



CEDEFOP

European Centre for the Development  
of Vocational Training

EN



2024-26

**SINGLE PROGRAMMING  
DOCUMENT**





# SINGLE PROGRAMMING DOCUMENT 2024-26

Please cite this publication as:  
Cedefop (2024). *Single Programming Document 2024-26*.  
Luxembourg: Publications Office. Cedefop information series.  
<http://data.europa.eu/10.2801/33352>

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

Luxembourg: Publications Office of the European Union, 2024



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[PDF](#)

ISBN 978-92-896-3718-3

ISSN 2529-4253

doi:10.2801/33352

TI-AR-24-001-EN-N

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 This decision was repealed in 2019 by Regulation (EU) 2019/128 establishing Cedefop as a Union Agency with a renewed mandate.

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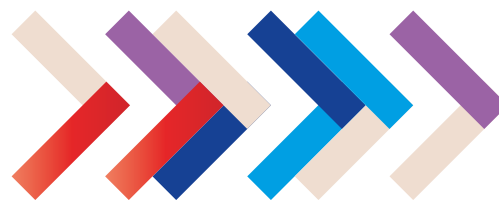
Jürgen Siebel, *Executive Director*  
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# Foreword



Cedefop highly appreciated the announcement of President of the European Commission Ursula von der Leyen making 2023 the European Year of Skills in her State of the Union address on 14 September 2022 <sup>(1)</sup>. As the EU Agency for VET, skills and qualifications, we remain committed to the success of the European Year of Skills and continue to support its actions as the initiative moves into 2024.

We believe the European Year of Skills is an opportunity to champion people and their skills as the critical link between EU and national policy aims and targets, and making real and tangible progress towards them. Even before the pandemic, our research on the twin transitions and the future of work and VET suggested that only a much stronger focus on skills, or – as it later became known – a skills revolution, can help the European Union and its Member States achieve the goals set for 2030 and beyond. The new vision for VET we developed in 2020 was forward looking because it places people at the core of the transition and transformation.

The EU policy framework in place for VET, sustainability, fairness and inclusion, digitalisation, digital skills and skills formation more generally – which Cedefop helped shape – is a real asset in the dynamic times we live in. It uncovers challenges, charts ways forward, sets ambitious targets and links to unprecedented funding opportunities. As we come closer to the middle of the decade, Cedefop reinforces its role as the European Agency that contributes actionable evidence on the skills, jobs and social dimensions of the twin and demographic transitions. We will leverage fresh evidence to understand how we can better structure CVET,

the support structures around it, and the skills ecosystems it is part of. We will reach out to and interact with our stakeholders and partners to share good practices and to mainstream VET, employment, training and skills-matching measures that work.

The skills-matching challenge we face is enormous, and at the same time highly complex. Skills shortages in critical fields such as IT, health care and the green economy are persisting and may put a break on progress. We need young people and adult workers to see the potential of working in companies and services driving the green transition, and of jobs that spearhead the digital one. Investment in digital skills is not only about mitigating fundamental digital skill gaps among adult workers in non-digital jobs at risk of being automated. It is equally relevant to workers highly exposed to technological innovation in digital jobs and to workers for whom digital upskilling could result in more interesting, rewarding and innovative jobs.

VET and apprenticeships prepare young people and adults for what lies ahead. Continuing the process set in motion by EU priorities for VET reform, making it a driver of change towards a more digital, greener and more resilient future, is vital. But it is not enough. Cedefop evidence clearly shows there is another side to improving the outlook for many people. For the young, the paradox is that while many of them have a digital advantage, the less secure and lower quality jobs they are often in put them at a disadvantage.

A substantial share of mismatch is not about lacking skills, but about jobs that do not tap people's potential. Cedefop evidence clearly points towards the need to upgrade jobs for young people trapped in jobs not using their potential and for many others in low quality jobs. The implementation of VET and skills policy

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





should target skills supply, skills demand, and their interlinkages, to unleash the full power of an inclusive skills revolution. Championing and investing in jobs that are skills- and learning-intensive is a progress driver. Making good use of the skills of young people and adults motivates them to be the best they can be, widens career opportunities, counters growing dissatisfaction with how work and life turns out for many, and has a demonstrated bottom-line impact.

Cedefop's activities in 2024 are centred around understanding, reinforcing, advancing and championing the critical roles VET and skills play in just digital and green transitions, and in accompanying other economic and social transformations. The careful adjustments made to its work portfolio demonstrate the increased focus of Cedefop activities and progressive emphasis on cross-cutting themes and challenges. They also show how the Agency, alongside shaping and informing the EU policy agenda, also increasingly leverages its evidence and intelligence to engage with authorities and social partners.

We use our HR and ICT strategies to tap the potential of digital tools and outreach opportunities. Subject to extra funding being made available, we will take further decisive steps in 2024 to implement our climate neutrality strategy by 2030, and refurbish our conference centre to meet the needs of post-pandemic event delivery.

To achieve further administrative gains and new gains in core business efficiency, and to maximise synergies, we will continue to make use of shared services and intensify collaboration with other EU agencies, institutions and international organisations. While cooperation with partner agencies ETF, ELA and Eurofound

focuses on areas where joining forces pays off, in the broader EU-ANSA context it more holistically focuses on knowledge sharing and stimulating learning across (policy) domains.

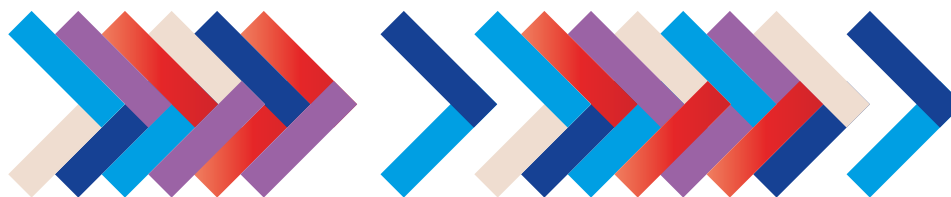
Providing expertise that is relevant for policy and practice, fit-for-use webtools and attractive and effective services also means listening to users' needs and tapping their expertise. We will continue to engage with our tripartite Management Board at critical junctures of our research and policy analyses, collaborate closely with our expertise networks and reach out to experts and other stakeholders. It is in this collaborative spirit that we are looking forward to supporting the Year of Skills actions to be taken forward in 2024. We will work closely with the Belgian and Hungarian Presidencies and ensure that our contribution to evidence-informed policy for VET, skills and qualifications remains forward-looking and innovative following the 2024 European Parliament Elections.

**Jürgen Siebel**  
*Executive Director*

# Acronyms

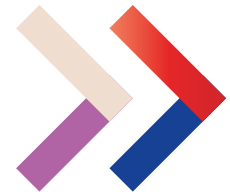


<b>ACVT</b>	Advisory Committee for Vocational Training
<b>AD</b>	administrator
<b>AST</b>	assistant
<b>CA</b>	contract agent
<b>CAAR</b>	consolidated annual activity report
<b>CareersNet</b>	Cedefop expert network on lifelong guidance
<b>CPD</b>	continuous professional development
<b>CVET</b>	continuing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



<b>NIPs</b>	national implementation plans
<b>NQF</b>	national qualifications framework
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PIAAC</b>	Programme for the International Assessment of Adult Competencies
<b>PMM</b>	performance monitoring meeting
<b>PMS</b>	performance measurement system
<b>ReferNet</b>	Cedefop European network of expertise on VET
<b>Skills OVATE</b>	Skills online vacancy analysis tool for Europe
<b>SME</b>	small and medium-sized enterprise
<b>SPD</b>	Single Programming Document
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UP</b>	upskilling pathways
<b>VET</b>	vocational education and training

# Vision, mission, and values



## **Cedefop's tasks**

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

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

Source: [Regulation \(EU\) 2019/128](#), Article 2.

# Cedefop's vision statement



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

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

- (2) Cedefop's vision statement is fully aligned to and supports the [EU policy framework](#), particularly the [VET Recommendation](#) 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, principles one and four of the [European pillar of social rights](#) and the [related action plan](#). It also supports the [EU's endeavours in developing and retaining skills and talents](#) and the Commission's [Fit for 55 package](#) and [Green Deal Industrial Plan for the Net-Zero Age](#) which consider education, training and skills as central to ensuring citizens and enterprises manage the green transition successfully.
- (3) The EU ambition for VET set out in the Council Recommendation foresees implementing a Union vocational education and training policy which respects Member

States' practices and the diversity of systems and:

- (a) equips young people and adults with the knowledge, skills and competences to thrive in the evolving labour market and society, to manage the recovery and the just transitions to the green and digital economy, in times of demographic change and throughout all economic cycles;
- (b) ensures inclusiveness and equal opportunities and contributes to achieving resilience, social fairness and prosperity for all;
- (c) promotes European VET systems in an international context, so that they are recognised as a worldwide reference for vocational learners.
- (4) Cedefop's vision is based on the broad concept and perception of VET the Agency has helped to shape: VET that is proactive, excellent and inclusive; serves young people and adults; provides qualifications at nearly all levels and enables progression to higher and further education and the labour market; offers systematically 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 VET through effective policy making. Grounded in its [2019 recast Founding Regulation](#) 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 - the so-called [Copenhagen process](#) - 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 transformation in the economy and society, including the digital and green transitions.

- (9) Cedefop's contribution to these developments has been substantial. It has proposed and directly supported development and implementation of key European tools. Its expertise helped shape the [European qualifications framework \(EQF\)](#) 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 country and social partner efforts to expand work-based learning, including qual-



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

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

diverse dissemination activities. This work supports the Commission in the [European Semester process](#).

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



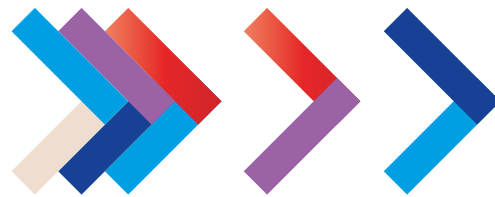
### Cedefop's values

- (15) Cedefop's values are the core principles by which it operates; they inspire its best efforts and actions. Cedefop's values are:
- (16) **proactive and responsive:** we deliver relevant, high-quality and timely evidence, expertise and tools, addressing our stakeholders' and users' needs, building inclusive partnerships, cooperating with other key players to tap synergies and avoid duplication <sup>(2)</sup>, and proactively supporting EU policy objectives.
- (17) **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.
- (18) **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.
- (19) Our vision and values are in tune with the 2019 Founding Regulation. They build on Cedefop's role and achievements to date, reflect the evolving EU policy framework for VET, qualifications and skills and support the overall EU agenda and the work towards the global sustainable development goals.
- (20) Cedefop's work programmes are well-aligned with the policy parameters known at the planning stage. In cooperation with its tripartite Management Board, the Agency responds flexibly to socio-economic developments and emerging challenges that Member States and social partners may face.
- (21) At critical junctures in its research and policy analysis, Cedefop engages with the parties represented on its Management Board: the governments, social partners (employer and trade union organisations) and the European Commission. The concrete shape of such engagement depends on the nature of the activity or project, themes addressed, areas of policy relevance, and outcomes and policy implications.

<sup>(2)</sup> This is to be read in connection with Article 2.2 of [Cedefop's Regulation \(EU\) 2019/128](#) providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council'.



# General context



- (22) For more than 20 years, European cooperation has developed a coherent and comprehensive EU VET policy framework that supports and complements national VET and employment policies, and education, training and skills more generally <sup>(3)</sup>.
- (23) Today, this EU policy framework encompasses EU-level and national VET priorities agreed through successive declarations and communiqués, the latest at Osna-brück, in 2020; it positions VET and skills as drivers of the digital and green transitions, encourages the development of national skill strategies <sup>(4)</sup>, places emphasis on excellence and inclusion and supports national investment in VET through the Erasmus+ and other EU programmes <sup>(5)</sup>. The policy framework also addresses the need for everyone to have strong key competences <sup>(6)</sup>; it recognises the need for Europeans to update their skills and qualifications continually and for young people <sup>(7)</sup>

and low-skilled adults <sup>(8)</sup>, especially, to have opportunities and support to improve their employment prospects through continuing learning; it aims to expand work-based learning in all its forms, notably high-quality and effective apprenticeships <sup>(9)</sup>, as well as stimulating innovation and entrepreneurship; it assists mobility for learning <sup>(10)</sup>; it supports ways to improve professional development of teachers and trainers <sup>(11)</sup> and the use of digital technology for teaching and learning <sup>(12)</sup>; and it looks to improve the quality and use of labour market and skills intelligence to align better skill supply and demand. More widely, its aim is to create a European education area <sup>(13)</sup> by 2025 and to make Europe the leading learning

<sup>(3)</sup> 2015 Joint Report of the Council and the Commission on the implementation of the strategic framework for European cooperation in education and training (ET 2020): new priorities for European cooperation in education and training.

<sup>(4)</sup> European Skills Agenda for sustainable competitiveness, social fairness and resilience.

<sup>(5)</sup> European Skills Agenda for sustainable competitiveness, social fairness and resilience and Council Recommendation of 24 November 2024 on vocational education and training (VET) for sustainable competitiveness, social fairness and resilience.

<sup>(6)</sup> Council Recommendation of 22 May 2018 on key competences for lifelong learning.

<sup>(7)</sup> Council Recommendation of 22 April 2013 on establishing a Youth Guarantee and Council Recommendation of 30 October 2020 on A Bridge to Jobs – Reinforcing the Youth Guarantee and replacing the Council Recommendation of 22 April 2013 on establishing a Youth Guarantee.

<sup>(8)</sup> Council Recommendation of 19 December 2016 on upskilling pathways: New Opportunities for Adults and Council Conclusions on the implementation of the Council Recommendation on upskilling pathways: New Opportunities for Adults.

<sup>(9)</sup> Council Recommendation of 15 March 2018 on a European Framework for Quality and Effective Apprenticeships. The Council Recommendation was informed by an ACVT opinion and Cedefop's analytical framework for apprenticeships.

<sup>(10)</sup> Council Recommendation of 28 June 2011 on 'Youth on the move' - promoting the learning mobility of young people, see also mobility target set by the VET Recommendation and Regulation (EU) 2021/817 of the European Parliament and of the Council of 20 May 2021 establishing Erasmus+: the Union Programme for education and training, youth and sport and repealing Regulation (EU) No 1288/2013).

<sup>(11)</sup> Council Conclusions on European teachers and trainers for the future (2020/C 193/04).

<sup>(12)</sup> Digital skills and jobs coalition and Digital Education Action Plan (COM(2018) 22 final); Digital Education Action Plan (2021-2027) and Council Recommendation of 29 November 2021 on blended learning approaches for high-quality and inclusive primary and secondary education.

<sup>(13)</sup> Council Resolution on further developing the European Education Area to support future-oriented education and training systems and Council Resolution on a strategic framework for European cooperation in education and training towards the European Education Area and beyond (2021-2030).



society in the world <sup>(14)</sup>, by enabling personalised and seamless lifelong learning paths and building comprehensive, quality and inclusive adult learning systems <sup>(15)</sup>. The adoption of the [Council Recommendations on microcredentials](#) and [individual learning accounts](#) on 16 June 2022 are important milestones in making progress towards these ambitions.

- (24) Aiming to support business competitiveness and people's skills and career development, social partners are supporting the transition towards a learning society through their [recommendations on skills, innovation and training and employee training](#) <sup>(16)</sup>; and their [framework agreements on digitalisation and active ageing](#). In its [opinion on adult learning](#) the European Economic and Social Committee (EESC) calls for a holistic perception of skills development to make lifelong learning a reality in the workplace and a lifestyle for all to overcome disparities and inequalities in society. This holistic approach to adult learning is at the core of the [2021-30 adult learning agenda](#).
- (25) 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 past and current economic and employ-

ment priorities <sup>(17)</sup>, the aims of the [Single Market and its social achievements since its creation in 1993](#), the [sustainable development goals](#) and the efforts to [achieve a more social Union](#) which was confirmed at the [2021 Porto Social Summit](#) <sup>(18)</sup>.

- (26) As an essential enabler of productivity, innovation, competitiveness and resilience of our economies and societies, VET is also essential for enterprises, particularly small and medium-sized firms. The strategic importance of VET and skills more broadly is evident from the [2023 European Commission Communication on the EU's long-term competitiveness](#), which considers them core drivers of change and transition shaping developments until 2030 and beyond.
- (27) At a time when the EU was still recovering from the COVID-19 pandemic, it was confronted with several other crises: the war in Ukraine and its economic and social fall-out, disruption and financial hardship caused by the energy crisis, and an unfolding climate emergency. In a period of 'permacrisis', VET is a key policy lever supporting adaptation, transformation and recovery. This is especially important in the context of pronounced labour and skills shortages across the EU and in all sectors of economic activity. Digitalisation of VET, the focus on its quality, sustainability and innovation potential, and the [centres of vocational excellence](#) will help shape this role in the coming decade.

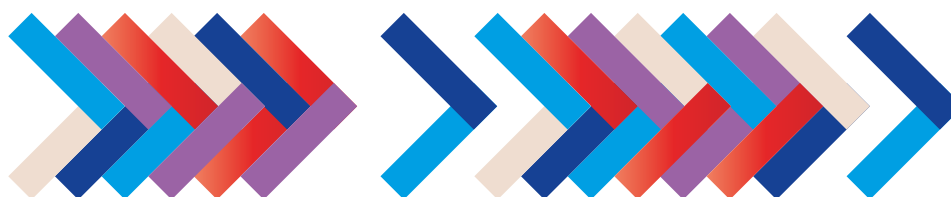
<sup>(14)</sup> [Council Conclusions on the key role of lifelong learning policies in empowering societies to address the technological and green transition in support of inclusive and sustainable growth](#).

