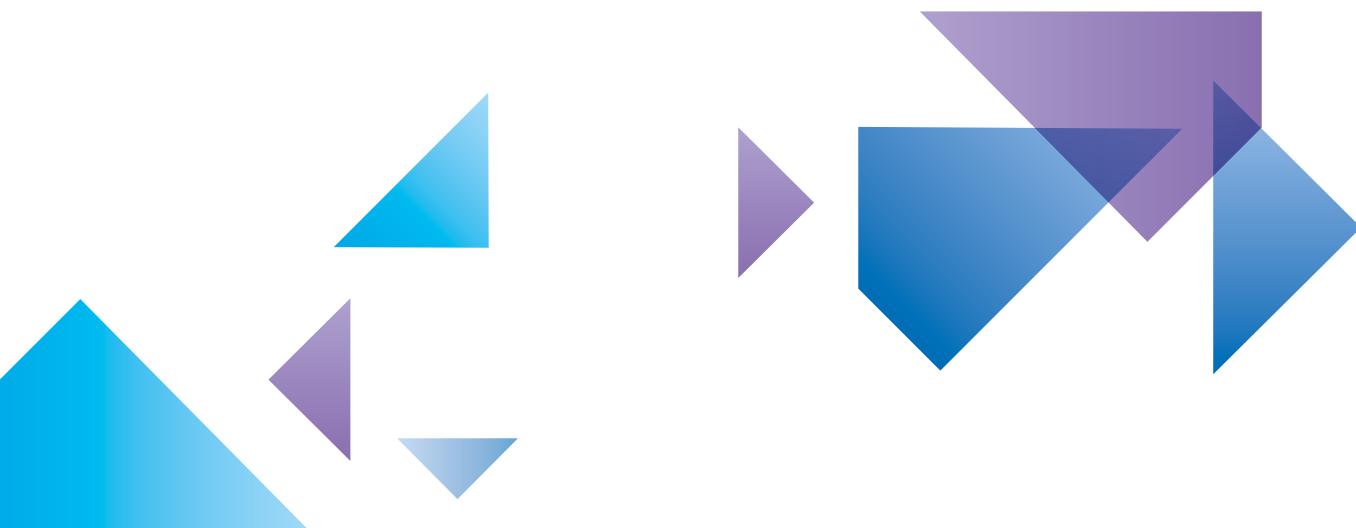
Cedefop reports on the EMS both internally and externally in the Agency's Consolidated annual activity report. Detailed EMS annual reports are systematically produced and published in a dedicated section of the intranet ⁽⁴¹⁾.

⁽⁴¹⁾ Green initiatives/EMS.

ANNEX VII

Building policy

#		1	2
Building Name and type		Cedefop building	Cedefop liaison office
Location		Thessaloniki	Brussels
Surface area (in m ²)	Office space	4 550 m ²	25.6 m ²
	Non-office	2 523 m ²	17.7 m ²
	Total	9 565 m ² (incl. land)	42.72 m ²
Rental contract	Rent (€/year)	n/a	17 325.90
	Duration of the contract	n/a	
	Type	Cedefop owns its building	
	Breakout clause Y/N	n/a	
	Conditions attached to the breakout clause (if applicable)	n/a	
Host country (grant or support)		The building was built and donated by the Greek State	SLA with OIB
Building present value (€)		1 906 698	



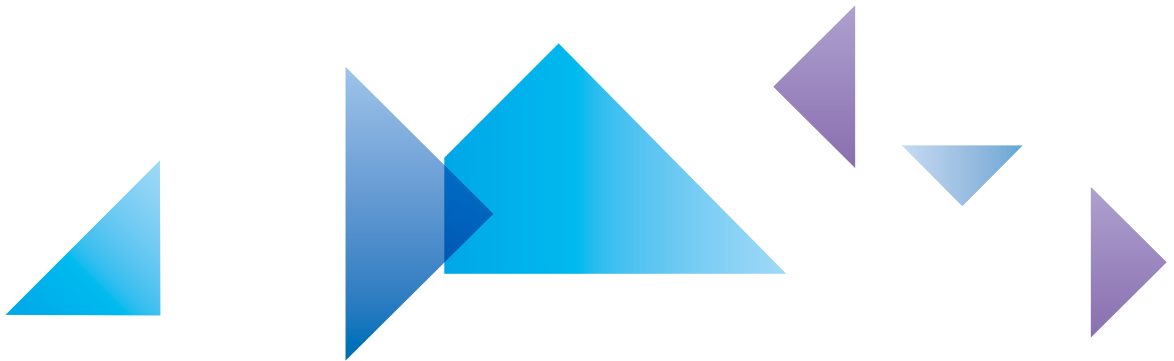
Privileges and immunities

Agency privileges	Privileges granted to staff	
Protocol on the privileges and immunities of the European Union	Protocol on the privileges and immunities of the European Union	Education / day care ⁽⁴²⁾
<p>[...]</p> <p>Art. 1 - The premises and buildings of the Union shall be inviolable. They shall be exempt from search, requisition, confiscation or expropriation. The property and assets of the Union shall not be the subject of any administrative or legal measure of constraint without the authorisation of the Court of Justice.</p> <p>Art. 2 - The archives of the Union shall be inviolable.</p> <p>Art. 3 - The Union, its assets, revenues and other property shall be exempt from all direct taxes. The governments of the Member States shall, wherever possible, take the appropriate measures to remit or refund the amount of indirect taxes or sales taxes included in the price of movable or immovable property, where the Union makes, for its official use, substantial purchases the price of which includes taxes of this kind. These provisions shall not be applied, however, so as to have the effect of distorting competition within the Union. No exemption shall be granted in respect of taxes and dues which amount merely to charges for public utility services.</p>	<p>[...]</p> <p>Art. 11 - In the territory of each Member State and whatever their nationality, officials and other servants of the Union shall:</p> <p>(a) [...] be immune from legal proceedings in respect of acts performed by them in their official capacity, including their words spoken or written. They shall continue to enjoy this immunity after they have ceased to hold office;</p> <p>(b) together with their spouses and dependent members of their families, not be subject to immigration restrictions or to formalities for the registration of aliens;</p> <p>(c) in respect of currency or exchange regulations, be accorded the same facilities as are customarily accorded to officials of international organisations;</p> <p>(d) enjoy the right to import free of duty their furniture and effects at the time of first taking up their post in the country concerned, and the right to re-export free of duty their furniture and effects, on termination of their duties in that country, subject in either case to the conditions considered to be necessary by the government of the country in which this right is exercised;</p> <p>(e) have the right to import free of duty a motor car for their personal use, acquired either in the country of their last residence or in the country of which they are nationals on the terms ruling in the home market in that country, and to re-export it free of duty, subject in either case to the conditions considered to be necessary by the government of the country concerned.</p>	<ul style="list-style-type: none"> • Financial support for pre-school attendance (DIR 2012/219) • 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) • Financing of the International Baccalaureate (Internal decision 2015-02) • Increased financial support for primary and secondary schooling of children of staff members in Thessaloniki (Internal decision 2016-06)

⁽⁴²⁾ 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	Protocol on the privileges and immunities of the European Union	Education / day care ⁽⁴²⁾
<p>Art. 4 - The Union shall be exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use: articles so imported shall not be disposed of, whether or not in return for payment, in the territory of the country into which they have been imported, except under conditions approved by the government of that country.</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>Art. 5 - For their official communications and the transmission of all their documents, the institutions of the Union shall enjoy in the territory of each Member State the treatment accorded by that State to diplomatic missions.</p> <p>Official correspondence and other official communications of the institutions of the Union shall not be subject to censorship. [...]</p>	<p>Art 12 - Officials and other servants [...] shall be exempt from national taxes on salaries, wages and emoluments paid by the Union.</p> <p>Art 13 - [...] officials and other servants of the Union who, solely by reason of the performance of their duties in the service of the Union, establish their residence in the territory of a Member State other than their country of domicile for tax purposes at the time of entering the service of the Union, shall be considered, both in the country of their actual residence and in the country of domicile for tax purposes, as having maintained their domicile in the latter country provided that it is a member of the Union. This provision shall also apply to a spouse, to the extent that the latter is not separately engaged in a gainful occupation, and to children dependent on and in the care of the persons referred to in this Article.</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>	



Agency privileges	Privileges granted to staff
Headquarters Agreement concluded between the Greek State and Cedefop ⁽⁴³⁾	Headquarters Agreement concluded between the Greek State and Cedefop
<p>[...]</p> <p>Art. 2.1 - Direct taxes: Cedefop shall be exempt from all national, regional or municipal dues and taxes which may be charged on the premises of which Cedefop is the owner or occupier. Unless they are charged as a fee for specific services rendered.</p> <p>Art. 2.2 - Taxes on the acquisition of goods and service: The Greek authorities shall exempt Cedefop from taxes on the import and intra-Community acquisition and supply of goods and services and on the provision of services to it. [...]</p>	<p>[...]</p> <p>Art. 4 - Officials and other servants of Cedefop: Tax exemption referred to in Article 12 of the [...] Protocol on the Privileges and Immunities of the European Communities includes exemption from VAT, Special Consumer Tax and Lump-Sum Additional Special Tax (E.P.E.T.). This exemption shall be granted once, and for one vehicle, for each of the officials or other servants of Cedefop. The exemption shall not be granted to officials or other servants who are appointed after 1.9.1995 and who are resident in Greece at the time of taking on their duties at Cedefop. Also, with the exception mentioned at the end of the previous paragraph, VAT exemption shall be granted on the supply of household articles which are acquired within 12 months of the date of taking on duties at Cedefop. [...]</p>

⁽⁴³⁾ The Headquarters Agreement concluded between the Greek State and Cedefop on 22 June 1995 reflects in general terms the basic provisions of the Protocol on the Privileges and Immunities of the European Union. It was complemented subsequently by a number of Ministerial decisions and clarification circulars aiming at addressing specific issues. No further diplomatic privileges have been accorded to Cedefop's staff despite the fact that they have been accorded to other agencies in Greece. In recent years, Cedefop has proposed to the competent Greek authorities a review of the Headquarters Agreement in light of some incongruities in its implementation. Discussions are still under way with the Greek Government.

Evaluations

Evaluation policy

Cedefop's revised Evaluation policy was adopted by the Executive Director on 14 November 2019 ⁽⁴⁴⁾. The decision repeals the 2015 procedure for carrying out ex-post evaluations ⁽⁴⁵⁾ and the 2016 procedure for carrying out ex-post controls on procurement procedures ⁽⁴⁶⁾.

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

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

Evaluation and control activities undertaken by Cedefop include:

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

Ex-ante and ex-post evaluations

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

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

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

The selection of the activities to be evaluated annually is based on a thematic approach, intended to identify relevant activities which 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 better to achieve the required results.