<sup>(15)</sup> [Council Resolution on a new European agenda for adult learning 2021-2030](#).

<sup>(16)</sup> See also [European social partners project: skills, innovation and training: final report](#).

<sup>(17)</sup> [Annual sustainable growth strategy and Linking the European Semester and the Recovery and Resilience Facility](#).

<sup>(18)</sup> See also [Porto Declaration](#).



(28) The [EU recovery plan](#) <sup>(19)</sup>, the 2020 Skills Agenda and the Council Recommendation on VET highlight that VET's contribution to other policy areas, notably those linked to the twin transitions to digital, fair and green societies, is effectuated through people. It is people who will shape their own futures and those of the economy and society. The new overarching policy framework, which promotes investing in people as a leitmotif across different policy domains <sup>(20)</sup>, can help prioritise which areas to focus on in both the shorter and the longer term. The 12 actions of the 2020 Skills Agenda indicate from the outset which of these will be supported by targeted policy.

#### 12 actions foreseen in the 2020 Skills Agenda

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

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

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

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

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

NB: Slightly amended to avoid repetitions.

(29) As in 2008, with the global financial crisis, the COVID-19 pandemic severely impacted youth employment and, depending on country and sector, work-based learning and apprenticeship training. The disruption and change in societies, enterprises and workplaces set in motion by the pandemic also accelerated the need for massive up- and reskilling of adults. Cedefop evidence shows that digital skills, as well as the broader set of STEM skills, should remain a top priority in VET and skills policies: 52% of EU+ adult workers need to develop their digital skills further to do their job better and 2 in 3 workers affected by

<sup>(19)</sup> See also [Recovery and Resilience Facility](#) and [Commission Recommendation on an effective active support to employment](#).

<sup>(20)</sup> See for instance [European industrial strategy](#).



technological change have a digital skills gap <sup>(21)</sup>.

- (30) To implement the [European Green Deal](#), the EU sustainability-anchored growth strategy, greening employment and VET and investing in green transition skills are essential. To meet the increasingly ambitious energy efficiency and renewable energy targets and measures agreed in the [Fit for 55 package](#), in March 2023 the European Commission proposed the [Net-Zero Industry Act](#), which facilitates investment and envisions setting up net-zero academies. The [2022 Council Recommendation to stimulate learning for the green transition and sustainable development](#) established such learning as one of the priority areas in education and training policies and programmes. In 2023, the Council green-lighted the [European Green Deal Industrial Plan](#), which has a strong focus on skills, and the acts and reforms it proposes.
- (31) The young need more support to access work-based VET, green apprenticeship, work experience and job opportunities in the green and digital economy <sup>(22)</sup> and all adults, employed or jobless, and irrespective of their qualification and socio-economic background, need support to keep up with rapidly changing skills requirements and to prepare for job-to-job transitions. Guidance, validation and financing policies have an essential role to play, especially

for sectors that are critical for the green and digital transitions, innovation, and the health and well-being of Europeans.

- (32) Addressing the recruitment difficulties and skills gaps these and other sectors are facing requires balanced policy approaches that influence both supply and demand. To reap the full benefits of investment in skills and qualifications, skills supply policy should be complemented with actions that facilitate education-to-work transitions and help ensure that work design empowers and motivates people and offers them broad opportunities for using their skills. Providing VET and skills, matching them to better jobs, and expanding labour market participation help ease shortages and drive transformation <sup>(23)</sup>.
- (33) In response to the unprecedented challenges linked to the war in Ukraine, the EU has activated the [Temporary protection directive](#), which grants Ukrainian refugees access to the labour market and VET. The European Commission has taken immediate action to support Member States hosting them <sup>(24)</sup>. Beyond the emergency measures taken in 2022, VET will continue to play a central role in the education, labour market and social integration of the millions of young and adult refugees who have fled the war.
- (34) In light of the profound transformation and the complexity of issues, trends and challenges facing the worlds of work and edu-

<sup>(21)</sup> Cedefop (2022). [Challenging digital myths](#). Policy brief.

<sup>(22)</sup> As also advocated by the five agencies under the remit of DG Employment (Cedefop, Eurofound, ETF, EU-OSHA and ELA) at the joint 'Youth First' European Parliament Seminar held on September 8 in the context of the 2022 European Year of Youth.

<sup>(23)</sup> See also [European Council Conclusions of 23 March 2023](#).

<sup>(24)</sup> See [Welcoming those fleeing war in Ukraine: readying Europe to meet the needs](#) and [Position of the European Parliament \[...\] as regards Cohesion's Action for Refugees in Europe \(CARE\)](#).



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

- (35) VET needs to become more learner-centred. It needs to adapt and respond to individual needs to support whomever, with whatever, whenever their learning needs arise, while taking account of the skills employers require. Learner-centred VET should be ‘age open and neutral’<sup>(25)</sup> and be inclusive and equally accessible irrespective of gender, skills level, socio-economic background, and migration status. To achieve this, tapping the full potential of the opportunities digitalisation offers to make VET more widely accessible will be crucial.
- (36) CVET serving all age groups will only be possible through close interaction with IVET: the comparative advantage that VET graduates have in terms of labour market outcomes tends to dissipate over time, unless they can update, upgrade or com-

plement their skills through equally strong and high-quality CVET. As demand for higher-level skills has seen VET expand further in higher qualification levels, with an increasing role of higher education, providing initial qualifications and upgrading opportunities, the relationship between VET and general education needs to be clearer to facilitate permeability.

- (37) To tap people’s potential to become or remain employable and advance in their education and professional careers, CVET should become a standard path open to all adults. This implies expanding CVET’s role far beyond the traditional notion of skills training, for example through creating learning-conducive work environments and increasing work-based learning in CVET. To ensure CVET meets the needs of learners and employers, it must marry a stable core with flexible elements. Such a systematic approach also requires adequate support for learners and enterprises, particularly SMEs<sup>(26)</sup>, and ensuring synergies between the policies supporting CVET, including financial incentives, guidance, validation, outreach policies and professional development of VET trainers and mentors. More generally, advancing CVET systematically requires effective organisation and governance arrangements, including social partners, that cannot be fully achieved through a simple ‘extension’ of formal education and training systems.
- (38) Learner-centred VET also requires new approaches to devising standards and curricula, modularised pathways, and assess-

<sup>(25)</sup> See [joint Cedefop-ETF discussion paper on challenges and opportunities for VET in the next decade](#).

<sup>(26)</sup> [SME strategy for a sustainable and digital Europe](#).



ment methods in which people can have confidence. This also applies to partial qualifications, sectoral qualifications and microcredentials. It requires strengthening dialogue on VET with the social partners and developing new partnerships, networking and interaction between different institutions, teachers and trainers, sectors responsible for different aspects of VET, and regional stakeholders. It also requires giving people voice in shaping their VET and VET development more generally.

- (39) Investing in digital and green skills is central to managing and shaping the twin transitions. But preparing young people and adults more generally for changing skill needs and uncertainty means much more: the content and profile of VET need to be broadened, combining and balancing key competences and job-specific skills. To succeed in a context strongly shaped by digitalisation, to manage changing work content and organisation and handle more diverse and unpredictable tasks, people and employers do not just need new skills; they need new combinations of skills, spanning different domains and levels. This applies to all workers in all types of jobs as well as the low-skilled, people in atypical work, self-employed, platform workers and the unemployed. What skills platform workers learn and require to be successful indicates the direction in which VET might develop: a blend of technical/occupational, communication, interpersonal, entrepreneurial and career management skills. Access to quality and inclusive skills development and effective support by companies and national skills strategies

is essential to manage the twin transitions of the economy and the labour market.

- (40) Understanding the nature and direction of changes in skill needs depends on sound and trusted (labour market and) skills intelligence. Information on skill demand and supply should operate in a feedback loop with learning provision and be mutually reinforcing. Following a more complex and dynamic labour market requires combining sources and methods of labour market and skills intelligence, careful consideration of different perspectives and integration of foresight methods and scenarios to take uncertainty into account. Robust and actionable skills intelligence offers a compass for developing future-oriented VET and skills policies, transversally informs the EU's work on shaping the twin transition and tracking its impact, facilitates the implementation of the Union's VET and Skills Agenda, and helps reinforce the skills dimension of labour mobility.
- (41) Effective social dialogue is essential to defining VET's relationship with a changing labour market. Social partners should play a key role in strengthening VET and skills governance arrangements and in shaping feedback loops. The support of social partners at all levels is also key to managing and accommodating changes in occupations and expanding VET to new institutions and levels. The weight given to key competences and job-specific skills must be based on mutual understanding of the nature of new skill needs and how best to avoid or address skill mismatch. The need to build resilience to strengthen European economies' and societies' ability to with-

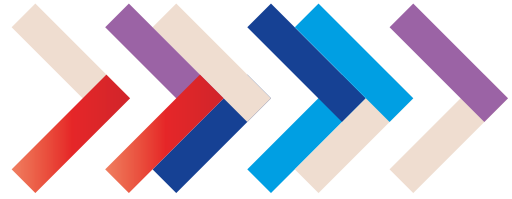


stand shocks, such as the 2008 financial crisis, the COVID-19 pandemic, the war in Ukraine and the energy crisis, adds a new dimension.

- (42) The resilience of VET systems concerns proactively building skill capacity to enable employers, workers and citizens in general, to manage economic setbacks. These not only reduce jobs and thus increase unemployment, but also critically undermine skills development and contribute to subsequent labour and skill shortages through, for example, incomplete apprenticeships or reduced training participation. Building such capacity needs to be guided by skills intelligence to understand how skill supply and demand are likely to interact. The need for more complex skill sets makes it more difficult to replace workers quickly. In fast-changing labour markets, where skills demand dynamically increases, continued learning and quality jobs are the most powerful tool all workers, self-employed people and enterprises have at their disposal to remain competitive. To be effective, it needs to be underpinned by skills intelligence, coupled with financing, guidance and validation arrangements, and lead to qualifications or credentials that are linked to qualifications frameworks. Tailored approaches and support to ensure CVET meets employer needs are particularly important for SMEs.
- (43) There is also the European dimension to strengthening VET systems. European cooperation in VET has stimulated profound change. VET systems are now more flexible, fewer young people leave education and training unqualified and educational

attainment among young people is rising. While there is a case for flexible solutions, integrating market-based international, sectoral qualifications and microcredentials in the European education area by 2025 should not come at the expense of transparency and the holistic approach to education and training. Similarly, European instruments, such as the European qualifications framework and Europass can continue to act as catalysts for change.

- (44) Current times, including Cedefop's programming period 2024-26, are characterised by disruptive change and complexity. VET will remain high on Europe's economic and social agenda as a key instrument for developing human capital to manage and shape the twin transitions, developing resilience, creating prosperity and alleviating social disadvantage. European cooperation in VET needs to be guided by clear and coherent advice, based on robust information and evidence that underpins EU objectives; it must also be supported by social dialogue. Cedefop is in a unique position to support its partners through its dedicated focus on VET, skills and qualifications and a Europe-wide pool of experts and researchers, policy makers and social partners. Cedefop researches, analyses and interprets developments, fills knowledge gaps and provides a space where people can connect to discuss key VET-related issues, informing and shaping the debate.
- (45) Cedefop will continue to support its partners by using its expertise to consider how European VET and skills policy initiatives can operate together to strengthen nation-



al integrated VET systems and skills strategies. The Council Recommendation on VET and the national implementation plans, the Pact for Skills and national upskilling strategies, provide opportunities to develop closer links between initial, continuing and age-neutral VET, as well as VET's relationship with the labour market and the education system. Cedefop's multiannual objectives and its thematic strategic areas of operation, outlined below, define further how the Agency will support its partners during the programming period. Its annual work programmes will specify the activities and deliverables of each year.

- (46) During the programming period, Cedefop is likely to face resource constraints. It will also have to continue to operate effectively in an uncertain context, building upon the lessons from the COVID-19 crisis, and adapting to the impact of the energy crisis. Further, setting a carbon neutrality objective by 2030 is a must. It would not be politically viable or financially desirable for Cedefop to return to 2019 levels of greenhouse gas (GHG) emissions. The Agency will build upon the progress made in the past 3 years to reduce both its direct and indirect GHG emissions as well as more generally its impact on the environment. In this context, Cedefop will continually seek to develop further its own resilience, adopt sustainable practices and processes and increase its efficiency. Transforming itself into a digital organisation, Cedefop will continue to invest in its ICT and digital infrastructure and services; it will optimise processes and procedures through streamlining and digitising; and it will con-

tinue to explore and exploit opportunities for sharing expertise, services and capabilities with other agencies to save resources. However, during this programming period, policy changes, new initiatives and priorities are inevitable. Such changes will have consequences and priorities will need to be revised; expectations of Cedefop must be clear and proportionate to its available resources.



# Multiannual programming 2024-26



## 2.1. Multiannual work programme

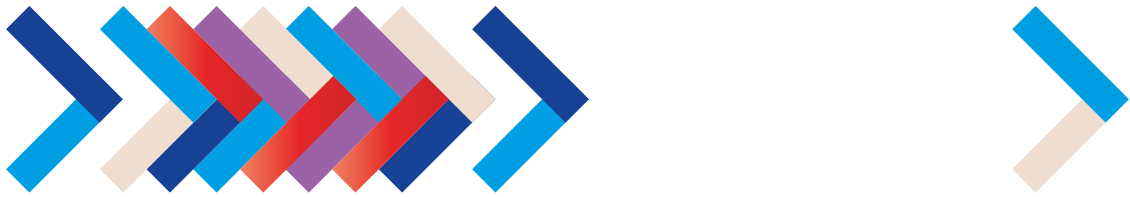
### 2.1.1. Multiannual objectives

- (47) Successful European cooperation in VET depends on information and insights into developments in VET, qualifications, skills and labour market trends and understanding their interrelationships. Cedefop's work on EQF/NQF, skills intelligence and governance, VET policy monitoring, apprenticeships and upskilling pathways for adults, has helped shape a comprehensive perspective on VET which has become the Agency's unique value proposition. Building on past achievements, Cedefop's multiannual objectives aim to help partners to construct an informed evidence-based policy agenda that continuously develops VET in response to the changing needs of people, economies and societies. Cedefop's objectives include policy learning between countries, social partners, VET providers and other stakeholders and supporting the shaping and implementation of EU policies and measures. The expertise Cedefop has generated through its wide spectrum of past and current analyses and research will inform EU-led VET initiatives such as the centres of vocational excellence and the [EPALE](#) community of European VET practitioners.
- (48) 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.
- (49) The multiannual objectives distinguish between innovative and future-oriented research and applied research and analysis; they acknowledge that Cedefop's knowledge base, intelligence and policy learning activities are indispensable; and they establish communication as an integrated corporate tool for increasing outreach, interactivity and stakeholder engagement.
- (50) Achievement of Cedefop's multiannual objectives will be assessed using indicators from Cedefop's performance measurement system (PMS), focusing on the outcomes of the Agency's activities. These provide evidence of the degree to which Cedefop's information and expertise reaches its target groups, is used and valued.
- (51) Cedefop's PMS (Annex XIV) comprises qualitative and quantitative indicators. They include the key performance indicators <sup>(27)</sup> to assess the Director's performance in achieving operational objectives and in managing human and financial resources in the context of the discharge procedure.

<sup>(27)</sup> [Common approach on EU decentralised agencies.](#)



Within the work programme 2024, eight indicators will be used for this purpose.

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

Output indicators help monitor whether products are provided within the timeframe and the budget planned.

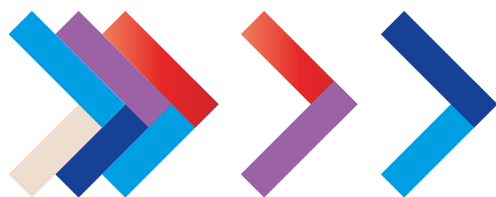
- (53) Combined with the thematic strategic areas of operation (see below), the multiannual objectives define the type and scope of work the Agency intends to deliver during the programming period. By adopting the multiannual strategy, annual work programmes and annual reports, the Management Board <sup>(28)</sup> confirms their alignment with the policy framework and compliance with Cedefop's mission; their implementation is followed up by the Executive Board <sup>(29)</sup> throughout the year. Through its quantitative and qualitative assessment, the PMS helps the Agency to track and demonstrate its performance to the authorities, its stakeholders and EU citizens.

#### 2.1.2. Strategic areas of operation

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

<sup>(28)</sup> European Parliament and Council. Regulation 2019/128 Art. 5.1 (b) and (d), Art. 6.

<sup>(29)</sup> Ibid. Art. 10.



**(a) Shaping VET and qualifications**

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

**(b) Valuing VET and skills**

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

**(c) Informing VET and skills policies**

Produce state-of-the-art and up-to-date evidence responding to stakehold-

er 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 re-skilling; provide insight into how VET providers and employers can design more targeted training programmes; increase understanding of how Member States can manage just transitions in the coming decade; and help VET and skills policies address skill mismatches and promote better skills utilisation.

(56) 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 operation 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.

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

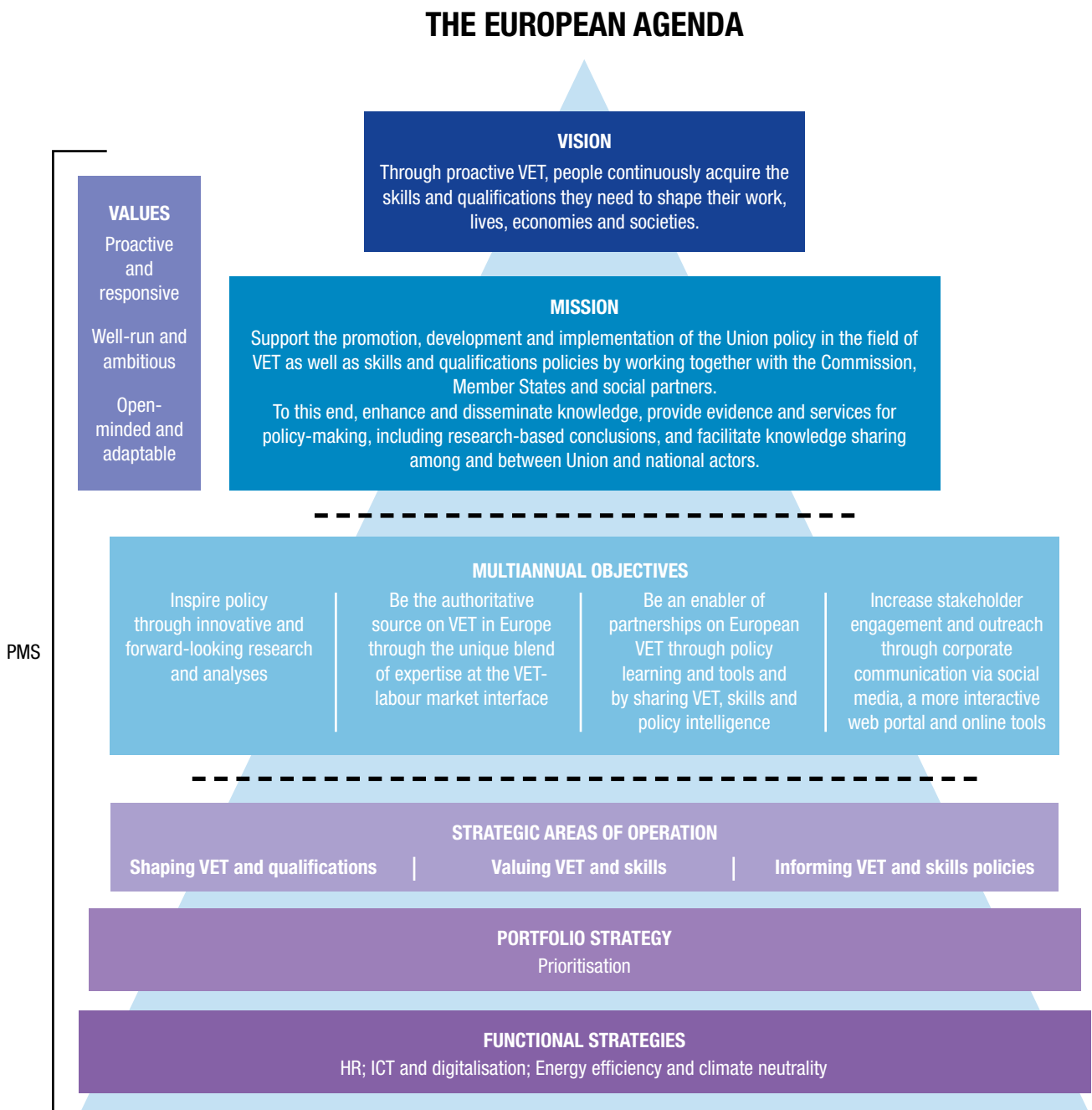


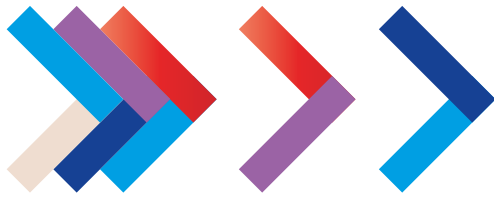
partners to design and implement world class and inclusive VET, in line with agreed priorities.

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



Figure 1: Rationale guiding Cedefop’s strategy





### 2.1.3. Multiannual programme 2024-26

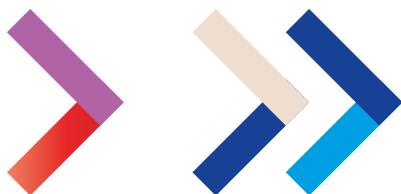
#### 2.1.3.1. Strategic area of operation 1: Shaping VET and qualifications

- (59) 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 of VET for, and its capacity to facilitate, a fair transition to the green and digital economy.
- (60) Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders by: monitoring policy developments and steps taken towards implementation of the commonly agreed objectives by EU countries; providing technical expertise and evidence that help shape common EU objectives, principles and tools; and providing concise and comparative analyses of trends, challenges and opportunities for European VET systems and institutions.
- (61) The EU tools and principles for transparency of qualifications are a tangible outcome of the European cooperation process. They aim at increasing permeability within and between VET and other forms of education and training, aiding mobility across sectors and borders, and promoting lifelong learning, employability and career development. Working at the interface of VET and the labour market, Cedefop is in a unique position to understand how policies, tools and principles affect diverse VET systems,

institutions and stakeholders to serve the needs of individuals, employers and society in general.

- (62) In the period 2024-26, the Agency will give priority to the following.

- **Monitoring and analysing VET policy developments.** Building on its long-standing experience in monitoring and analysing European cooperation in VET since 2002, and in line with the mandates received in the [Council Recommendation on VET](#) and the [Osnabrück Declaration](#), this work will have extended scope compared to past years. It will offer an overview of policy developments on the agreed European priorities to: support policy making in VET in the Member States; provide evidence to the European Commission for the preparation of country-specific recommendations in the context of the European Semester; contribute to the Commission's 5-yearly reporting of the Council Recommendation on VET; and inform the Ministerial meeting - expected to take place in the second half of 2025 - that will define the next set of priorities for the post-Osnabrück period. Cedefop's monitoring and analysis will focus on the implementation of countries' national implementation plans (NIPs) in line with the integrated implementation and monitoring of the Council Recommendation on VET and the Osnabrück Declaration. The Agency's monitoring and analysis will focus on the priorities selected by countries in their NIPs and will be developed through strong stakeholder involve-

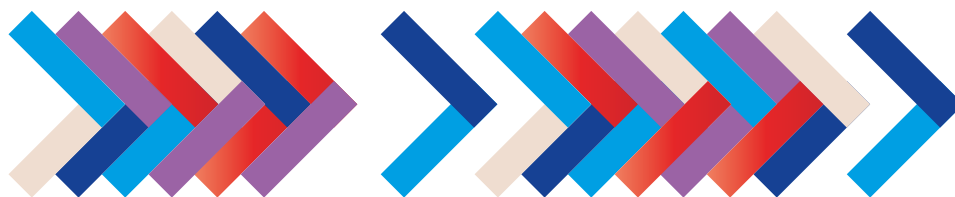


ment, including consultation with the ACVT and the Directors General for VET (DGVTs). Drawing on its renewed ReferNet network (FPA 2024-27) Cedefop will provide country policy briefs and will update annually its new Timeline of VET policies in Europe visualisation tool with the main VET developments defined in the NIPs. Cedefop will also update its VET in Europe dataset on descriptions of VET systems. The aim is to help policy makers, including social partners, and other stakeholders understand the main developments and key characteristics of national VET policies and systems in the broader EU perspective. In close cooperation with ReferNet partners, Cedefop will continue to disseminate national news on VET, highlighting developments and current challenges on topics related to the relevant EU policy agenda. Work on the IVET mobility scoreboard will also continue, in cooperation with ReferNet shedding light on the challenges that IVET learners face when they participate in international learning mobility and in line with the forthcoming Council Recommendation on learning mobility<sup>(30)</sup>. Cedefop will also continue its work on key competences and transversal skills in VET in line with the priorities of the 2020 European Skills Agenda, Council Recommenda-

tion on VET and Osnabrück Declaration on VET.

- **Implementation of European tools and principles for transparency and recognition of qualifications.** Cedefop's study on the impact of European and national policies on transparency and transferability of qualifications will provide important insights into the conditions for taking forward European tools and principles, and how they can facilitate lifelong and life-wide learning. Building upon this comprehensive analysis, work will focus on the consistent implementation of qualifications frameworks and systems contributing to the modernisation of VET and lifelong learning policies and practices. A specific aim will be to understand how these frameworks and systems can support learning progress for individuals throughout their life and across institutional, sectoral and national borders. Research work will also focus on the obstacles end users are facing when it comes to comparison – and thus transfer and recognition – of qualifications. Attention will be paid to the role of learning outcomes in promoting transparency, recognition and quality of qualifications. Cedefop will: contribute to the work undertaken by the Member States, the Commission, social partners and other VET and labour market stakeholders in relation to the development of descriptions of qualifications and their learning outcomes; and continue providing insights into the way NQFs are being

<sup>(30)</sup> On 15 November 2023 the Commission adopted the [Skills and talent mobility package](#). This includes a proposal for a [Council Recommendation 'Europe on the Move' – learning mobility opportunities for everyone](#).



implemented and used, as well as their impact on broader policies. Building on the results of the study *The role of microcredentials in facilitating learning for employment*, a new study on the use of microcredentials in VET, will provide insights into the changing nature of qualifications and credential systems in Europe and support the follow-up to the related Council Recommendation. Cedefop will continue to support work on quality assurance mechanisms in VET in line with the European quality assurance framework for VET (EQA-VET), taking into account the priorities of the Council Recommendation.

- Continue and deepen research-based reflections on the future of VET in Europe by analysing systematically the influence of internal and external factors on the delivery and take up of initial and continuing VET. Particular attention will be paid to the conditions for balancing European 'VET excellence and inclusion', as a reference point for European VET policies and what is required in terms of conceptual, practical and political basis and orientation. This research will build on Cedefop's previous studies on the changing nature and role of VET, and its future, and will seek to identify available development paths for European VET in the 21st century. Cedefop will make sure to include the perspectives of different stakeholders, notably those of national and regional authorities, enterprises, social partners and VET

providers, and will coordinate with the European Training Foundation.

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

- (63) This strategic area of operation aims at providing evidence to help policy makers design and implement VET and VET-related policies that enable everyone to have the necessary skills and competences to fulfil their potential, manage labour market and life transitions, and contribute to social inclusion, economic growth and the well-being of society from a lifelong learning perspective. Its scope includes policies and measures for young people to prepare them for their future work, adulthood and further learning; and for adults to continue their learning and progress in their careers and the labour market.
- (64) Particularly relevant policy areas can be derived from several EU policy documents: the 2021-30 adult learning agenda; the Council Recommendation on Individual Learning Accounts; the Council Recommendations on upskilling pathways and on validation of non-formal and informal learning; the Council Declaration on the European Alliance for Apprenticeships; the Council Recommendation on a European framework for quality and effective apprenticeships; the 2020 Commission Communication on a European Skills Agenda and the Council Recommendation on VET; and the joint proclamation of the European Pillar of Social Rights and the 2021 action plan to support its implementation.
- (65) In line with the [2020 Cedefop-ETF discussion paper](#), this strategic area of operation





takes the view that future trends and the changing world of work require the emphasis of EU VET policy to change in the next decade. While further developing IVET is central to ensuring that young people are equipped with the right skills for a smooth transition into the labour market and further learning, more efforts are necessary to strengthen CVET and make it work as a system underpinned by multi-level and multi-stakeholder co-operation. CVET, and especially its non-formal component, is currently 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 essential in the years to come to ensure that the new job opportunities created by the transformations of the economy will outstrip job displacement.

(66) In the period 2024-26, Cedefop will continue to pay attention to CVET. It will also strengthen synergies between its work on professional development of VET teachers and trainers and tackling early leaving from VET, as well as between VET-related policies and measures, including financing, lifelong careers guidance, and validation of non-formal and informal learning. Specific activities will look, inter alia, into multi-stakeholder and multi-level cooperation in CVET: the role of social partners in skill strategies for the green transition at regional level; the professional development of VET trainers and mentors; the growing role of quality and recognised company-based learning for young and adult learners.

- (67) Work in this area will be based on cross-country thematic and multi-disciplinary research, thematic country support, and opinion surveys, leading to provision of new evidence to support policy- and decision-making at EU level and across Member States. Collecting people's and VET practitioners' views and investigating individuals' needs and perspectives will be an integral part of this strategic area of work in the years to come. Cedefop will continue strengthening the statistical infrastructure for VET and provide an updated, concise, and internationally comparable statistical picture of VET in Europe, for individual countries and the EU overall.
- (68) To strengthen countries' and social partners' capacity to use Cedefop's evidence and policy advice, better knowledge management will be implemented through existing networking platforms and tailored knowledge dissemination activities. Knowledge mobilisation and policy learning across countries will support cooperation among Member States, social partners and other VET and labour market stakeholders and also provide direct support to selected clusters of countries and policy areas.
- (69) In the period 2024-26, Cedefop will therefore give priority to the following.
- **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 success-

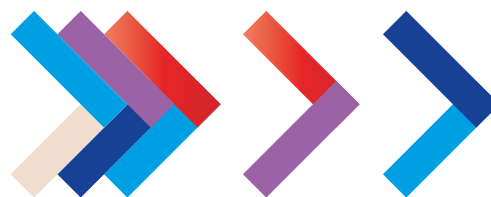


fully in continuous learning over their life course for their personal and career development. To this end, Cedefop will focus on: (a) continuous professional development of VET teachers and trainers; (b) inclusion through VET, tackling early leaving from VET and supporting learners at risk, early leavers and NEETs with a particular focus on integration of young NEETs into green jobs in line with a new initiative the Commission announced in this area; (c) provision of digital skills in initial VET; (d) quality and effective apprenticeships/work-based learning and their role in supporting the twin transition; (e) further promoting policy learning initiatives to foster mutual learning and exchanges among Member States and social partners.

- **Empowering adults through upskilling/reskilling and a systematic approach to CVET.** CVET is an essential component of lifelong learning and is central to ensuring that every adult has lifelong opportunities to update and acquire new skills and competences to navigate complex and frequent transitions and to thrive in their life and career. To support the ambitions laid down in the Osnabrück Declaration on VET, Cedefop will focus on: (a) the development of well-functioning and inclusive CVET systems underpinned by multilevel and multi-stakeholder CVET governance and strong stakeholder partnerships and the role of social partners and socio-economic partners more generally in regional skill

strategies for the green transition; (b) continued support to the development of systematic and coordinated approaches to lifelong upskilling and re-skilling pathways of low-skilled adults; (c) further promoting policy learning initiatives and mutual learning among Member States and social partners; (d) sharing knowledge and expertise to support the ambitions of the Pact for Skills.

- **Supporting lifelong learning for all through guidance, validation and incentives.** A systematic approach to lifelong learning for all shall be sustained with appropriate VET-related policies and measures to support individuals and companies in taking full advantage of lifelong learning and up/reskilling opportunities in their career development. Taking advantage of opportunities to engage European social partners and other relevant stakeholders, including professional communities, 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 to support the development of coherent support systems. This will include further exploring individual learning accounts, and comprehensive career development support to policy-makers, social partners and other stakeholders to design and implement ILA and other financial supporting measures in line with the Council Recommendation.



- **Strengthening the statistical picture of VET in the EU.** Supporting the development and implementation of VET and VET-related policies and fostering lifelong learning requires sound, clear, comprehensive and integrated evidence. To this end, Cedefop will: (a) continue to work on VET statistics and indicators to increase availability, quality, relevance, use, analysis and dissemination of comparable statistical data and evidence on initial and continuing VET and adult learning in the EU; (b) cooperate with the European Commission, in particular Eurostat, and the OECD to strengthen the statistical infrastructure for VET.
- **Support the new generation of the EU Working Groups** <sup>(31)</sup>.

### 2.1.3.3. Strategic area of operation 3:

#### Informing VET and skills policies

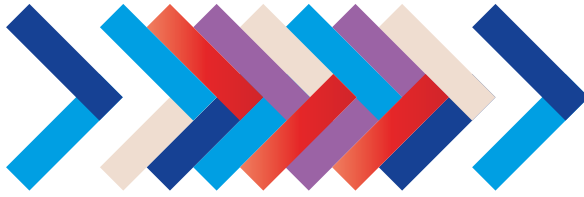
(70) This strategic area of operation aims at producing state-of-the-art evidence responding to stakeholders' needs to: capture labour market trends and understand the implications of wide-ranging changes in the worlds of education and work better; inform VET and skills policies which help individuals reach their potential via initial, up- and re-skilling; provide insight into how to reflect the skills challenges raised by the digital and green transitions in training programme, learning and work/job design and into how Member States can manage these

twin transitions; deepen understanding of learning in work settings and how it can be facilitated and encouraged; and foster the development of VET and skills policies promoting skills matching and utilisation.

(71) The targets set in the European Skills Agenda, Green Deal and Digital Agenda to support sustainable competitiveness, ensure social fairness and increase resilience are ambitious. To reach them, skills and qualifications must be a focus in all Member States. Alongside rapidly changing skills needs and emerging labour and skills shortages, new realities and uncertainties continue to reshape the world of work. Up- and reskilling need to accelerate to provide people with the skills, competences, learning orientation and mindset necessary to contribute to innovation and succeed in an increasingly complex and dynamic world of work; to facilitate just transitions and to give people an opportunity to take charge in shaping their careers in a post-pandemic labour market.

(72) Labour market and skills intelligence (LMSI, or 'skills intelligence') is the outcome of an expert-driven process of identifying, analysing, synthesising and presenting quantitative and/or qualitative skills and labour market information. It can also guide national approaches to labour mobility and migration to help address critical skills shortages and skills gaps. Skills intelligence may combine multiple sources and needs to adjust to the needs of different users. Cedefop skills intelligence backbones – skills survey development, information and data collection, and research and analysis

<sup>(31)</sup> Working groups of the strategic framework for European cooperation in education and training towards the European Education Area and beyond.



capacity – have been strengthened considerably in the recent years.