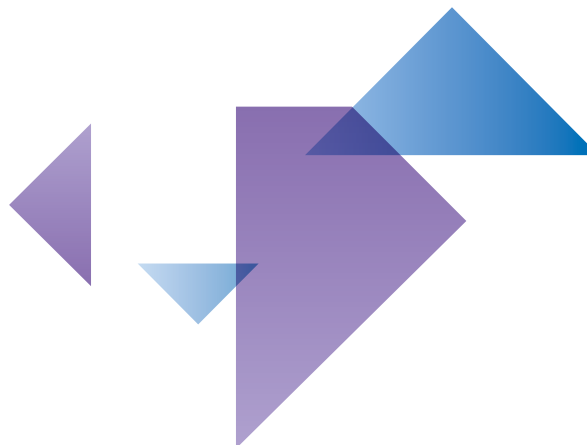
Ex-post controls of payments

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.

⁽⁴⁴⁾ RB(2019)01501 of 14 November 2019 – DIR 12/2019.

⁽⁴⁵⁾ RB(2015)00556 of 11 March 2015.

⁽⁴⁶⁾ RB(2016)01896 of 23 September 2016.



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

Ex-post controls of payments of grants

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

Ex-post controls on procurement procedures

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

Review and validation of local accounting system

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

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

External evaluation

Pursuant to Article 27(2) of the [Agency Regulation](#), external evaluations of Cedefop are conducted on a five-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 from a cross-cutting perspective *vis-à-vis* the other agencies falling under the remit of DG Employment (Eurofound, ETF and EU-OSHA). Cedefop is following up on resulting recommendations. The resulting Commission's 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 to the EU agenda and the uniqueness of their outputs/services. Potential overlaps at the level of the agencies' mandate did not occur in practice. It was also clear that there would be no overlaps with the recently established European Labour Authority (ELA).

Cedefop's action plan as a follow-up to the Commission's SWD was transmitted to DG EMPL on 11 October 2019 ⁽⁴⁷⁾ 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

⁽⁴⁷⁾ RB(2019)01389.



cooperation with the other agencies concerned (see Annex XVI). The progress made in implementing the agreed actions was discussed with the Extended Executive Board at its meeting on 29 and 30 June 2020 and with the Management Board at its meeting on 8 and 9 October 2020. Two actions were implemented, and their closure agreed by DGEMPL on 5 August 2020 ⁽⁴⁸⁾.

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.

Outcomes of evaluations and controls are presented regularly to the Executive Board, Management Board, the European Commission ⁽⁴⁹⁾, in the Consolidated annual activity report and the Annual report.

⁽⁴⁸⁾ EMPL E/SC/ps(2020)4712160.

⁽⁴⁹⁾ In line with Article 11, Paragraph 5, Point (k) of Cedefop's Regulation.

Strategy for 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](#).

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 ⁽⁵⁰⁾, is structured around five components: control environment, risk assessment, control activities, information and communication, monitoring activities. Each component consists of several principles, 17 in total.

The internal control framework is designed to provide reasonable assurance regarding the achievement of the five objectives set in Article 30 of Cedefop's Financial Regulation:

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

The indicators of the revised internal control framework are monitored regularly and reported by the ICC in the Consolidated annual activity report (CAAR).

Effectiveness, efficiency and economy of operations

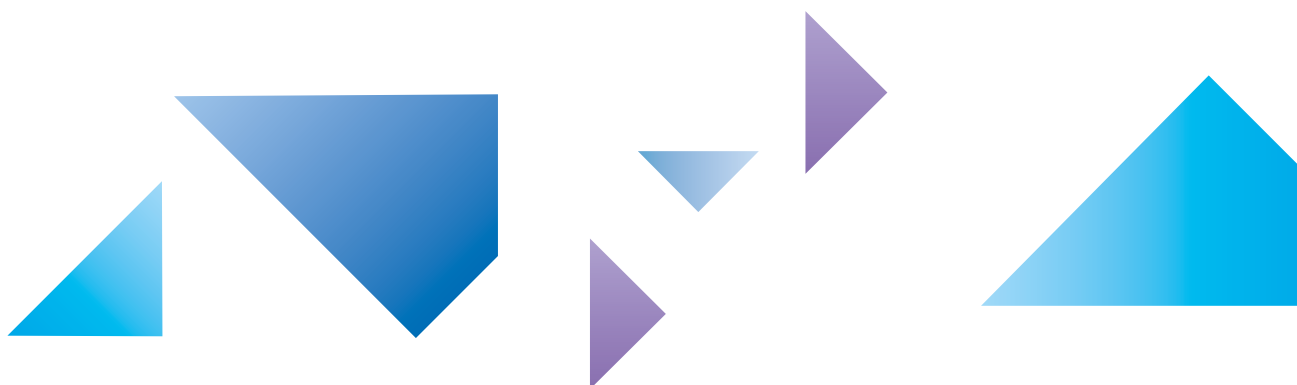
To measure performance, Cedefop developed in 2009 a performance measurement system (PMS) that helps evaluate and manage its impact, efficiency, effectiveness and relevance. The PMS system uses three types of results – output, outcome and impact – to measure performance in relation to its multiannual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

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

⁽⁵⁰⁾ RB(2019)00008.



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. In addition, these meetings aid strategic considerations and opinion exchange on policy issues, planning, and other operational and organisational issues.

- (c) A budgetary review is conducted in September to discuss in detail progress on the implementation of the budget and the work programme and to agree on corrective actions as necessary. The Finance Service coordinates with 'budget correspondents' assigned to each Department the regular monitoring of the budget throughout the year.
- (d) The Annual report and the Consolidated annual activity report (CAAR) are discussed with the Executive Board and the Management Board, as well as 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, such as 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 ⁽⁵¹⁾ and guidelines for reporting on potential conflicts of interest in selection and recruitment processes were updated in 2019 ⁽⁵²⁾. On 2 October 2019, the Management Board adopted new rules on

⁽⁵¹⁾ Adopted by the Management Board on 28 January 2019 – RB(2019)00110.

⁽⁵²⁾ RB(2019)00472.



the prevention and management of conflicts of interests for Management Board members, independent experts, seconded national experts and other staff not employed by Cedefop ⁽⁵³⁾.

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

Risks management

Risk assessment and management is 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 ⁽⁵⁴⁾.

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

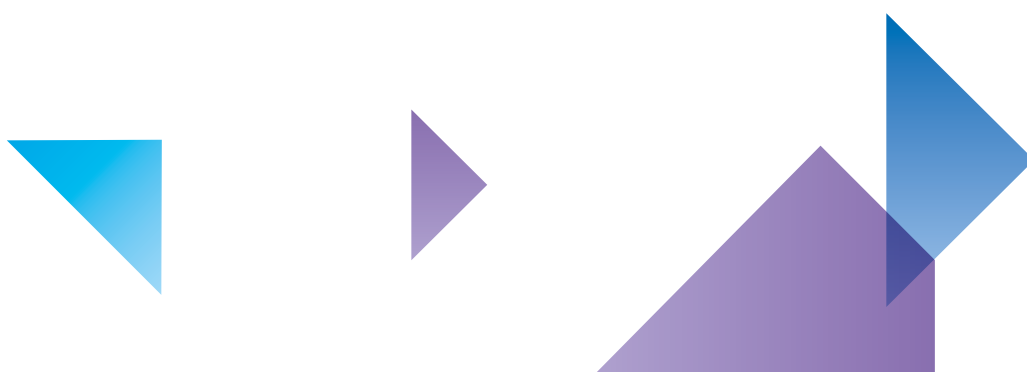
The identification of risks ⁽⁵⁵⁾ is performed at the level of the projects, ABB activities and at strategic and organisational level. Identified risks are assessed based on their potential impact on the organisation (scale 1 to 5) and likelihood that risks will materialise (scale 1 to 5). Multiplication 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 moderate to critical risks, as identified and assessed by Cedefop's management, appear in the Single programming document and are being reported in the risks register under the supervision of the Internal Control Coordinator.

⁽⁵³⁾ RB(2019)01326.

⁽⁵⁴⁾ RB(2019)01339.

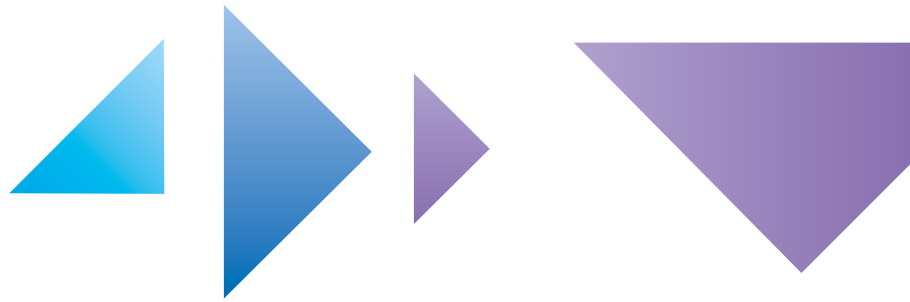
⁽⁵⁵⁾ A risk is defined as 'Any event or issue that could occur and adversely impact the achievement of the Commission's political, strategic and operational objective. Lost opportunities are also considered as risks' (Implementation guide, p. 5).



Risk management plan 2021 (RMP)

1) Lack of internal legal expertise (generic risk)

Issue	Absence of internal legal function
Responsible in Cedefop	Management
Risk	<p>The current legal function is fully externalised as of 16 November 2017. The lack of specialised in-house legal expertise bears the following risks:</p> <ul style="list-style-type: none"> • prevents Cedefop from performing effective quality control of the legal advice procured and received from external sources; • prevents Cedefop's key users from having access to informal legal advice and resolving legal issues quickly; • considerably increases workload in-house as several staff members with no legal background must devote an increased percentage of their time on shaping requests for legal advice as well as discussing, analysing and implementing legal advice received from external sources; • reduces accountability as external lawyers are not accountable to Cedefop's AIPN in cases such as serious mistakes; • due to the considerably increased cost of the legal function (direct and staff costs) which have materialised in 2018 and 2019, full externalisation bears on the risk to the principle of sound financial management, namely the principle of efficiency as well as a negative impact on the feasibility of other core business tasks. <p>High systemic risk associated with the new arrangement of the legal function risks affecting several areas of Cedefop work and especially those activities (e.g. prevention of unethical behaviour, litigation risks, and more generally quality assurance and guidance to key users of legal advice) for which risks cannot be effectively mitigated through the use of external sources for legal advice.</p>
Planned actions	<p>Cedefop operates within a complex set of EU rules, regulations, policies as well as internal control and ethics frameworks. This regulatory framework guides and supports staff. Related policies, procedures and guidelines are available to all staff. Mandatory awareness-raising sessions are organised for all staff. The absence of an in-house legal service leads to increased challenges in interpreting and implementing the regulatory framework correctly. To address the risks identified by management and also flagged by the European Court of Auditors and the Discharge authority on the financial year 2018 – '<i>... notes with concern that, given the high number of legal cases with which the Centre is involved, the full outsourcing of legal services creates a risk to the consistent treatment of cases and to the principle of efficiency; calls on the Centre to report to the discharge authority of any developments in that regard;</i>' – Cedefop is reassessing the way its legal function is organised and will monitor the situation thoroughly before the Executive Director takes a final decision in 2021 about re-establishing an internal legal service or not.</p>



2) Use of Microsoft cloud solutions (generic risk)