- (73) Sound and forward-looking labour market and skills intelligence is a compass, guiding skills strategies. Strong LMSI enables VET and learning to be more responsive to change, more learner-centric and more relevant to the green and digital transitions, and forward-looking economic strategies, competitiveness and innovation. LMSI shapes and helps set priorities for up- and reskilling policies and measures. It helps citizens, employers, education and training providers, policy makers, including social partners, and other stakeholders to understand change better and to make more informed decisions about skills, training, learning for work and career development more broadly.
- (74) To improve data quality and stakeholder usability further, Cedefop will continue to expand the potential of using big data to detect and analyse changing and emerging skills needs in its LMSI work. The granularity of such data makes it possible to provide much more detailed information on labour market and skills trends at occupational, regional and sectoral level. Cedefop's Skills OVATE platform and findings from dedicated online job advertisements analysis will complement and enrich its other EU skills intelligence work, such as the European skills forecast and the European skills index, and skills survey-based analysis. Such work directly supports the 2020 Skills Agenda. This information may also contribute to the EU's work on integration of migrants and refugees to the labour market, such as the [Labour Migration](#)

[Platform](#), the [implementation of the skills and talent package](#) and upcoming initiatives on the recognition of qualifications of third country nationals and the [EU Talent Pool](#). Strengthened labour market and skills intelligence can also play a role in guiding national approaches to the updating of shortage occupation lists.

- (75) To link labour market and other trends and policy choices meaningfully to changing skill needs and to analyse skill mismatches, primary survey data are vital. To inform and shape the European VET and skills policy agenda, Cedefop will continue developing and implementing surveys and using them to produce policy-relevant evidence. Such work considers the perspectives of people as workers and learners and enterprises; it aims to develop novel insights that support the design of better VET policies and the crafting of more learning-intensive jobs that deploy workers' skills effectively. As such, it contributes to ensuring quality work where learning and up- and reskilling are the new norm for all.
- (76) In disseminating LMSI findings, Cedefop will prioritise combining different information types and sources in smart ways to provide meaningful insights that meet the needs of stakeholders in their particular context. Coupling such findings with evidence on skills anticipation systems and practices and methodological expertise will be the main approach to stimulating policy learning.
- (77) In the period 2024-26, Cedefop will give priority to the following.
- **Producing and disseminating LMSI.**  
The Agency will carry out research on



trends in the economy, in business fields and models, and in companies and their influence on employment, jobs and skills. Using state-of-the-art data and methods, via survey and big data analysis, scenario building, qualitative analysis and foresight, Cedefop will continue to investigate changes affecting skill supply and demand, identify emerging skill trends in sectors and occupations, forecast future skill needs in the EU, dig deeper to map and understand better the changes within jobs and explore reasons behind skill mismatch. In generating and disseminating next-generation skills intelligence (LMSI 2.0), Cedefop will exploit the full potential of its in-house data collection and analysis capacities and blend different types of information on labour market and skills trends, including – where relevant – information developed by partner agencies and other international organisations. The focus in 2024-26 will be on skills intelligence that gives insight into how work, skills, learning and people can contribute to a just digital and green transition and how labour market and skills bottlenecks in achieving twin transitions can be best addressed.

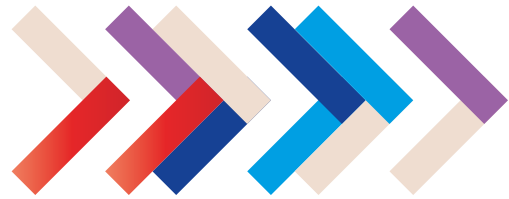
- **Increasing understanding of the implications of technological, social and economic megatrends on skill needs** in Member States and selected sectors. This will help provide better and more policy-relevant insight into how to respond to such impacts as the digitalisation of work, new forms

of organising work and learning, the transition to a greener economy and the ageing population. To understand better the interlinkages between change, skill needs, work organisation and learning, Cedefop will exploit the new data on learning in work from the European training and learning survey. The Agency will continue to analyse the information on digitalisation and other changes collected in the second European skills and jobs survey, the joint Cedefop/Eurofound European company survey and the Crowdlearn surveys.

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

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

- (78) Effective communication supports achieving Cedefop's mission, set out in its 2019 Regulation, its vision, and values and, specifically, the multiannual objective to focus communication on increasing stakehold-



er engagement and outreach via different channels.

- (79) Cedefop's strategic communication aims to promote open dialogue and actively seek feedback from its stakeholders, to enable their perspectives to be acknowledged, thus refining communication strategies based on the valuable insights gained.
- (80) The target is to link communication effectively to the Agency's business strategy, expressed by its four multiannual objectives with well-defined performance indicators. Efficient communication in the medium term involves more than just meeting the expectations of various groups of key stakeholders by delivering information that is target-group-specific, user-need-oriented, coherent, reliable, up-to-date and timely. Cedefop's communication activities will go beyond pure information provision and will focus on user engagement. This means push/pull across a wide range of information formats, as well as provision of interactive channels for stakeholder engagement. To this end, the Agency will analyse and review the way it interacts with its stakeholders, including social partners. The outcome will lead to professional mapping of the Agency's stakeholders which will allow further targeting and tailoring of communication activities to increase effectiveness and maximise outreach.
- (81) Cedefop will systematically focus on digital transformation and continue to invest in innovative ways to promote its evidence.
- (82) Cedefop will continuously optimise its web portal thematic access points, online tools and databases by systematically interlinking its latest research results and data-

sets in the interest of the Agency's various stakeholder groups: policy-makers and social partners, researchers, international organisations, practitioners, media and the wider public.

- (83) Valuable correlations between key online outputs of related research activities will be achieved by applying an integrative cross-department approach and close cooperation between communication and research experts. The Agency will invest in Open Science to mark its presence in scientific fora and further disseminate its research to the scientific community.
- (84) Cedefop communication will continue to align strategically with the Commission's (DG EMPL) communication unit and, where relevant, with communication activities of other EU agencies, in particular ETF, Eurofound, EU-OSHA and ELA. An integrated communication approach will ensure high efficiency and maximum outreach in the interests of European citizens. Regular exchange of information with a specific focus on common EU level thematic priorities 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.
- (85) The Agency also plans to implement new internal communication processes aimed at facilitating the exchange of information among staff and management across departments and services. Setting up a dedicated internal communication process will help improve collaboration, fostering a



shared understanding of goals, and ensuring the Agency's seamless functioning.

#### 2.1.3.5. Management and resources

- (86) During the programming period, Cedefop will continue to face resource constraints. Managing a tight budget implies carefully selecting investments in staff and in infrastructure to ensure organisational development and modernisation, while not jeopardising core business activities. In this context, Cedefop will continually seek to develop its resilience, adopt sustainable practices and processes, as well as increase its effectiveness in managing financial and human resources.
- (87) Cedefop has pledged to become carbon neutral. By 2030, the Agency will cut down its greenhouse gas (GHG) emissions to the lowest possible level, while preserving core business objectives. Accordingly, the Agency has adopted a climate neutrality strategy and roadmap to reduce, to the extent possible, both its direct and indirect GHG emissions as well as more generally its impact on the environment. In this context, Cedefop will gradually convert, within the limits of evolving budgetary constraints, to a reliable, sustainable and competitive energy and building management system. It will promote new – more sustainable – ways of working and explore ideas for the more efficient and collaborative use of office space. It will also increase the lifespan of electronic and computer devices and aim to reduce digital pollution.
- (88) Human capital and its management are crucial to the effectiveness of a knowledge-based organisation such as Cedefop.

In the period 2024-26, Cedefop will pursue the implementation of its human resource strategy, focusing on talent acquisition and development as well as staff well-being. The aim is to boost staff engagement and contribution; increase organisational agility and capacity for change; enhance the impact of HR services; generate administrative efficiency in the way human resources are developed, managed and allocated. More specifically, the HR strategy comprises 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 well-being to foster a healthy, engaged and resilient workforce.

- (89) Transforming itself into a digital organisation, Cedefop will continue implementing its ICT and digitalisation strategy to offer its staff, partners and stakeholders means to develop, build and share knowledge digitally. In the coming period, Cedefop will adapt to comply with the requirements of the upcoming cyber-security Regulation as well as to respond effectively to ever-evolving cyber-threats. In parallel, the Agency will continue to seek ways and means to increase efficiency and reduce the administrative burden by optimising and streamlining processes and procedures. Doing so, Cedefop will continue the process of harmonising its IT landscape with that of other EU institutions, particularly the Commission's. The ICT service will also continue to cooperate closely with the operational



departments to innovate and implement new technologies in direct support of core business.

- (90) Across the organisation, and particularly for administrative and support services, Cedefop will continue to search for and exploit synergies with the network of EU agencies, to benefit from shared services and resources. Working with ENISA, and expanding upon positive experience in sharing services and capabilities, the two agencies will assess the possibility to share further resources and capabilities. Cedefop will also provide accounting services to the European Institute for Gender Equality (EIGE), following the signature of a service level agreement between the two agencies. 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 2024-26

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

#### 2.2.1.1. Staff population overview for 2022

- (91) Cedefop's 2022 establishment had 91 posts (49 AD and 42 AST). It included eight permanent and 83 temporary posts. On 31 December 2022, Cedefop employed 19 contract agents and two seconded national experts (SNEs). Cedefop staff and SNEs were drawn from 17 EU nationalities <sup>(32)</sup>, the United Kingdom and Norway.

#### 2.2.1.2. Expenditure for 2022

- (92) The rate of commitment of budget appropriations for the year 2022 was 99.98% and the rate of payment appropriations was 98.14%, demonstrating successful optimal use of resources entrusted to the Agency, for yet another year and despite the significant budget adjustments required by an unexpectedly high retrospective salary increases in 2022. 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).

### 2.2.2. Resource programming for the years 2024-26

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

Cedefop welcomed the 3.90% increase for the 2023 budget decided by DG BUDG (Table 1), instead of the 2% standard annual increase rate applied in the Multiannual Financial Framework (MFF) 2021-27. However, this increase was not sufficient. For instance, the salary cost increase announced in November 2022, combining 4.5% salary indexation with an increase of the weighting factor for Greece

<sup>(32)</sup> Unrepresented EU nationalities in 2022 were Croatia, Ireland, Cyprus, Lithuania, Luxembourg, Malta, Hungary, Portugal, Slovenia, Finland.





by 5.7 base points created an imbalance in the year's commitment appropriations projections and had a knock-on effect on the following budgetary years, impacting the budget estimates presented in the SPD 2024-26 across all Titles.

The steady fall in operational expenditure across the years (by 11 percentage points between 2017 and 2022, from 36% to only 25% of the budget) brought about by the increased – and inelastic – staff costs risks jeopardising Cedefop's capacity to deliver effectively on its mission, core activities and work programmes. It also jeopardises the Agency's responsiveness to evolving priorities and increasingly complex tasks. **In 2023, the share of Title 3 was only 25% of the budget and will remain at this level in 2024. Based on the current projections, it will increase only marginally to 26% in 2025 and 2026.** It should be noted that while Title 3 is being squeezed out, the mission of the Agency has been broadened to encompass VET as well as qualifications and skills policies. To address this challenge, Cedefop has started discussions with its partner DG and the Management Board with a view to finding innovative ways to ensure the sustainability of core business activities.

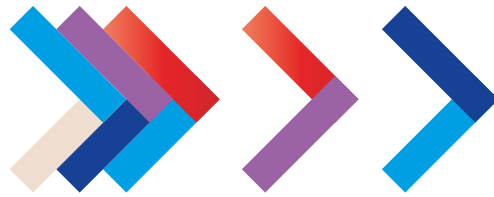
At the same time, the Agency needs to invest in the modernisation of its premises to meet changing business requirements and to increase its energy efficiency while reducing GHG emissions. The Agency estimates that about Euro 1.5 million will need to be invested in its infrastructure in the coming years. Such required investments could not be financed within the current budget without reducing further Title 3 expenditures. In this context, the Commission has agreed, in principle, to grant a temporary increase in Cedefop's EU subsidy as a budget reinforcement to be used to renovate and refurbish the premises. The first tranche of this budget reinforcement will be submitted for approval by the Commission and the budget authority for

the budget and work programme 2025. The other tranches will concern the years 2026 and 2027. As the budget reinforcement has not been formally confirmed yet, it is not reflected in the budget 2024-26 in this Single Programming Document.

#### 2.2.2.1. Financial resources

- (93) The estimates for the budget of the years 2024-26 (Table 1) are in line with the [Statement of estimates of the European Commission and the Financial Programming 2024-27](#) published in June 2023.
- (94) The Agency revenue consists of the subsidy from the EU budget, Norway and Iceland contributions <sup>(33)</sup> and own revenues (mainly interest generated from bank deposits).
- (95) In allocating the budget across Titles, the Agency's forecasts are based on the following assumptions: (a) increase in staff expenditure, based on salary adjustment for the years 2023 (2.7%) and 2024 (2%), and only slight changes of the weighting factor for Greece; (b) moderate inflation and a decline in energy prices in comparison with 2022 and 2023.
- (96) To ensure adequate budget allocation to core business in line with the strategic priorities identified by the Agency, the budget planning 2024-26 foresees several measures: a staff policy that takes account of budgetary constraints; regular workforce planning exercises; further synergies and shared services with other EU agencies; and systematic revisiting of the Agency's

<sup>(33)</sup> With the amendment of Protocol 31 of the EEA Agreement, as of 1 January 2023 Cedefop receives Norway and Iceland contributions directly from the Commission as part of the budget.



portfolio of activities and outputs with a view to streamlining and focusing them further (Table 1). The portfolio represents a snapshot at a certain time and is dynamically changing.

#### Allocation and evolution of budget appropriations by Title: budgets 2024-26

- (97) For Title 1 – staff expenditure – the estimate for 2024 is based on the provisions for the establishment plan and its occupation (see also Annex IV). It considers estimated salary adjustments, planned recruitments, turnover and retirements, and the staff resources needed for the implementation of Cedefop activities; the amount of 13.3 million EUR represents an increase of 3.70% in 2024 compared to 2023 <sup>(34)</sup>. For the years 2025 and 2026, Cedefop’s budget estimates for salary costs are based on the assumption of a 2% salary adjustment every year, automatic step increase every 2 years as provided for by the EU Staff Regulation, as well as promotion and reclassification exercises following staff appraisals. However, projections for Title 1 do not include any possible significant change in the weighting factor for Greece, which the Agency cannot foresee.
- (98) For Title 2, which is used to fund administrative expenditure, as well as investments in building and ICT infrastructure and technologies, the yearly amount needed for 2024 to 2026 is approximately 1.9 million EUR, up by 1.49% in 2024 compared to

2023. The Agency’s estimates for 2024-26 are built on the assumption that energy prices and inflationary pressure will drop compared to 2022 and 2023 levels to remain at a moderate level, and that investments in photovoltaic panels and other energy efficiency projects will start paying off. The slight increase in Title 2 in comparison to 2023 (28K) is primarily explained by an increase in prices for ICT services and the need to replace hardware. Carefully selected investments to reduce CO2 emissions are planned throughout the period, in line with Cedefop’s 2023 climate neutrality strategy. Investments in ICT and carbon emission reduction measures are expected to be recouped by generating efficiency and productivity enhancements as well as budget savings.

- (99) Title 3 – operational expenditure – increases only marginally by 1.46% in 2024, due to the increase in salary cost and inflation. This increase is also rendered possible by putting on hold needed investments for modernising and refurbishing the Agency’s conference centre that would otherwise be funded at the expense of Title 3. The trend for the following years shows an increase in Title 3 by only 0.99% in 2025 and 3.46% in 2026. To preserve its operational budget to the extent possible, the Agency will continue to pursue every efficiency gain and search for opportunities to share services with other agencies.

<sup>(34)</sup> This increase results from the salary adjustment by 2.7% in 2023 and an estimation of 2% in 2024, and full occupation rate of the establishment plan.



Table 1. Budget evolution 2024-26 by Title

	Budget 2023 (Amending Budget 01/2023)	VAR 2024 / 2023	Envisaged in 2024	VAR 2025 / 2024	Envisaged in 2025	VAR 2026 / 2025	Envisaged in 2026
Title 1 Staff Expenditure	12 807 887	3.70%	13 281 379	2.54%	13 618 658	1.93%	13 880 971
Title 2 Infrastructure and operating expenditure	1 873 800	1.49%	1 901 800	1.42%	1 928 800	-1.38%	1 902 100
Title 3 Operational expenditure	4 958 923	1.46%	5 031 500	0.99%	5 081 100	3.46%	5 256 700
<b>TOTAL</b>	<b>19 640 610</b>	<b>2.92%</b>	<b>20 214 679</b>	<b>2.05%</b>	<b>20 628 558</b>	<b>1.99%</b>	<b>21 039 771</b>

#### 2.2.2.2. Human resources

(100) Cedefop's establishment plan had 91 posts in 2022. Sustained efficiency drives, digitising processes, redeployments and reassignments have been employed to address new and growing tasks by shifting, as much as possible, human resources from administrative to operational posts within ever-increasing resource constraints. To anticipate future possible financial constraints, Cedefop develops different scenarios to manage and best match human resources, in the context of strategic workforce planning.

#### Resource outlook over the years 2024-26

(101) The Cedefop recast Founding Regulation, which entered into force in February 2019, reflects in the mandate of the Agency the work it had done on VET as well as on qualifications and skills policies, at the intersection between education and the labour market. Over the years the Agen-

cy has progressively broadened its work to respond to policy demands. However, this extended portfolio of activities has not been accompanied by additional resources. The identification of negative priorities and systematic efficiency gains have made it possible for the Agency to deliver but this has led to increased workload and pressure for staff. Looking ahead, and despite the 3.90% budget increase in 2023, the Financial Programming 2024-26, referenced above, may pose serious challenges to the Agency's ability to respond adequately to policy and stakeholder demand, as it provides a steady annual 2% increase in the European Union budget subsidy to the Agency, for the years post 2023. The stable budget of the Agency results in a significant squeezing out the budget dedicated to core business, which will remain at only about 26% of Cedefop's budget during the period. This threatens Cedefop's core business and ability to deliver its mission and



strategic objectives; it also prevents the organisation realising needed investments in infrastructure and foregoes savings that would stem from these investments.

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

(103) In summary, Cedefop stresses that:

- its mission is highly relevant to the critical EU economic and social challenges. This is reflected in its recast Founding Regulation, which acknowledges that the Agency's mission and objectives go beyond VET to include skills and qualifications policies. The budget allocated to the Agency should be reconsidered to reflect better the importance of its mission and the extent of its objectives;
- in this Single Programming Document, the Agency has not accounted for new tasks, while budget constraints already imply agility and flexibility through prioritisation of activities. Should new tasks be demanded of Cedefop, this

will only be feasible with the corresponding additional resources;

- under the current financial outlook, the Agency will have to postpone needed investment in infrastructure, negatively impacting on the good operation of the Agency and foregoing savings that would stem from these investments.

(104) **Growing tasks** which might materialise in 2024-26 and affect the Agency's planned activities and resources include the following:

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

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

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

(106) In the context of the rising need for upskilling and reskilling adults, Cedefop will intensify its efforts in CVET research and policy analysis as an essential component of lifelong learning directly oriented towards professional development. This will include carrying out extensive work on how to ensure more opportunities for work-based training as a more attractive and effective mode of learning for people of all ages,



regardless of their starting points; and how to integrate up- and reskilling policies with other policy supporting measures, including guidance, validation, financial and non-financial incentives, and social support.

#### Sustainable development goals integration

(107) In 2024-26, Cedefop will gradually implement the [2030 Agenda for sustainable development](#) and its 17 SDGs. A significant part of this commitment will take the form of implementing a climate neutrality strategy and decarbonisation roadmap for the organisation to reach the objective of climate neutrality in 2030. Progress on the decarbonisation targets will be monitored and measured using a recognised environment management standard and will be reflected in the sustainability report of the Agency. In 2024, Cedefop will assess how to integrate the social and economic dimensions of its activities in its sustainability reporting.

#### 2.3. Strategy for achieving efficiency gains

(108) To ensure optimum use of its resources, Cedefop has been operating an activity-based budget (ABB) since 2007 and introduced a performance measurement system (PMS) in 2009. In its Cedefop discharge reports for the financial years 2017, 2018, 2019, 2020 and 2021, the European Parliament acknowledged the Agency's performance measurement system

(PMS) as 'exemplary' or 'noteworthy' <sup>(35)</sup>.

(109) 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.

(110) Cedefop cooperates with Eurofound, EU-OSHA and the ETF to compare and, where possible, align and improve data collection and analysis methods for performance indicators. This is in line with a recommendation following the 2017 external evaluation of the (then) four agencies within the remit of DG Employment. Cedefop is also an active member of the EUAN Network of Agencies and a strong supporter of developing strategies for sharing resources across agencies. Further to using joint procurements across agencies and the shared disaster recovery site of EUIPO, the Service Level Agreement signed with ENISA envisages more such resource/staff pooling, and the memorandum of understanding with Eurofound and the ETF the sharing of services. For instance, ENISA and Cedefop are expanding their sharing of

<sup>(35)</sup> [European Parliament decision of 26 March 2019 \(2018/2178\(DEC\)\)](#).  
[European Parliament decision of 14 May 2020 \(2019/2066\(DEC\)\)](#).  
[European Parliament decision of 29 April 2021\(2020/2150\(DEC\)\)](#).  
[European Parliament decision of 4 May 2022 \(2021/2119\(DEC\)\)](#).  
[European Parliament decision of 10 May 2023 \(2022/2095\(DEC\)\)](#).



capabilities: Data Protection Officers (as of 2021), confidential counsellors (as of 2022) and legal expertise (as of 2023). As of end 2023, Cedefop will provide accounting services to EIGE, following the signature of a service level-agreement between the two agencies.

- (111) Cedefop systematically considers further scope for efficiency gains and pursues strongly its effort towards digitalisation; this is an effort that the Commission has acknowledged and recommended to continue. The ICT and digitalisation strategy supports the Agency's digital transformation, with the aim of generating greater efficiency and enhancing productivity across the organisation, as well as boosting collaboration and knowledge sharing with external stakeholders. Implementation is continuing. Since 2022, all Cedefop's processes, procedures and workflows operate digitally. However, digitalisation, streamlining and simplification to gain further in efficiency will continue at Cedefop.
- (112) The imperative to reach climate neutrality reinforces the impetus towards a systematic reduction in mission and travel costs. This will be achieved by replacing, as far as possible, physical meetings by virtual ones and online collaboration tools, taking due consideration of the added value of face-to-face discussions and exchanges. Cedefop will also systematically seek to invest in achieving higher energy efficiency for its building. All savings generated are redirected to the core business.
- (113) Continuing efforts are taking place to develop talents and boost staff potential through learning and development as well

as to redeploy staff internally towards core business services. This effort is demonstrated in the results of the job screening exercise which show a consistent increase in staff allocated to core business and reduction in staff allocated to administrative support and coordination since 2015.

- (114) While there is limited residual scope for substantial further efficiency gains within existing regulatory and compliance constraints, the following initiatives are foreseen for 2024-26:
- continuous collaboration with other agencies to achieve further efficiency gains through shared services such as inter-agency resource pooling, joint procurements for common services and for other services, as available in the agencies' catalogue of shared services;
  - pursuing a reduction in mission costs by at least 65% in comparison with 2019, and implementing a combination of online, hybrid and physical events that is efficient while reducing the overall meetings and missions budget of the Agency by half. On top of further increasing cost savings and efficiency gains to the benefit of core business, this measure witnesses Cedefop's firm commitment to reducing its carbon footprint and minimising its environmental impact;
  - careful selection of measures that combine carbon reduction objectives with efficiency and costs savings, such as photovoltaic panels to produce, with renewable energy, about a third of the electricity consumption of the Agency;



- (d) further use of Commission/interagency framework contracts, wherever possible, to reduce administrative overheads;
- (e) further investment in ICT and new technologies to achieve modernisation and digital transformation, bearing in mind that investments in automation lead to temporary cost increases;
- (f) participation in selected inter-agency working groups to pool expertise, resources and best practice and, whenever possible, carry out joint projects across agencies (such as joint surveys);
- (g) regularly revisiting HR and budget allocation with a view to securing additional resources for the core business.

(115) Cedefop carries out systematic reviews of its portfolio of activities and outputs with a view to streamlining and focusing them further. The review provides a broad idea of the direction over 2024-26 suggested by the thematic corporate priorities. It addresses current activities with an increased focus on clusters of thematic activities, and how they are prioritised and synergised through cooperation and shared focus. The thematic clusters are considered from a dynamic perspective, combining continuity and consolidation with future investment necessary to deepen and expand expertise in line with evolving priorities, as well as reflecting Cedefop's relative strengths and needs for capacity building. After the prioritisation exercise carried out in 2021, an additional review took place during a dedicated workshop with the Extended Executive Board at its June 2022 meeting, the outcomes of which were endorsed by the

Management Board of October 2022. The outcomes are presented in table 2.

Table 2. **Prioritisation exercise – Portfolio review**

Expand	Reinforce
<p>This category includes strategic areas of expansion and in need of new investment building selectively around main strengths and added value to Cedefop’s objectives and stakeholders:</p> <ul style="list-style-type: none"> <li>• Supporting CVET systems and WBL in CVET</li> <li>• Skills intelligence 2.0</li> <li>• Professional development of VET teachers and trainers</li> <li>• Microcredentials</li> <li>• Green and digital transitions</li> <li>• Social media/audiovisual activities</li> <li>• Online tools</li> </ul>	<p>This category includes areas which have already reached a high level of expansion and maturity in need of investment to reinforce vulnerable areas and build further on what has already been achieved:</p> <ul style="list-style-type: none"> <li>• Up-/reskilling pathways for all</li> <li>• Policy monitoring 2.0</li> <li>• Qualifications and learning outcomes</li> <li>• VET statistics and indicators</li> <li>• Guidance, validation and incentives – including ILAs – in an integrated approach</li> <li>• Cross-national database and networks on apprenticeships</li> <li>• Future of work and VET</li> <li>• Survey-based/data sets in-house skills analysis</li> <li>• Web portal</li> <li>• Virtual and hybrid events</li> </ul>
Harvest	Refocus
<p>This category includes areas of activity that will maintain their level of development and importance but are not considered for further expansion. Investment will be contained to that necessary to consolidate and take advantage of results already achieved:</p> <ul style="list-style-type: none"> <li>• VET systems</li> <li>• Tackling early leaving from VET</li> </ul>	<p>This category includes relevant segments of existing activities which need to be reoriented and/or streamlined in view of defending their strength and increasing their added value:</p> <ul style="list-style-type: none"> <li>• Transversal skills and competences</li> <li>• Skill demand and supply forecast</li> <li>• Policy learning on skills anticipation and matching</li> <li>• Skills surveys</li> <li>• Skills index</li> <li>• Smart publishing</li> <li>• Refugees and the LM: skills-based pathways</li> <li>• Mobility scoreboard</li> </ul>

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

(117) 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 postponement of the launch of a new line of activity concerning foresight studies on skills needs in selected sectors and related sectoral approaches, and on 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 learning providers' practitioners community; (vi) the launch of the Cedefop Yearbook. 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 no interpretation at Management Board meetings and radical reduction in printing and dissemination of hard copy publications.

(118) In addition, in the period 2024-26, **negative priorities** will (continue to) affect the following tasks and deliverables:

- (a) cancellation of the policy learning forum on IVET mobility;
- (b) current work on the production of large-scale surveys will be streamlined, focusing resources on a single Cedefop survey on skills (compared to the two surveys currently carried out) to be repeated every 3 to 4 years in alternation with Cedefop's opinion survey on VET (teachers and trainers);
- (c) Cedefop's opinion survey on VET (teachers and trainers) will not cover all 27+ Member States. The selection of countries will be decided on the basis

of a cost-effectiveness analysis with a view to maximising the coverage within the available budget;

- (d) the shift of thematic country reviews from systematic support for individual Member States in a specific area of policy into a tool for enhancing policy learning capacity in a variety of policy areas will continue, with a view to reducing the resource burden while preserving overall effectiveness;
- (e) the new study on microcredentials with a focus on quality assurance, learning outcomes and assessment, will have reduced scope;
- (f) no interpretation at Management Board meetings;
- (g) 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;
- (h) putting on hold the refurbishment of the conference rooms with state-of-the-art audiovisual equipment enabling hybrid events.

For several years, spending on infrastructure has been limited to the extent possible to focus resources on core business. However, Cedefop adopted a strategy towards climate neutrality in 2023. The resulting investments in energy efficiency projects require specific investments in infrastructure in the range of EUR 1.5 million. These investments do not appear possible within the current budgetary envelope, foregoing benefits such as increased productivity,



efficiency and budget savings. However, the European Commission has agreed in principle to a temporary reinforcement of Cedefop's budget for 3 consecutive years, starting from 2025.

Nevertheless, the budgetary constraints under the MFF 2021-27 imply downsizing or cuts among the activities of the Agency, which has to manage the tension between fulfilling the missions and tasks it is entrusted with in its recast Regulation and the ever tighter budgetary resources allocated to the institution. Completely new lines of services or deliverables can only be assumed by the Agency if human and financial resources are made available.

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

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

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

# Work Programme 2024



## 3.1. Executive summary

(120) In 2024, Cedefop continues to provide sound and policy-focused insight into the role of VET, skills and qualifications in accompanying and accelerating the green and digital transitions in rapidly changing and ageing societies. The focus is on providing evidence relevant to the comprehensive EU VET and Skills Agenda Cedefop has helped shape, and to the twin transition and social ambitions laid down in the overarching EU policy framework.

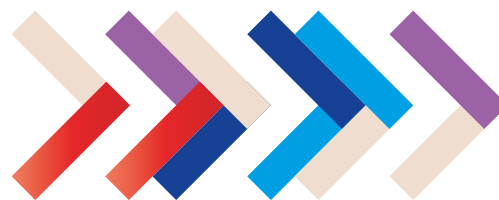
(121) To manage increasing demand for its expertise and growing pressure on the Agency budget, Cedefop is applying its well-established portfolio framework more systematically than in previous years. This is necessary to keep responding flexibly to a rolling policy agenda and to strike a balance between continuity, refocus and novelty. With a view to increasing administrative and core business efficiency, cooperation with partner agencies (ETF, Eurofound, ETF, EU-OSHA, ELA) <sup>(36)</sup>, and – where possible – with others (e.g. EEA, EIGE, ENISA) is more systematically leveraged in areas where joining forces pays off. Cedefop will also continue cooperation with partner agencies in the framework of the Agencies Network on Scientific Advice (EU-ANSA) to reinforce the agencies' ability to provide scientific and technical advice to EU institutions, Member States and other relevant EU policymakers.

(122) Cedefop will continue to shape and implement its own twin transition: organisation-wise and in all core business activities. The Agency places emphasis on using its HR and ICT strategies to tap the potential of digital tools and outreach opportunities and takes further steps in 2024 to implement its climate neutrality strategy and decarbonisation roadmap by 2030.

(123) Cedefop's activities are underpinned by a strategic vision of a learner-centred VET, state-of-the-art research and well-managed expertise networks and are guided by a multiannual strategy. They support learning, skills, and career development throughout life and give insight into how jobs can support skills use and formation to ensure citizens and enterprises thrive and manage transitions. Cedefop's evidence contributes to the EU VET, skills, digital, green, innovation and competitiveness agendas and to EU ambitions and targets. In 2024, Cedefop continues to contribute to the European Year of Skills via its research, publications and events and by reaching out to its stakeholders and networks.

(124) Cedefop research, analysis and policy monitoring activities support stakeholders in developing expertise, ease mainstreaming good practice and promote policy learning. To communicate the findings of its work to experts, policy makers, social partners and other stakeholders, Cedefop uses attractive publication formats, user-centric web tools, and social media. Cedefop will invest in internal communication to strengthen teamwork and collaboration further. It will also invest in strategic

<sup>(36)</sup> The European Parliament events hosted by the Employment Committee (Youth first, in 2022, and Skills, Skills, Skills, in 2023) demonstrate how the agencies under the remit of DG Employment work together to put important policy issues in the spotlight.



mapping and engaging with its stakeholders to streamline cooperation and outreach further. Regular interaction with all groups represented on Cedefop's tripartite Management Board, with ReferNet and other thematic networks, and with researchers, experts and practitioners ensures the relevance of its work.