Issue	Use of Microsoft cloud solutions
Responsible in Cedefop	Department for resources and support
Risk	<p>Because of the annulment of the Privacy shield agreement of the EU with the US and because all contractual agreements with US-based companies (including Microsoft) are on hold in relation to the treatment of personal data, the use of cloud-based solutions is not recommended and can only take place after a data protection impact assessment.</p> <p>In consequence, there is a risk that Cedefop's ICT strategy, which sets the use of cloud solutions as guiding principle, cannot be implemented or that the implementation is delayed, or its costs inflated with negative consequence for efficiency and productivity for Cedefop.</p>
Planned actions	<p>Two options are available:</p> <p>(a) wait for DIGIT to renegotiate the agreement with Microsoft to comply with requirements of the EDPS;</p> <p>(b) if (a) takes too long, carry out an own data protection impact assessment and proceed accordingly.</p> <p>Discussions within the DG EMPL cluster agencies indicate that option b) is highly time-consuming. The situation will be reviewed regularly with the 'cluster agencies'.</p>

Procurement plan year 2021

Article 72 of Cedefop's financial rules (FR) 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 programming document shall be equivalent to a financing decision for the activities it covers. The global budgetary envelope reserved for procurements and grants funding operational activities, under Title 3 of the annual budget 2021 is EUR 6 788 000.

Main procurement initiative	Value	Indicative timeframe for launching the procurement	Type of procedure and contract
OPERATIONAL DEPARTMENTS			
Empowering teachers and trainers to tackle early leaving from VET and supporting NEETs	130 000	Q2	Open / Direct service contract
Individual learning accounts: unleashing the full potential	170 000	Q2	Open / Direct service contract
Making progression in learning a reality: building on the lessons from European transparency tools	600 000	Q2	Open / Framework contract
Development and implementation of Cedefop learning potential survey	1 800 000	Q2	Open / Framework contract
COMMUNICATION (DCM)			
Web portal services	888 000	Q1	Open / Framework contract
Layout: prepress services for Cedefop publications	250 000	Q1	Open / Framework contract
Provision of professional conference organiser services	700 000	Q2	Open / Framework contract
Printing of Cedefop calendar	20 000	Q3	Negotiated / Framework contract
RESOURCES AND SUPPORT (DRS) – OPERATIONAL NEEDS			
Interactive web and mobile applications (IWAMA – II)	150 000	Q1	Open / Framework contract
Travel agency services	1 100 000	Q4	Open / Framework contract

Grants	Value	Indicative timeframe for launching the procurement	Type
Specific grant agreement (SGA) ReferNet 2022	980 000	Q4	Call for proposals per country for the 2022 action (under the relevant FPA).

While substantial changes to the work programme and procurement activities therein should be adopted by the same procedure as the initial work programme ⁽⁵⁶⁾, non-substantial changes may be adopted by the authorising officer of the Agency in accordance with Article 32(3) of Cedefop Financial Regulation and in accordance with the principles of sound financial management and proportionality within the limits specified in a ‘flexibility clause’ which is included in the financing decision.

Flexibility clause

Cumulated changes to the global budgetary envelope of the financing decision not exceeding 20% of the total amount of the financing decision shall not be considered substantial within the meaning of Article 32(3) of Cedefop 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 what 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 2021, following the adoption of that budget by the budgetary authority or as provided for in the system of provisional twelfths.



⁽⁵⁶⁾ Article 32(4) of Cedefop's Financial Regulation.

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 2021, pursuant to Article 7 of the Framework Financial Regulation. Therefore, this annex is not applicable for the financial year 2021.



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 the Agency has consistently developed over recent years to widen its global view and enhance its capacity to address EU challenges.

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

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

Working together with international organisations has offered Cedefop opportunities for improving efficiency through economies of scale and/or scope in carrying out both research projects and external public initiatives while avoiding duplication of work ⁽⁵⁷⁾.

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

In the period 2021-23 Cedefop will continue to enhance its cooperation with relevant international organisations with a view to:

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

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

In consultation with the ETF, Cedefop will continue 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.

⁽⁵⁷⁾ This is to be read in connection with Article 2.2 of Cedefop's Regulation (EU) 2019/128 of 16 January 2019 providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council'.

Cedefop performance indicators

Organisational Impact

Evaluative approach: external evaluation, analysis of a set of outcome indicators, user feedback surveys

Outcome indicators

Mandates and assignments given to Cedefop in policy documents

Cedefop's contribution to the preparation of policy documents

- Contribution to EU Policy documents
- 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

- EU institutions
- 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

- take-up of Cedefop's work in press clippings
- 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 ⁽⁵⁸⁾

Timely submission of the work programme

Rate of implementation of commitment appropriations (budget execution)

Rate of outturn (payment appropriations)

Rate of payments completed within the legal/contractual deadlines

Rate of accepted audit recommendations implemented within agreed deadlines

Percentage of establishment plan filled

Output indicators

Number of Cedefop publications

Number of meetings/events organised by Cedefop

Number of policy learning activities organised by Cedefop

Number of Cedefop's press releases

Number and types of visitors at Cedefop events

Environmental indicator

⁽⁵⁸⁾ The term 'key stakeholders' refers to the members of Cedefop's Management Board representing the three groups i.e. employees, employers, governments as well as the Commission.