(125) Cedefop's 2024 activities reflect increased focus and progressive emphasis on cross-cutting themes and challenges and demonstrate how the Agency, alongside shaping and informing the EU policy agenda, increasingly also supports its implementation:

- (a) Cedefop VET policy monitoring focuses on main developments linked to national implementation plan priorities in EU Member States, Norway and Iceland and leverages Cedefop evidence from other activities and projects. In 2024, in cooperation with ReferNet, Cedefop will produce country state-of-policy-implementation reports that also inform the European Commission's [Education and Training Monitor](#) and the European Semester;
- (b) Cedefop will continue to support the development and implementation of European tools and principles. The Agency's evidence and support furthers EQF implementation, strengthens learning outcomes based NQFs and contributes to increasing the relevance and practical value of qualifications frameworks, at systemic and individual levels;
- (c) in 2024, Cedefop will use insights from the 2022 learning outcomes study to contribute to the work on European VET

core profiles. The study on transparency and transferability of learning outcomes will help map the contribution of European and national policy initiatives to reducing learning obstacles. The future of VET study on VET excellence will help show how institutional organisation can support excellence;

- (d) championing systematic CVET approaches to lifelong learning and up- and reskilling to cater to learning needs of adults – no matter what their skill level or employment status – remains a key priority. In 2024 Cedefop will publish findings from its study on building CVET systems underpinned by learning-conducive work environments and learning-intensive working lives. It will also launch, with the active involvement of social partners, preparatory work for the organisation of Cedefop's first-ever CVET symposium to be held in 2025. From this starting point, Cedefop will take a closer look at the relevance and impact of the institutional and operative involvement and activities of the social and other partners in CVET and in-company training;
- (e) Cedefop continues to foster synergies between VET financing and attractiveness, lifelong career guidance, and validation of non-formal and informal learning, which transversally support sustainable lifelong learning policy. Jointly with CareersNet and in cooperation with the Commission, Cedefop will finalise the update of European guidelines for policy and systems development for lifelong guidance. Contribut-

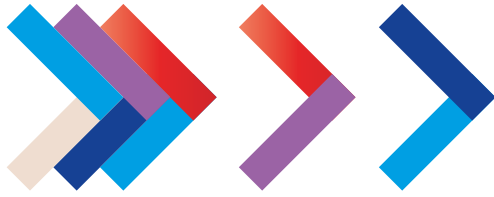


ing to EU and Member State efforts to tackle skills shortages, support measures will also be approached from the perspective of the labour market integration of migrants and refugees;

- (f) in 2024, national and EU social partners will be engaged in research on training funds aimed at governance and performance improvement opportunities and will benefit from exchanges on individual learning accounts with experts and Member states in a policy event. A new study advancing the empirical evidence on microcredentials will start;
- (g) as part of Cedefop work on apprenticeships and work-based learning, new data on participation, incentives and quality of workplace training that complements existing evidence will be collected in 2024. Jointly with the OECD, Cedefop will publish the findings of the 3rd (2023) apprenticeship symposium and start preparing the 4th one (2025);
- (h) work on the green transition will be further upscaled. In 2024, the Cedefop Green Observatory will become the central EU information platform on sectors, occupations and skills that are at the heart of the green transition that helps social partners and other stakeholders shape 'brown-to-green' job mobility. The cross-country study on the role of social partners in skills strategies for a just green transition at regional level complements the Green Observatory work. Following the publication of the [2022 mapping report on Socioeconomic aspects of sustainable development](#), Cedefop will continue to

seek synergies in the area of the green transition with selected members of the EU-ANSA network;

- (i) Cedefop will continue to use its skills intelligence, survey and other evidence to champion balanced approaches to shaping and accelerating the skills revolution that consider supply and demand side factors and perspectives and their interactions;
- (j) Cedefop skills analysis and anticipation work in 2024 will aim at putting next-generation skills intelligence to work in the context of the digital, green and demographic transitions. Insight into critical labour market and skills shortages and skills gaps helps European economies adjust VET and skills systems, accelerate up- and reskilling, and can guide approaches to labour mobility and migration. The tried and tested approach of blending insights will remain the overarching design principle in all Cedefop's skills intelligence work. Cedefop skills analysis, forecast and foresight and the centre's digitalisation and future of work research will be complemented with real-time Skills OVATE labour market information and skills intelligence generated by other organisations;
- (k) in 2024 Cedefop's Skills OVATE will progressively integrate new functionalities. A new Eurostat/Cedefop framework contract will be concluded to secure Skills OVATE's continued operation from 2025 onwards. Cooperation with key partners will focus on further improving data quality, expanding Skills



OVATE use cases and paving the way for more advanced VET and skills policy-relevant big data analysis;

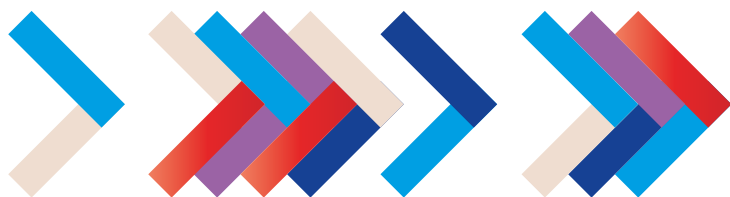
- (l) in 2024, jointly with the European Training Foundation, Cedefop will release a publication on skills and digital transition in EU Member States, Norway and Iceland, and ETF partner countries participating in the second European skills and jobs survey (ESJS2). Analysis of the new European training and learning survey (ETLS) data will start.

(126) Cedefop attaches great value to effective and wide online dissemination of findings and policy learning. In 2024 the Agency will allocate a substantial share of its human and financial resources to sustaining, updating and upgrading online tools and resources. This includes the apprenticeship database, the early leaving and NEET toolkits, the IVET mobility scoreboard, and the VET in Europe Database and national news updates. Alongside updates and data visualisation improvements, the Key indicators on VET online tool and the VET Policy dashboard will be further aligned to the 2020-25/30 policy cycle and enriched with additional analysis on CVET and adult learning. Cedefop will continue to encourage policy learning and to provide targeted support on up- and reskilling in a way that is sustainable considering limits on resources. The Agency will publish results from the thematic upskilling pathways reviews in France and Italy, continue the ongoing reviews with Croatia and Spain, and organise policy learning opportunities for Member States and social partners in support of the upskilling pathways Recommendation.

### 3.2. Activities 2024

(127) To tap VET's key enabling role effectively, policy-making and provision require information on labour market trends and needs, the relevance and benefits of the skills and qualifications 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 2024 reflect a particular emphasis on recent EU VET and skills policy priorities and build on work done for the European Year of Skills in 2023.

- 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.
- In *Valuing VET and skills*, the emphasis will be on developing a more systematic approach to CVET to support upskilling and reskilling of adults and on getting a better understanding of the role and challenges of teachers and in-company trainers in IVET.
- *Informing VET and skills policies* will focus on further developing Cedefop's skills intelligence with a view to strengthening and expanding the evidence base underlying VET and skills policies and reinforcing the Agency's skills intelligence tools to support the green and digital transition and the ambitions of the 2020 EU Skills Agenda.



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

(128) Under this strategic area of operation, Cedefop will continue to support the European Commission, Member States, social partners and other VET stakeholders by: (a) monitoring implementation and analysing national VET systems and policies in line with national implementation plans (NIPs); (b) providing expertise and evidence that helps shape common EU principles and tools; and (c) providing comparative analyses of future trends, challenges and opportunities for European VET systems and institutions.

#### Monitoring implementation and analysing national VET systems and policies

(129) **Cedefop’s annual qualitative analysis** will focus on the main VET policy developments in EU Member States, Norway and Iceland in line with the priorities selected by countries in their NIPs and building on the evidence produced across Cedefop’s research and analysis. In 2024, Cedefop’s policy monitoring and reporting will be adjusted to the ReferNet Framework Partnership Agreement (FPA) 2024-27. In cooperation with ReferNet, Cedefop will produce country reports on the main developments related to national VET priorities. The reports will be published on Cedefop’s web portal and will inform the European Commission’s Education and Training Monitor and the preparation of country-specific recommendations in the context of the European semester. This country specific analysis will be complemented by the in-

terim findings of Cedefop’s study on the implementation of NIPs to provide a more complete picture on the work carried out in the EU-27+ countries in line with the EU VET priorities as defined in the Council Recommendation on VET and the Osnabrück Declaration. The interim findings will be discussed in a Cedefop validation workshop with the key stakeholders participating in the implementation of the NIPs.

(130) Drawing on **ReferNet** partner input, Cedefop’s up-to-date and comprehensive information on national VET systems helps policy makers and other VET and labour market stakeholders understand the main features and key characteristics of VET in the EU Member States, Iceland and Norway. In 2024, Cedefop will update its VET in Europe database, providing a clear picture of VET systems, produce **Short descriptions of VET systems in Belgium and Hungary** holding the EU Presidency, accompanied by **Spotlight on VET** flyers. Animations presenting the countries’ VET systems will inform DGVTs and ACVT meetings and Presidency events.

(131) In close cooperation with Cedefop’s ReferNet partners, online National news on VET will present the latest VET developments in the EU Member States, Iceland and Norway, including innovative projects and successful practices that may inspire other countries. Published on Cedefop’s web portal and newsletters, National news on VET attracts the attention of a broad audience and offers a major opportunity for disseminating news on national VET-related developments.



- (132) In close cooperation with the European Commission, Cedefop's ReferNet partners and other stakeholders, the **IVET mobility scoreboard** will be revised in line with the forthcoming Council Recommendation on learning mobility.
- (133) Cedefop will pursue its work on **key competences** in VET that are crucial for lifelong learning, employment and social integration. In 2024, research will build on the outcomes of the 2023 Conference on how entrepreneurship competence is embedded in VET, supporting the implementation of the 2020 European Skills Agenda priorities. The work on key competences will be supported by the revised terminology on transversal skills and competences, developed for ESCO and the EQF with the support of Cedefop.

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

- (134) Cedefop will support further development and implementation of **European tools and principles** for transparency and recognition of qualifications in cooperation with the Commission and the EQF Advisory Group. The focus will be on the further implementation of the EQF, notably by linking national databases and making it possible for citizens to have access not only to levels but also to comparable information on content and profile of single qualifications throughout Europe. Cedefop will continue to support the strengthening of learning outcomes based NQFs covering all levels and types of qualifications. Work will continue on providing conceptual support to working groups seeking to deepen

and detail the relevance of the EQF: (a) developing and connecting national qualifications databases; (b) developing an agreed format for presenting learning outcomes in databases and through Europass certificate supplements; (c) promoting validation as an integrated part of qualifications frameworks; (d) strengthening links to qualifications frameworks outside Europe, in cooperation with UNESCO and the ETF. In 2024, Cedefop will organise a workshop to discuss the findings from the latest synthesis report on NQF developments. It will also launch the Survey on implementation, use and impact of NQF/EQF. In 2024 Cedefop will coordinate joint work on the global inventory of NQFs. Cedefop will also build on the conclusions of the EQF evaluation, run by the Commission on the implementation of the EQF Recommendation of 2017, that will be finalised in 2023. Promoting the use of ESCO and its links to learning outcomes, Cedefop will continue paying attention to the revised terminology on transversal skills and competences. Cedefop will also follow developments of the Europass portal in relation to the publication of qualifications and learning opportunities.

- (135) Cedefop's research on microcredentials has shed light on this growing trend in education and training, its benefits and limitations as well as the challenges that must be dealt with to maximise its value for workers, learners and the labour market. Building on the results of the research work on The role of microcredentials for facilitating learning and employment, finished in 2023, a new study on **microcre-**





**dentials** will be launched in 2024, deepening the empirical evidence and extending the case study approach to more countries. Focus will be on quality assurance, including the quality assurance framework, learning outcomes and assessment of microcredentials. Dedicated publications will be released throughout the year. Cooperation with the tripartite advisory group set up in 2021 to accompany this work, and representing the three groups of Cedefop Management Board as well as the Commission, will continue.

- (136) Cedefop's support to the development and implementation of EQF and ESCO builds on its long-term expertise in the definition and use of **learning outcomes**. The work on the implementation of learning outcomes in VET and for lifelong learning has a long tradition at Cedefop, building on overarching studies published in 2009 and 2016. These studies looked at the overall impact of learning outcomes in the modernisation and transformation of VET and lifelong learning and demonstrate the rapid progress made in this area. The study *The shift to learning outcomes: rhetoric or reality?*, initiated in 2022, will provide in 2024 new evidence and an updated analysis of European developments in initial VET, in schools and apprenticeships, focusing on challenges and opportunities. Cedefop's work on learning outcomes will also contribute to the work on European VET core profiles, initiated by the 2020 VET Recommendation. Cedefop will also continue to contribute its expertise on learning outcomes to work by UNESCO and ETF

on the international dimension of learning outcomes.

- (137) The study **Ensuring transparency and facilitating transferability of learning outcomes**, analysing two decades of European and national initiatives, addresses the interaction between policies at EU and national levels over time. The evidence gathered will provide important insights into the conditions for successful implementation of policies in this area, delivering direct feedback to ongoing and future work on qualifications as well as the obstacles end users are facing when it comes to comparison and recognition of qualifications. The interim findings of the project will be discussed in a dedicated workshop focusing on whether European and national initiatives have reduced obstacles to lifelong and life-wide learning for individual learners and how opportunities have evolved during the past 20 years of EU cooperation in VET. Research work will also focus on the conditions that can enable citizens to understand whether qualifications can be compared, transferred, accumulated and combined.
- (138) Work will continue on **quality assurance** mechanisms in VET, supporting the European Commission and the European network for quality assurance in VET. Cedefop's expertise will be based on its analysis of the implementation of countries' national implementation plans in line with the European quality assurance framework for VET (EQAVET) and its comparative analysis on other related areas such as microcredentials and national qualifications frameworks.



### **Comparative research on the future of VET**

(139) To monitor implementation of VET policy effectively, it is important to understand how VET is changing in response to internal and external factors. VET systems in most European countries need to adapt to ageing populations and changing labour markets by continuously updating and improving content, pedagogics and institutional solutions. The work strand on the Future of VET has proved essential for Cedefop's ability to analyse and understand long-term and overall developments in European VET. The study initiated in 2023 will provide findings on the conditions for balancing European 'VET excellence and inclusion'. The research aims at comparing how countries relate the broad policy objectives of 'excellence' and 'inclusion' and whether these seemingly opposing priorities complement or contradict each other. In a dedicated workshop, discussions will address how excellence and inclusion, in particular gender equality, are understood across countries and how institutions are organised to promote them. Work will also continue in cooperation with UNESCO and other international institutions in the working group on the Future of TVET, established in the frame of the interagency group on TVET.

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**OPERATIONAL ACTIVITY 1:****SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY**

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**ACTIVITIES IN 2024 WILL FOCUS ON:**

- analysing Member States, Norway and Iceland VET policy developments since 2021 in line with their national implementation plans and the role of social partners in the priorities of the Council Recommendation on VET and the Osnabrück Declaration; and improving the visibility and standing of VET systems in Europe
- continuing the empirical and analytical work on the future of VET
- continuing the empirical and analytical work on microcredentials
- continuing work on the analysis of key competences in VET
- analysing the long-term impact of policies on transparency and transferability of qualifications
- continuing and deepening analyses of, and support to, the further implementation of the EQF/ NQFs and the learning outcomes approach
- further developing expertise and guidance on the definition and use of the learning outcomes approach

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**Activity objective**

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

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

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

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

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OPERATIONAL ACTIVITY 1:

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

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### **Expected results – outcomes 2024**

#### **NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:**

- thematic areas EU-27+ countries focused on in their NIPs
  - transversal skills and key competences in VET
  - the role of microcredentials in qualifications and credentials systems
  - contribution of national qualifications frameworks (NQFs) to policies and practices on qualifications and skills
  - the conditions for successful use of learning outcomes
  - the conditions for European tools and principles supporting individuals' progress in lifelong learning and career development
- 

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

- national implementation plans of EU-27+ in the priorities of the Council Recommendation on VET and Osnabrück Declaration
  - key features of national VET systems and trends
  - mobility scoreboard for IVET
  - transparent and trustworthy referencing of national qualifications frameworks to the EQF
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#### **KNOWLEDGE BROKERING FOR COUNTRIES AND STAKEHOLDERS ON:**

- designing, writing and application of learning outcomes
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**Indicators:** See corporate indicators (Section 2.1 and Annex XIV)

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**OPERATIONAL ACTIVITY 1:****SHAPING VET AND QUALIFICATIONS – RETHINKING RELEVANCE AND QUALITY**

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**Main outputs 2024**

- Workshop: Making progression in learning a reality: have European and national initiatives made a difference to individual learners?
- Workshop: The shift to learning outcomes: rhetoric or reality?
- Workshop: Implementation of the EU-27+ national implementation plans for VET: interim findings of Cedefop's policy monitoring
- Workshop: Future of VET: conditions for balancing European VET excellence and inclusion
- Workshop: NQF developments across Europe
- Publication: VET in Belgium short description, Spotlight on VET and animation (Presidency January-June 2024)
- Publication: VET in Hungary short description, Spotlight on VET and animation (Presidency July-December 2024)
- Publication: Country reports on the main developments related to the priorities defined in the NIPs
- Publication: The role of microcredentials in facilitating learning for employment: the added value for end users
- Publication: Learning outcomes: a global perspective (in cooperation with the ETF and UNESCO)
- Publication: European and national policies and initiatives supporting transparency and transferability of learning outcomes
- Online: Updated descriptions of VET systems in the VET in Europe database
- Online: NQF database
- Online: National news on VET

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**Targets 2024**

- Updated country information and the findings of the analysis of national implementation plans on 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

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**Resources 2024**

42.9 FTEs – includes indirect staff FTEs

EUR 6.4 M total ABB resource allocation – Title III operational budget is EUR 1.82 M

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**Corresponding ABB activity:** Shaping VET

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

- (140) In 2024 this strategic area of operation will continue to 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, including the role of social partners and socio-economic partners more generally in skill strategies for the green transition in regional ecosystems. These address the needs of adults in standard employment as well as, increasingly, the needs of underrepresented groups such as the **unemployed, self-employed and non-standard employees**. This will imply in-depth consideration of multi-stakeholder and multi-level dimensions and special attention to the social partner role in CVET governance, as well as the role of stakeholder networks and partnership-based approaches, to serve and engage low-skilled adults.
- (141) Activities in this strategic area aim at: providing new knowledge and evidence through research, policy analysis, cross-country as well as country-specific reviews; and acting as a knowledge broker for countries and stakeholders through a variety of policy learning initiatives. Work will be organised in three main thematic objectives and a transversal one: (a) enhancing young people's employability and participation in lifelong learning; (b) empowering adults through upskilling/reskilling and a systematic approach to CVET; (c)

supporting lifelong learning for all through lifelong career guidance, validation and (financial and non-financial) incentives; and (d) strengthening the statistical picture of VET in the EU.

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

- (142) Since 2021, Cedefop's work on the **professional development of VET teachers and trainers** has been consolidated to prepare the grounds for a European VET teachers survey. The feasibility study surveying principals, teachers, and in-company trainers in initial VET in six pilot countries tested the methodology for carrying out a representative European survey in IVET at ISCED level 3. The pilot survey captured key challenges that can be expected while attempting to upscale it to the whole EU. Based on these findings, work will be carried out throughout 2024-27. The full-scale survey aims at providing EU-wide insights into: (a) how continuous professional development (CPD) participation varies across VET teachers; (b) the extent of (perceived) improvement in skills and job performance associated with teachers' CPD participation and understanding underlying factors that could positively influence its impact; (c) supporting and impeding factors that may affect VET teachers' participation in CPD activities; (d) teachers' needs for CPD in different areas and their satisfaction with existing provision.
- (143) Following new evidence from the ReferNet survey on measuring and monitoring early leaving from initial VET, with a focus on supportive measures for teachers, trainers



and learners during Covid-19 published in 2023, Cedefop will continue its systematic work on **tackling early leaving from VET** and supporting the social inclusion of young **NEETs** by enriching its two VET toolkits for: (a) tackling early leaving from VET; and (b) empowering young NEETs with new resources supporting policy makers and VET practitioners. In 2024-25, the VET toolkit for empowering NEETs will be enriched with new intervention approaches and good practices on integrating young NEETs into green jobs. Cedefop's network of Ambassadors tackling early leaving from VET will continue supporting this strand of work.