Web services

Web service:	Mobility scoreboard
Main objectives	<p>The mobility scoreboard is intended to:</p> <ul style="list-style-type: none"> • assist policy-makers in designing policies for the international mobility of IVET learners; • support mobility practitioners and organisers (VET institutions, mobility agencies, companies involved in mobility, guidance institutions, staff involved in organising mobility activities) in improving practices; • inform IVET learners' organisations, experts, researchers, and the wider public on mobility-related issues.
Planned outcomes	<p>The mobility scoreboard is expected to:</p> <ul style="list-style-type: none"> • further inform policy-making in the area of IVET learners' mobility; • make policy-monitoring in this area easier; • make mobility-related information of practitioners, learners, experts, researchers and the wider public more complete.
Annual plans and priorities for future development	<ul style="list-style-type: none"> • Biennial update of database content • Production of country-specific policy briefs • Development of cross-country thematic policy briefs • Policy learning events • Work on increased visibility and use by stakeholders
Indicators	<ul style="list-style-type: none"> • Commission's regular feedback on and support to the scoreboard • Feedback from other scoreboard users and website visitors • Web traffic metrics specific to the mobility scoreboard section, namely: page views, visits, unique visitors, returning visitors
Resource allocation 2021	<p>0.4 FTEs EUR 2 000</p>

Web service:	EQF
Principal objectives	<ul style="list-style-type: none"> • Support the European Commission (DG EMPL), Member States and social partners in the implementation of the revised EQF recommendation (2017), NQFs and learning outcomes, strengthening transparency and facilitating recognition of qualifications and coordinated use of European and national initiatives and instruments to support lifelong and life-wide progression in learning and career • Maintenance and improvement of the EQF, NQF and learning outcomes websites.
Planned outcomes	<ul style="list-style-type: none"> • Provide support to four meetings of the EQF AG • Analytical documents, syntheses, guidance and information material for the EQF AG • Develop EQF guidance material in cooperation with the Commission • Provide technical comments to (revised) referencing reports • Provide technical support to EQF working groups (international qualifications, comparing third countries' national and regional qualifications frameworks, horizontal comparison of qualifications) • Provide support to planned peer learning activities on EQF/NQF implementation (jointly with the European Commission) • Initiate a new study that will contribute to EQF evaluation 2022 • Update the NQF fiches – included in the European NQF inventory – with focus on NQF contribution to transparency, quality and recognition of qualifications • Establish an interactive NQF online tool • Regularly update and improve the EQF and NQF website
Plans and priorities for future development	<p>Support EQF work programme (2022) in the following key areas:</p> <ul style="list-style-type: none"> • Referencing reports and related tasks • EQF levels and guidance for communicating • Updating the referencing report • Qualifications and learning outcomes • Levelling and comparison of levelled qualifications • International qualifications • Third countries' national and regional qualifications frameworks.
Indicators	<ul style="list-style-type: none"> • Number of countries that have referenced to the EQF • Number of countries that have updated the referencing report • Number of countries that have included EQF/NQF levels in the qualifications documents and in the qualifications databases.
Resource allocation 2021	<p>3.65 FTEs EUR 310 000</p>

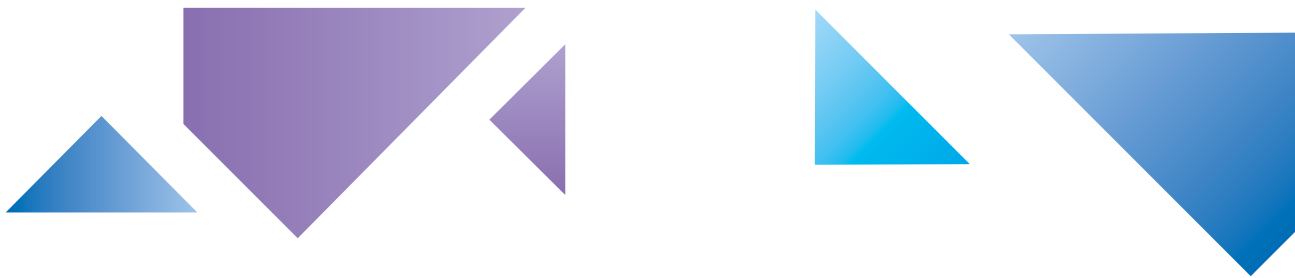
Action plan as a follow-up to the Commission's Staff working document on the agencies' external evaluation

a. Cedefop-specific recommendations ⁽⁵⁹⁾

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

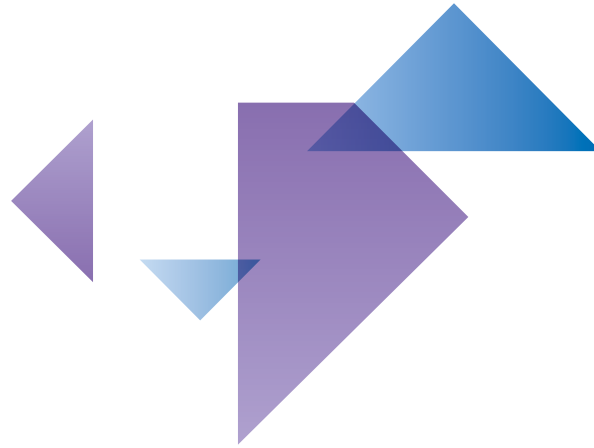
Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation October 2019	Progress mid-September 2020
The Agency could continue looking for ways to reallocate even more resources from administration to its core operations.	Revisit HR situation to see whether additional staff can be deployed to operational areas	Management supported by the HR unit	DI 3 Target date for DI 4 (in-depth review of HR situation): 30 June 2020	Current DI: 3 Cedefop has shaped an HR strategy, including strategic workforce planning. However, the Covid-19 crisis, which has put a lot of additional stress on administrative services to ensure business continuity and deliver fully online services, and the uncertainty related to the new MFF, render it premature to proceed to redeployment towards operational department in the current context. The recent job-screening exercise shows an increase in the resource dedicated to operational activities (+1.39% in 2019 in comparison to 2018). Revised target date for DI 4 (in-depth review of HR situation): 30 September 2020
	Identify transfer opportunities from administrative to operational budget lines 2020 target: EUR 20 000 (budget and/or FTEs)	Management, supported by the Finance unit	DI 2 Target date for DI 4 (transfer takes place): 30 April 2020	Current DI: 3 The regular budget review has identified opportunities for transfer towards T3, which will be implemented in the second half of the year. Revised target date for DI 4 (transfer takes place): 30 September 2020

⁽⁵⁹⁾ SWD(2019)159 Section 6.2.2.



Cedefop-specific recommendations	Actions to be continued	Who	Degree of implementation October 2019	Progress mid-September 2020
The Agency could continue looking for ways to reallocate even more resources from administration to its core operations.	Further streamline administrative workflows and procedures using more electronic tools (NB: investments in automation may lead to temporary cost increases)	Management, supported by the IT service	DI 2 Target date for DI 3 (ICT strategy shaped): 30 September 2020	Current DI: 2 The Covid-19 crisis has accelerated change in this direction. Cedefop is proceeding with the acquisition of e-signature and preparations are made to deploy fully digitised finance and procurement workflows by end of September 2020. Progress is also being made on other administrative workflows in parallel, in particular in HR. Further, a list of process simplification and process abolition suggestions has been generated in the follow up of the Staff Engagement Survey. Revised target date for DI 3 (ICT strategy shaped): 31 December 2020
	Collaborate with other agencies to achieve further efficiency gains through shared services (e.g. using the agencies' catalogue of shared services) and joint procurement procedures, e.g. for ICT helpdesk services with ENISA in 2018. Some of the ongoing actions have already reached DI 5 (e.g. joint company survey with Eurofound)	Management and services concerned	DI 2 Target date for DI 4: 30 September 2021	Current DI: 3 A service-level agreement was signed with ENISA on 4 May 2020. Resource-sharing opportunities are being explored. Cedefop is a member of the EUAN task force on the next generation of shared services and capabilities. Cedefop is also an active member of the EUAN working group on Covid-19 crisis management strategies, which meets once a week. Target date for DI 4: 30 September 2021 – unchanged

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



Cedefop-specific recommendations	Actions implemented and to be continued	Who	Degree of implementation ⁽⁶⁰⁾ October 2019	Progress mid-September 2020
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.	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	Performance measurement team	DI 4 Target date for DI 5: 30 June 2020	Current DI: 5 Presentation of disaggregated data: since 2018 in annual/CAAR reports. Continued as regular task: see 2019 progress/annual/CAAR reports Recommendation closed as per DG EMPL letter ref. EMPL E/SC/ps(2020)4712160 of 4.8.2020
	Indicator on contributions to policy-relevant meetings of senior stakeholders: present indicator in disaggregated manner	Performance measurement team	DI: 4 Target date for DI 5: 30 June 2020	Current DI: 5 Presentation of disaggregated data: since 2019 progress report. Continued as regular task: see 2019 annual/CAAR reports Recommendation closed as per DG EMPL letter ref. EMPL E/SC/ps(2020)4712160 of 4.8.2020

b. Overall recommendation advising the four agencies to align their performance measuring systems further ⁽⁶¹⁾

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

⁽⁶⁰⁾ 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'.

⁽⁶¹⁾ SWD(2019)159 Section 6.2.1.

Overall recommendations Agency-level innovation (efficiency)	Actions that have been initiated	Who	Degree of implementation	Progress mid-September 2020
<p>Recommendation 5: [...] Therefore the agencies could work to further align their performance indicator methodologies. They are advised to consider developing a more systematic approach to measuring use of their outputs at national level, while taking account of individual agencies' mandates and the cost-effectiveness of the additional investments this requires.</p>	<p>Cedefop, Eurofound, EU-OSHA and the ETF have agreed to:</p> <ol style="list-style-type: none"> 1. 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). 2. Consult with other PDN members, e.g. EUIPO, ECA, regarding the indicators on uptake in and contributions to policy documents (Cedefop indicators 1 & 3), including national level ones. 	<p>Performance measurement team in cooperation with ETF, Eurofound, EU-OSHA;</p>	<p>DI 2 Target date for DI 4 (indicators aligned): 31 December 2020</p>	<p>Current DI: 2</p> <p>ad 1: initial discussion in October 2019 in the context of the agencies' PDN meeting; ongoing communication with sister agencies: exchange of practices specifically with Eurofound, as both agencies are reviewing their performance indicators, including Cedefop's approach on the KPIs for the director.</p> <p>ad 2: initial discussion in October 2019; by April 2020 mutual understanding with Eurofound about definition and methodologies used; consultation with other PDN members in the context of the meeting on 1 October 2020</p> <p>ad 1 and 2: small task force of the 4 DG EMPL agencies set up in September 2020 to reflect on aligning performance indicator methodologies further and look for more efficient ways of measuring the use of outputs</p> <p>Target date for DI 4 (indicators aligned): 31 December 2020 – postponed to 31 December 2021 due to different priorities and agendas of the agencies and the complexity of aligning the different approaches</p>
	<p>Drawing on other agencies' experience, Cedefop has designed a survey to understand how its outputs and services are perceived and used, i.e.: publications, online interactive tools, databases, peer learning activities and networking capacity.</p>	<p>Performance measurement team</p>	<p>DI 3 Target date for DI 5 (survey results analysed): 31 December 2019</p>	<p>Current DI: 5 Survey findings analysed, reported to management and summary included in 2019 annual/CAAR reports. To be continued every two years</p>

Cooperation between Cedefop and the ETF

Framework of cooperation 2021-23



FRAMEWORK AGREEMENT FOR COOPERATION BETWEEN THE EUROPEAN CENTRE FOR THE DEVELOPMENT OF VOCATIONAL TRAINING (CEDEFOP)

AND THE

EUROPEAN TRAINING FOUNDATION (ETF)

PERIOD: 2021-2023

1. Background

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

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

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

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

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

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

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

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

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

cooperation between EU member states and ETF partner countries in the area of VET, skills and qualifications in line with intergovernmental processes like the Copenhagen process, the New Skills Agenda, the Council recommendation on VET and the 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 DGVET 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.