- (144) The 2023 exploratory work on regional IVET ecosystems and digital skills for promoting excellence will continue in 2024. Newly released datasets will be analysed to add new or updated information and variables to the previously established indicators. The release of the EU census 2022 data in March 2024 will provide new potential data and may give opportunities to enrich the definition of a possible IVET regional ecosystem index. Other forthcoming data sources will be analysed to complement the picture.
- (145) Cedefop is exploring the possibility to initiate a new feasibility study in 2024 to examine digital skills provision in VET in Europe; little evidence exists on the digital skills that are taught at VET schools. This new field of work aims to fill this knowledge gap by analysing regional/national curricula of VET schools and extracting information via machine learning on different kinds of digital skills that students learn. Pending

feasibility assessment, findings are expected to provide valuable information on the supply side of digital skills and complement existing Cedefop work on job vacancies that analyses the demand side, thus contributing to better understanding skills mismatches.

- (146) Cedefop's work on **apprenticeships and work-based learning** will be underpinned by knowledge production and enable 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. Cedefop's work on apprenticeships will be developed around two strategic lines.
- (147) First, Cedefop will publish the outcomes of the 3rd joint Cedefop/OECD symposium on apprenticeships organised in 2023. It will also start preparing the 4th joint Cedefop/OECD symposium on apprenticeships to take place in 2025. To ensure greater responsiveness to research and policy interest, the focus will be specified in mid-2024, together with joint organisers. The symposium will be built around input from external contributors, including researchers, international experts and professionals engaged in policy making and implementation.
- (148) Second, Cedefop's community of apprenticeship experts, composed of national independent 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 through, inter alia, analytical work on specific topics of cross-country relevance. Thanks to cooperation with this pool of experts, Cedefop's European Database on Apprenticeship Schemes will be kept up-to-date and help monitor the implementation of the European Framework for Quality and Effectiveness of Apprenticeships. In 2024, the Community will meet for the seventh time and produce new evidence according to its core activity in 2024 <sup>(37)</sup>. In addition, Cedefop will organise the fifth policy learning forum on apprenticeships, supporting policy learning among a larger community of stakeholders including representatives of public authorities and employer and employee associations in the Member States.

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

(149) Cedefop will continue supporting the development of **well-functioning and inclusive CVET** in the EU-27. In 2024 Cedefop will publish findings from its study aimed at identifying approaches and strategies leading in the long term to CVET systems underpinned by learning-conducive work environments and learning-intensive working lives. The study focuses on how CVET systems could better reach out to and address the needs of underrepresented groups such as the unemployed, self-employed and non-standard employees. Cedefop will also continue to work on a cross-country study on the role of social partners and socio-economic partners more generally

in skills strategies for a just green transition at regional level. Building on this work, Cedefop will start the organisation of its first symposium on CVET to discuss new evidence and lessons learned for developing well-functioning and inclusive CVET systems underpinned by multilevel and multi-stakeholder CVET governance and strong stakeholder partnerships, with a focus on the role of the social partners and social dialogue in CVET and in-company training. Starting in 2025, symposiums on CVET will be organised every 2 years.

(150) Building on its previous work on supporting and empowering adults through skills development and labour market integration, Cedefop will continue supporting the development of systematic and coordinated approaches to lifelong **upskilling and reskilling pathways of low-skilled adults** by cooperating with Member States to undertake in-depth thematic country reviews of their national approaches to implementation. Following the publication of preliminary findings of the thematic reviews in France and Italy, the final reports will be published in 2024. The aim of the publications is to support the implementation of the upskilling pathways Recommendation and to identify country-specific strengths and challenges, including cooperation with social partners, and present a set of possible implications for policy. In the framework of the second cycle of thematic country reviews, Cedefop will continue cooperating with Croatia in reviewing their approach to the implementation of the upskilling pathways Recommendation. First outcomes from the second country re-

<sup>(37)</sup> To be chosen in 2023 together with Community experts.





views cycle are expected in 2025, and final country reports released in 2026. Building on findings from the country reviews and previous upskilling pathways work, which highlight the potential of stakeholder networks and partnership-based approaches at local level to reach out and engage low-skilled adults, Cedefop will do exploratory work in preparation for a new study in 2024 on the potential of networks to serve and engage low-skilled adults.

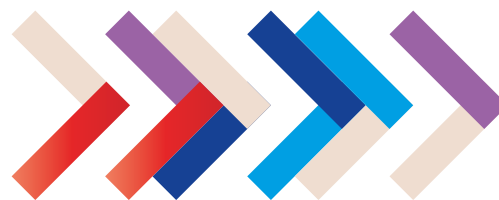
- (151) Following the policy learning forums on *Upskilling pathways: a vision for the future* organised since 2018, Cedefop will organise further policy learning initiatives to foster mutual learning and exchanges among Member States and social partners, also in connection with the implementation of the upskilling pathways Recommendation and in close coordination with the wider European initiatives supporting its implementation.

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

- (152) In 2024, Cedefop will continue fostering the synergies between its work strands on **financing and attractiveness of VET, lifelong career guidance, and validation of non-formal and informal learning**, which together act as a transversal support component enabling realisation of sustainable lifelong learning policies for adults and young people.
- (153) The European guidelines for validation of non-formal and informal learning, developed in collaboration with the Commission and in consultation with the EQF Advisory

Group, published in May 2023 will be widely disseminated in 2024. The new guidelines were developed during the preparation of the European Inventory of validation and updated in 2023, in collaboration with the Commission and the ETF. The synthesis report of the European inventory on validation will be published. In 2024, the 2023 online edition of the European inventory will be revamped to become more interactive and better connected with the European guidelines through a new visualisation tool.

- (154) Cedefop will finalise its work on individual learning accounts (ILA) and the potential for integrated policies and systems for CVET/adult learning, started in 2022. In 2024, a policy event will be organised to present and discuss the study findings and foster mutual learning and exchanges among Member States and social partners. Further, based on the findings of the study on the potential for integrated financing, lifelong guidance and validation of non-formal and informal learning policies and systems, Cedefop will identify future research areas for further integration of VET supporting policies.
- (155) In 2024, Cedefop will continue its research on **Training funds in the EU**, started end 2023. The study will provide an overview of the current training funds across the EU-27 and conduct in-depth analysis of training funds in eight selected EU Member States, including Belgium, France, Italy and the Netherlands. The study will explore different governance models of training funds, the variety of target groups and activities supported (e.g. training, consultancy, qual-



ity assurance, skills anticipation, research) and analyse the performance of training funds, including their complementarity with other instruments supporting CVET/adult learning. The study will identify strengths and challenges of training funds and the potential actions/policy interventions that need to be taken to improve their operation and performance. It will also explore the potential for establishing new training funds or significantly modernising/rethinking existing ones, in two selected Member States. In this connection, the ambition is to design country-specific roadmaps/guidelines. Cedefop will seek all opportunities to involve stakeholders, particularly social partners at European and national level.

- (156) Cedefop's work on monitoring and evaluating lifelong **career guidance** systems focuses on developing outcomes-oriented approaches in lifelong guidance and involving field experts and other stakeholders in their development. This includes common standards for career support providers. Building on the work started in 2022, further work will be carried out in 2024 to explore the feasibility of designing a self-assessment tool for career guidance providers focused on career development outcomes.
- (157) Cedefop's CareersNet <sup>(38)</sup> will hold its 8th annual meeting, revisiting the key features for monitoring quality in career guidance systems across sectors and settings, articulated in the European guidelines in 2015.

Following the update of Cedefop's EU+ Inventory of lifelong guidance systems and practices in 2022/23, Cedefop's CareersNet experts will continue working on the inventory in its current shape until the guidelines are updated. In 2024, Cedefop, together with the CareersNet experts, will finalise its work on a targeted update of the European guidelines for policy and systems development for lifelong guidance, in cooperation with the EC. This work builds on results from the questionnaire designed for core network experts, discussed at the annual CareersNet 6th meeting in 2022, followed by additional feedback and consultation stages in close cooperation with the Commission.

- (158) Cedefop will assess whether data on lifelong guidance for adult learning from the 2023 Adult education survey, corroborated with the evidence from CareersNet's work on the European policy and system guidelines for lifelong guidance, could be used to carry out in-house analyses. Conditional to favourable assessment of the data, work is expected to generate insights and evidence on the use of career guidance services by adults and on whether there is any association with participation in, and access to, adult learning (see also under *Strengthening the statistical picture of VET*).
- (159) In an effort to refresh Cedefop's valuable databases and tools on career guidance, different options will be analysed with a view to updating the online visualisation tool – [Resources for guidance](#) – which supports development of information tech-

<sup>(38)</sup> Cedefop's network of independent experts in lifelong guidance and career development.



nologies and labour market information in lifelong guidance.

### Strengthening the statistical picture of VET in the EU

(160) In 2024, with respect to its work on VET Statistics and Indicators, Cedefop will finalise the transition from printed VET statistical overviews to an online tool on **Key indicators on VET** and the new online European VET policy dashboard. Through graphs and tables, Key indicators on VET provides a comprehensive framework of data that statistically describe the status and developments of VET and VET-related labour market outcomes in countries and the EU-27 overall. The VET policy dashboard draws from the indicators to monitor progress by countries and the EU-27 overall towards achieving the agreed quantitative policy targets set out for 2025/30 in the European VET policy documents. Both tools will be updated with fresh data and work will continue to improve the data visualisations and their presentation.

(161) As data for new indicators become available, Cedefop will complete the alignment of key indicators and the dashboard with the 2020-25/30 European VET policy cycle. New analyses will complement the data to support their understanding and interpretation. Improvements to data visualisations will continue in 2024 to make it easier for policy makers and researchers to view and compare data. Statistical cooperation with the Commission, OECD and Eurostat will continue to strengthen the statistical infrastructure for VET further.

(162) To complement and improve the presentation of online summary statistics and indicators on VET, additional statistical analysis will be carried out. In 2024, priority will be given to CVET and adult learning. Analytical work will focus on producing evidence on CVET in EU enterprises, using data from the latest continuing vocational training survey (CVTS6), the periodical and reference data source on the topic. Work will also start on assessing and analysing data on lifelong guidance for adult learning, from the 2023 Adult education survey. Conditional on favourable assessment of the data, this work is expected to provide insights and evidence on: career guidance services supporting adults' decision-making on learning opportunities; the extent to which the adult population (and specific sub-groups) use the services and how; which sources, services and types of delivery and channels are used most; and to what extent the use of guidance is conducive to higher participation in adult learning across EU countries and reducing barriers typically associated with lower participation in adult learning.

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OPERATIONAL ACTIVITY 2:

## **VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORTING PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING**

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ACTIVITIES IN 2024 WILL FOCUS ON:

- strengthening CVET systems, and supporting low-skilled adults' empowerment through up-skilling and reskilling pathways
- understanding the role of VET teachers and trainers and supporting their professional development
- supporting the social inclusion of young NEETs and their integration into the labour market including green jobs
- exploring the potential for implementing individual learning accounts to support adults' participation in lifelong learning
- identifying the conditions for successful implementation of training funds and exploring the potential for establishing new training funds to promote training
- understanding the current situation of validation of non-formal and informal learning in Member States
- reinforcing synergies, cooperation and innovation in cross-project work in lifelong career guidance, validation and financing to strive for meaningful learning engagement
- developing policy tools for enhancing the quality of lifelong guidance systems and services
- improving provision, readability and understanding of VET statistics and indicators, particularly towards reaching the quantitative policy targets for 2025/30 as set out in the European VET policy documents
- reinforcing networks and databases

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### **Activity objective**

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

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

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OPERATIONAL ACTIVITY 2:

## **VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORTING PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING**

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### **Expected results – outcomes 2024**

#### NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- individual learning accounts (ILAs) and the potential for integrated policies and systems for CVET/adult learning
  - conditions for successful implementation of training funds
  - professional development of teachers and trainers
  - strategies and partnerships for CVET
  - developing coherent and coordinated approaches to upskilling pathways for adults with low skills
  - monitoring early leaving and promoting inclusive VET
  - continuing vocational training in EU enterprises
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#### MONITORING AND ANALYSIS OF POLICIES AND PRACTICES ON:

- progress by the EU-27 towards achieving the quantitative targets for 2025/30 set out in the European VET policy framework
  - national apprenticeship systems/schemes
  - financing instruments for individuals and companies to increase adult participation in education and training
  - upskilling pathways for adults
  - young NEETs and early leavers from VET
  - VET teacher and trainer professional development
  - validation of non-formal and informal learning
  - quality of lifelong guidance systems and services to improve the user service experience and outcomes for individuals and groups
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#### KNOWLEDGE BROKERING FOR COUNTRIES AND STAKEHOLDERS AT NATIONAL AND EU LEVELS ON:

- CVET and upskilling pathways
  - apprenticeships
  - individual learning accounts (ILAs)
  - teachers and trainers
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**Indicators:** See corporate indicators (Section 2.1 and Annex XI)

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OPERATIONAL ACTIVITY 2:

## **VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES TO SUPPORTING PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG LEARNING**

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### **Main outputs 2024**

- Publication: Strategies and partnerships for CVET
- Publication: Thematic country review on upskilling pathways: Italy (final report)
- Publication: Thematic country review on upskilling pathways: France (final report)
- Publication: Teacher and trainer professional development
- Publication: Apprenticeships and the digital transition (outcomes of the 2023 Cedefop-OECD Symposium on Apprenticeships)
- Publication: Interim findings on ILAs study
- Publication: Synthesis report: European inventory on validation
- Publication: Estimating costs in lifelong guidance for system improvement
- Publication: Continuing vocational training in EU enterprise (in-house work, evidence from CVTS6)
- 5th Policy Learning Forum on Apprenticeships
- Policy learning event on ILAs
- Knowledge sharing seminar/workshop on training funds
- 7th meeting of Cedefop's Community of Apprenticeship Experts
- 8th CareersNet meeting (Cedefop's network for lifelong guidance and career development)
- Online: Key indicators on VET and European VET policy dashboard (updates)
- Online: Web developments to improvements to data visualisations of Key indicators on VET and European VET policy dashboard for users
- Online: Cedefop's database on apprenticeship schemes (update)
- Online: Cedefop's EU+ Inventory of lifelong guidance systems and practices (update)
- Online: New visualisation tool for the 2023 update of the European inventory on validation of non-formal and informal learning
- Online: NEET toolkit (new web developments)

### **Targets 2024**

- 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
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OPERATIONAL ACTIVITY 2:

**VALUING VET AND SKILLS – FOSTERING SYSTEMATIC APPROACHES  
TO SUPPORTING PARTICIPATION OF YOUTH AND ADULTS IN LIFELONG  
LEARNING**

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**Resources 2024**

30.6 FTEs – includes indirect staff FTEs

EUR 5.8 M total ABB resource allocation – Title III operational budget is EUR 2.18 M distributed across operational activity 2 (Valuing VET and skills) and operational activity 3 (Informing VET and skills policies) <sup>(39)</sup>

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**Corresponding ABB activity:** Valuing VET

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<sup>(39)</sup> As of 2024, Cedefop will change its budget nomenclature to streamline and simplify the structure of its Budget. As such, Chapters 32 (Skills and labour market) and 34 (Learning & employability) are merged.



### 3.2.3. Strategic area of operation 3 – Informing VET and skills policies: skills intelligence 2.0 for learning and transitions

- (163) Cedefop's focus on next-generation labour market and skills intelligence (LMSI) for Europe contributes directly to realising the priorities outlined in the 2020 EU Skills Agenda, which puts emphasis on the role of LMSI in future-proofing VET and up- and reskilling initiatives, the European Digital Agenda and the European Green Deal. Activities in 2024 will focus more systematically on placing next-generation skills intelligence in the context of the twin – digital and green – and the demographic transitions and on blending and disseminating research findings to support stakeholders in setting evidence-based priorities in the European Year of Skills and beyond. Cedefop will conduct a study on the impact of artificial intelligence (AI), skill needs and gaps in EU companies.
- (164) Cedefop's skills research and intelligence work will aim at providing insight into critical labour and skills shortages and skills gaps and developing evidence-based conclusions that can help European economies (re)shape IVET and CVET and accelerate up- and reskilling to address them and guide approaches to economic migration. To this end, Cedefop will aim at fully exploiting its surveys, analysis, foresight and other qualitative work and data, and policy intelligence.
- (165) To promote take-up and potential impact, Cedefop will continue to use a stakeholder-informed approach to producing and disseminating VET and skills policy-rele-

vant LMSI. Cedefop will continue to support relevant initiatives, including the Pact for Skills and engaging with stakeholders in the context of the Blueprint for sectoral co-operation. Cedefop's 'sectoral skills hub', launched in 2023, will be further populated with content to provide targeted information for stakeholders. Key skills intelligence generated by the European Commission, partner agencies such as Eurofound, European social partners, and international organisations will be leveraged where relevant.

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

- (166) To understand emerging skills needs and trends, Cedefop will continue to analyse job advertisements from **online job portals**. The aim is to generate user-focused real-time LMSI relevant to national, regional and sectoral stakeholders. The emphasis is on delivering – via Cedefop's Skills OVATE webtool – information that stakeholders can use to shape and accelerate just digital and green transitions, and to ease up- and reskilling.
- (167) Skills OVATE will be regularly updated during the year to integrate fresh information and to incorporate data quality improvements and added functionalities. The tool will progressively incorporate new dashboards and indicators developed in 2022-23, such as twin transition skills extracted using green and digital skills taxonomies or indicators based on the education level and type employers request in online job ads.