Cesare Onestini
Director ETF

Jürgen Siebel
Director Cedefop

Cooperation plan 2021

Qualifications development	<p>Shared products (publications)</p> <ul style="list-style-type: none"> • Joint design, development and drafting of forthcoming edition of the European inventory on validation; (DG EMPL coordinates) • Joint design, development and production (also with UNESCO) of the fifth edition of the global NQF inventory <p>Joint advice to European Commission</p> <p>In the EQF, exchange of data and intelligence on qualifications systems and frameworks in the Advisory Group's subgroup on EQF to NQF comparison for third countries</p> <p>Information sharing, expertise exchange, peer learning</p> <p>In particular, contribute to Skills agenda implementation in micro-credentials, individual learning accounts, interoperable databases of qualifications, common European VET profiles, upskilling pathways and international qualifications, use of ESCO and Europass in third countries</p>
Skills matching and anticipation/identification	<p>Thematic cooperation</p> <ul style="list-style-type: none"> • Platform economy/platform work: knowledge sharing, joint work on terminologies and approximate research methodologies on skills development dimension within the platform work; ETF to share draft research in EaP countries for consultation; Cedefop to participate in online seminar on the topic early 2021 and use the experience of Cedefop's <i>CrowdLearn</i> for further research in the partner countries • Explore joint cooperation with other stakeholders (e.g. EC, JRC, Eurofound) • Explore if the ETF can implement Cedefop EU skills and jobs survey in SEET countries: discussion on methodological issues (adaptation, possible tailoring, type of survey methods) <p>Network building</p> <ul style="list-style-type: none"> • Cedefop membership in the Skills Lab High Level Advisory Group (ETF's newly established international group on new skills needs and skills anticipation) • Network of experts in the Skills Lab's work strands e.g. platform work <p>Communication and dissemination</p> <ul style="list-style-type: none"> • Cedefop inputs to ETF corporate conference (May 2021); ETF inputs to Cedefop skills identification conference in Q2 2021
Innovative teaching and learning	<p>Network-building:</p> <ul style="list-style-type: none"> • Cedefop membership of ETF's new expert group to steer its Creating new learning project <p>Joint development of common tools</p> <ul style="list-style-type: none"> • Sharing research tools and experiences in their use, and pooling of data, in respective projects in curriculum innovation (notably key competences), teaching and teachers and learning
Centres of vocational excellence	<ul style="list-style-type: none"> • Exchange of knowledge and expertise • Participation of Cedefop in webinars organised by ENE or partners
Copenhagen/Osnabrück process follow up – reporting	<ul style="list-style-type: none"> • Development of joint monitoring framework for deliverables under Osnabrück declaration • Monitoring the agreed priorities under VET recommendation • Joint participation and presentation of findings

Cooperation between Cedefop and Eurofound

Memorandum of understanding



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

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

It responds to article 2.5 (Cedefop) and article 2.4 (Eurofound) of their respective founding regulation¹.

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

¹ Regulation 2019/128, 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 meeting².
 - b. Experts and staff of both agencies will participate in the activities of expert and working groups, conferences and other meetings of the agencies where relevant.
 - c. Experts and staff will participate, where relevant, in the development of survey questionnaires and in various networks. Ad-hoc meetings or invitations may be extended to each other on specific subjects.
12. Both parties will nominate contact persons for the specified areas of similar interest.
13. This memorandum of understanding in no way affects the founding regulations establishing the two organisations.

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

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

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

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

Action plan 2021



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 2021

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 2021.

Actions	Activities
Cooperation	<ul style="list-style-type: none"> • European Company Survey (ECS) <ul style="list-style-type: none"> a. Designated staff working group to draft a paper on skills based on the survey b. Designated staff working group to draft a research paper reporting the findings of analysis of the ECS 2020 Covid-19 follow up. c. Designated staff working group to review contributions and prepare the edited volume in the Research in Labour Economics series d. Execution of a joint communication plan and strategy e. Designated staff to finalise working paper on innovation and workplace practices and the relevant policy brief f. Setting up designated staff working group to reflect on viability of continuing cooperation on the ECS. Issues to be addressed: resources, constraints, methods, cost-sharing and business models.

Actions	Activities
Participation in activities and exchange of information	<ul style="list-style-type: none"> a. Platform work: Regular exchange of information and joint participation in dedicated events. Organisation of webinar on platform work policy challenges for key decision makers, jointly with EU-OSHA. b. COVID19 work: regular exchange of information on COVID19 related work and both Agencies' related dissemination activities, with a view to promoting complementary activities c. Work on green transitions and distributional effects of the transition to a carbon-neutral economy: regular exchange of information d. Work on youth: regular exchange of information related to Cedefop's work on young people's employability and Eurofound's analysis of NEETs
Administration, shared services, internal control and risk assessment	<ul style="list-style-type: none"> a. Cooperation aimed at tapping the potential of shared resources in strengthening and streamlining administrative processes b. Designated staff to compare the Agencies' performance indicator methodologies and align them where possible c. Exchange and build on good practices in internal control and risk assessment
Development of Programming Document	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.
Organisation of the annual consultation	Organisation of an annual meeting to discuss and assess progress on the above and other relevant issues.

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

Jürgen Siebel
Executive Director

Maria Jepsen
Acting Executive Director

Date: 4/12/2020

Date: 3/12/2020

Place: Thessaloniki

Place: Dublin



2021-23 programming document

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

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