- (168) Cedefop will continue to collaborate closely with Eurostat (responsible for data collection and technical infrastructure) in the context of the **Web Intelligence Hub** – the European Statistical System (ESS) infrastructure for using data from the world wide web to produce statistics complying with the quality requirements of official statistics. In 2024, a new Eurostat/Cedefop joint framework contract will be concluded to secure Skills OVATE's continued operation from 2025 onwards. Cedefop will continue to seek cooperation with Commission initiatives such as ESCO and Europass and EURES and other DGs to tap the potential of conceptually valid and practically feasible approaches to expand the use of Skills OVATE information. Cooperation agreements with Commission's DGs and EU agencies (e.g. Commission's Joint Research Centre, ETF, Eurofound, ELA) as well as international organisations (e.g. OECD, UNESCO) will continue to be a basis for inter-institutional collaboration.
- (169) Cedefop will aim at further exploiting its survey data sources – in particular the 4th Cedefop-Eurofound European company survey and the second European skills and jobs survey (ESJS) – to generate new evidence on the **implications of digitalisation** and other megatrends – such as workforce ageing – **for sectors, occupations, jobs, and skills**. Such work will also look at organisational HR and skills strategies, and the interrelationships between workplace practices, digital and green technology implementation, and skills development, utilisation and (mis)matches.
- (170) Building on its analyses of the impact of digitalisation on jobs and skills, Cedefop will use its survey data sources to identify barriers to effective digital transitions in EU labour markets. It will also further explore the relationship between skill development and technological change within workplaces. In 2024, following an open call for papers, a workshop bringing together new research contributions based on the second ESJS microdata is planned.
- (171) In 2024, Cedefop will cooperate closely with the ETF to finalise the joint analysis of the second ESJS information collected in EU Member States, Norway and Iceland and several ETF partner countries. A joint Cedefop/ETF publication with a focus on skills and digital transition will be released.
- (172) Following fieldwork completion and data delivery, Cedefop will start the analysis of the **European training and learning survey** (ETLS). Focused on training and a range of other forms of learning at work, the ETLS is designed to generate novel and policy-relevant insight into how to shape, facilitate and accelerate up- and reskilling. In 2024, post-fieldwork analysis and data preparation procedures will be completed with a view to compiling the final dataset to be used for analysis. It will inform discussions on innovation in training delivery, the right to training via collective agreements, and the role of staff representation in devising training plans.
- (173) Early in 2024, in-house reflection on the new wave of the ESJS will start. The third ESJS will need to strike a balance between continuity with earlier waves and addressing emerging issues, trends and challenges



with high policy relevance. Core elements of the first and second ESJS (e.g. skills needs, mismatches and digitalisation) will be retained and complemented with new foci, such as: career orientations and the contribution of work (experience) and learning in preparing for career transitions; the role of digital, green and other skills at work; and human-machine interaction in work and learning.

- (174) In 2024, Cedefop will also prepare and validate the **new European skills forecast** for publication in 2025 and will release a **new European skills index**. The results from the 2022-23 short-term skills anticipation system (STAS) feasibility study will be used to complement/enrich long-term forecast findings and develop other anticipatory tools. In shaping these EU LSMI products – and the more detailed national analysis and findings – Cedefop will devote attention to ensuring that data, indicators and analytical insights they generate relate to the priorities of the 2020 Skills Agenda and the VET policy framework. Cedefop will prioritise LSMI that also supports the Commission’s European Semester work, the implementation of the European Pillar of Social Rights and its action plan, and digital and green EU policy priorities and targets more generally.
- (175) Cedefop will continue disseminating LSMI via Skills OVATE and the corporate web portal. Efforts will focus on blending and synthesising LSMI and combining it with other Cedefop evidence to provide users with meaningful insights into the labour market, skills and VET trends, and skills anticipation approaches. Cedefop LSMI

also supports national and sectoral stakeholders in their efforts to address the most pressing VET and skills policy priorities. In 2024, in support of the European Year of Skills, Cedefop will continue to engage with its partners and stakeholders to identify the potential of new use cases and dissemination channels for its LSMI.

#### **Providing policy relevant LSMI on jobs and skills driving the green and digital transitions**

- (176) Following the pilot work on shaping a new generation of skills intelligence (2.0) in 2021-23, Cedefop will focus on putting it to work to map digital and green transition labour and skills bottlenecks and the opportunities VET may offer to help address them. By providing sound insight into what the twin transitions mean for the worlds of work and learning, this work will support policy makers, social partners and other stakeholders in shaping up- and reskilling, framing career transition options and mainstreaming learning-conducive HR practices. Together with the European Environment Agency (EEA) in 2024 Cedefop will team up with Eurofound to organise a tripartite exchange seminar for social partners. The seminar aims to translate **greening trends and policies** into employment and skills impacts and to reflect on how social dialogue supports just transition. Other opportunities for mutually beneficial cooperation with partner and other agencies will be explored in areas where research findings can complement or strengthen one another.
- (177) The 2020 Skills Agenda, the EU Digital Agenda, and the European Green Deal are



among key EU policy initiatives benefiting from Cedefop's next-generation LMSI. Cedefop's forecasts, skills surveys, real-time labour market analysis, qualitative foresight and future of work research are the backbones of LMSI 2.0. Cedefop will blend sources and methods to produce expert insight into the jobs and skills dimensions of digital transition and green transformation and to identify and cross-validate current and future skills trends. Where relevant, possibilities to contextualise or enrich Cedefop research and analysis with national or sectoral data and insights developed by partner or other agencies and other international organisations will be explored.

- (178) Cedefop will continue to have a special focus on jobs and skills for the green transition. In 2024, **Cedefop's Green Observatory** will be further upscaled to respond to a growing demand for 'green' skills intelligence, in particular for sectors spearheading the transition such as energy and transport. The Cedefop Green Observatory will continue to focus on exploring sectors, occupations and skills that are central in the green transition and 'brown-to-green' job mobility. Foresight and/or focus group approaches will be used to shed light on trends that cannot reliably be assessed with quantitative information. In 2024, Cedefop will take stock of sectoral, regional and national approaches to translating green ambitions into skills policy action collected over several years to promote effective practices in 'green' skills and jobs anticipation and development, and release a Cedefop practical guide on anticipating skills and jobs for the green transition.

Where relevant, Cedefop will engage with EU and national stakeholders to understand their information needs.

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OPERATIONAL ACTIVITY 3:

## **INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE 2.0 FOR LEARNING AND TRANSITIONS**

---

ACTIVITIES IN 2024 WILL FOCUS ON:

- analysing labour market and skills trends, labour and skills shortages, skills gaps, and mismatches to inform EU VET and skills policy
  - skills research and policy analysis to produce new evidence on the green and digital transition
  - preparing Cedefop’s first European training and learning survey data for analysis
  - analysing EU online job advertisements and producing LMSI relevant to the twin transitions
  - updating LMSI tools, including the Skills forecast, the European skills index and Skills OVATE
  - disseminating next-generation LMSI meeting the needs of national and sectoral stakeholders via Cedefop’s web portal
- 

### **Activity objective**

Provide evidence supporting VET and skills policy ambitions with a view to ensuring a qualified workforce and its continuous and effective skilling in light of the green and digital transitions and other developments shaping the future of work and learning. Promote policy implementation via practices that facilitate up-and re-skilling in alignment with changing skill needs, labour market transitions, and skills matching and utilisation.

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### **Expected results – outcomes 2024**

NEW KNOWLEDGE AND EVIDENCE PROVIDED ON:

- how the green and digital transition, other megatrends and policy choices change sectors and jobs and reshape skills needs
  - next-generation LMSI to support policy makers and other stakeholders in addressing critical labour and skills shortages and accelerate skilling in a rapidly changing labour market
  - green jobs and green skills, via sectoral green foresight and the Green Observatory
- 

MONITORING AND ANALYSIS OF POLICIES AND PRACTICES ON:

- green transition skills anticipation and intelligence systems and practices in EU countries
  - European Digital Agenda and Green Deal ambitions
  - online job advertisement markets in EU countries
- 

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

- state-of-the-art LMSI methods/approaches to benefit sectoral actors, social partners, employment services and guidance counsellors
-

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OPERATIONAL ACTIVITY 3:

## **INFORMING VET AND SKILLS POLICIES – SKILLS INTELLIGENCE 2.0 FOR LEARNING AND TRANSITIONS**

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

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### **Main outputs 2024**

- Publication: Skills anticipation for the green transition (Cedefop practical guide)
  - Publication: Developing and sourcing skills for digital transition: evidence from the EU and neighbouring countries (Cedefop/ETF joint publication)
  - Tripartite exchange seminar (with Eurofound and EEA): greening trends and policies, employment and skills impacts and social dialogue for just transition.
  - Workshop: Linking technological change, skills needs and learning: insights from Cedefop's second ESJS
  - Skills intelligence online: regular updates and new data insights
  - Web tools: Skills OVATE, Green Observatory and European skills index tool updates
  - Online: NEET toolkit (new web developments)
- 

### **Targets 2024**

- Map critical labour and skills shortages and skills gaps that slow down the twin transitions and develop next-generation LMSI and evidence-based conclusions to support addressing them
  - Develop advanced insight into the impact of technological change by using Cedefop surveys (ESJS2, ECS)
  - Carry out advanced labour market and skills analysis focused on the green and digital transition
  - Upscale and expand Cedefop's Green Observatory
- 

### **Resources 2024**

29.9 FTEs – includes indirect staff FTEs

EUR 5.8 M total ABB resource allocation–Title III operational budget is EUR 2.18 M distributed across operational activity 2 (Valuing VET and skills) and operational activity 3 (Informing VET and skills policies) <sup>(40)</sup>

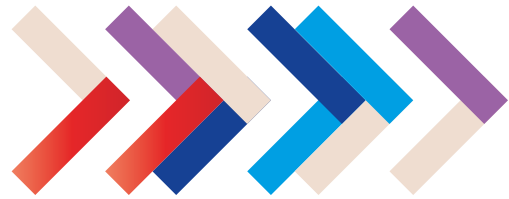
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**Corresponding ABB activity:** Informing VET and skills policies

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<sup>(40)</sup> As of 2024, Cedefop will change its budget nomenclature to streamline and simplify the structure of its Budget. As such, Chapters 32 (Skills and labour market) and 34 (Learning & employability) are merged.



#### 3.2.4. Communication and dissemination

- (179) Effective communication supports achieving Cedefop's vision, values and specifically its multiannual objective to 'focus corporate communication on increasing stakeholder engagement and outreach via social media, a more interactive web portal and online tools'.
- (180) Cedefop's communication strategy aligns with the Commission's (DG EMPL) communication unit and, where relevant, with other EU agencies, especially Eurofound, the ETF, EU-OSHA and the ELA. An integrated communication approach will ensure high efficiency and maximum outreach to European citizens.
- (181) In 2024, the Agency will finalise its analysis of the way it interacts with stakeholders. The outcome will lead to professional mapping of the Agency's stakeholders, which will allow further targeting and tailoring of communication activities to increase effectiveness and impact. A special focus will be on the Brussels Liaison Office.
- (182) Cedefop's web portal is the Agency's strategic platform for providing stakeholder groups – policy-makers and social partners, researchers, international organisations and practitioners – with focused and tailored thematic access points to its outputs by interlinking research results and datasets. Cedefop will continue investing in the latest technologies to promote its evidence. Increasing cooperation between communication and research experts will remain a key factor in increasing the outreach and impact of Cedefop research.
- (183) The Agency will invest in Open Science to increase outreach and optimise the searchability of Cedefop's online content.
- (184) Cedefop will invest in internal communication to strengthen teamwork and collaboration, ensuring that information flows seamlessly and effectively within the Agency. A strategy will be prepared to attain internal communications success.

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**TRANSVERSAL ACTIVITY 1.****COMMUNICATION AND DISSEMINATION**

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**ACTIVITIES IN 2024 WILL FOCUS ON:**

- organising increased outreach in the EU Member States, wider VET community and European landscape
  - meeting the information needs of key target groups by keeping the right media mix between online publications, audiovisual content, social media channels, interactive web portal services and physical, virtual or hybrid event formats
  - effectively engaging stakeholders by assessing the current process and proposing a more robust approach to managing Cedefop stakeholder communications
  - responding swiftly to newly emerging communication channels and changing user behaviour/expectations
  - defining and implementing an internal communication strategy to facilitate effective collaboration and foster a shared alignment of goals
- 

**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's aim to be acknowledged as an authoritative source of information on VET, skills and qualifications. Ensuring smooth and effective communication within Cedefop.

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**Expected results – outcomes 2024**

- Raising the 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 the VET community in the Member States, ministries responsible for VET and employment, social partners, researchers, experts and learners in VET
  - Selected themes on VET, skills and qualifications are communicated efficiently
  - Records of the organisation are authentic, reliable and accessible, meeting legal obligations
  - Mapping and piloting approaches to Open Science to increase dissemination of Cedefop's scientific evidence
  - Increasing information sharing and cooperation within the Agency thanks to a newly defined strategy and approach on internal communication
- 

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

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TRANSVERSAL ACTIVITY 1.

## **COMMUNICATION AND DISSEMINATION**

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### **Main outputs 2024**

- Online publishing: fully integrated corporate web portal with a strong focus on data visualisation, online tools and cross-thematic interconnectivity, using open access technologies for Cedefop publications
- Media and news: press releases, social media campaigns, media interviews, online news and newsletters
- Audiovisual: corporate video production, Cedefop podcast series, animations, video teasers and motion graphics
- Publications: focused on e-dissemination approach; provision of corporate information material in an effective, selective way
- Stakeholder events: provision of innovative physical, virtual and hybrid conference services; close collaboration with Brussels Liaison Office
- Interinstitutional collaboration: linking Cedefop communication activities to joint initiatives with DG EMPL, the ETF, Eurofound, EU OSHA or the ELA
- Internal communication: definition of a strategy and revamp of the intranet as key tool for internal communication

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### **Targets 2024**

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

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### **Resources 2024**

16.6 FTEs – includes indirect staff FTEs

EUR 2 M total ABB resource allocation – Title III operational budget is EUR 0.68 M

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**Corresponding ABB activity:** Communication and dissemination

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### 3.2.5. Resources and support

- (185) Cedefop will continue to implement its HR, ICT and digitalisation, and climate neutrality strategies, aiming at modernising and digitising the whole organisation, attracting and managing talents and encouraging flexible and smart working conditions for all staff while reducing the Agency's environmental impact.
- (186) In 2024, Cedefop will continue implementing the Agency's ICT and digitalisation strategy, aiming to: (a) further the harmonisation of the Agency's corporate's IT solutions with those of the Commission and of other EU agencies; (b) enhance cyber-security to comply with the Cybersecurity Regulation and adapt to an ever-evolving cyber-threats landscape; (c) provide a state-of-art data architecture for the core business activities, to increase efficiency in data management and analysis through IT.
- (187) In parallel, Cedefop will continue to deploy projects in line with its rolling HR strategy 2023-26 to attract, retain and develop talents whilst fostering the well-being of staff. The severe reduction in 2024 of the budget allocated to formal training is transitory and it is expected that it will go back in 2025 to past levels. New developments in VET systems and the labour market – along with new technologies that improve the collection, analysis and reporting of information – continue to make the continuous professional and career development of the Agency's staff central to its effectiveness and competitiveness. The budget cut notwithstanding, as of 2024 the Agency is committed to shape, with its Joint Training Committee, effective and efficient training approaches. The Agency will target strategic skill needs in core business and essential transversal functions for all levels of staff (e.g. generative AI technologies supporting data collection and analyses, and new technologies that support planning, and event organisation). Efficient non-formal approaches will also be deployed to ensure professional development of staff, e.g. stretch assignments, job shadowing, mentoring, exchanges with other agencies. If, and when possible, the training budget will be reinforced throughout 2024 through transfers of non-executed funds from other budget lines.
- (188) In response to the staff engagement survey, the Agency plans to launch Cedefop learning week. Shaping the week will be realised through a participatory approach including different categories of staff and will be designed around selected needs and skills gaps, potentially identified through customised surveys of staff.
- (189) Cedefop will continue its journey towards climate neutrality by implementing a comprehensive decarbonisation strategy and roadmap, i.e. the staged deployment of a comprehensive set of measures to reduce direct and indirect carbon emissions of the organisation by 2030. This includes assessing which are the best energy efficiency investments in infrastructure as well as other types of measures and investments aiming at a combining sustainability with efficiency and modernisation.

## TRANSVERSAL ACTIVITY 2.

**RESOURCES AND SUPPORT**

Cedefop's Department for Resources and Support provides efficient and effective administration services (HR, finance and procurement, ICT, facilities and other general services) in support of the strategic and operational objectives of Cedefop. It develops and implements internal policies and procedures as required by the Staff and the Financial Regulations. It develops tools to streamline administrative tasks, optimise organisational efficiency and ensure clear and accurate reporting. It supports the development and implementation of a coherent set of strategies for the Agency's corporate services.

**ACTIVITIES ARE DISTRIBUTED ACROSS FOUR AREAS:**

- human resources (HR) provides a full range of centralised human resource management services for Cedefop staff and assists Cedefop's management in attracting, retaining and ensuring the professional development of qualified staff
- finance and procurement (FP) provide support in forecasting, implementing and monitoring budget appropriations and in designing, running and completing the required procurement and grant procedures in all fields of Cedefop's activity
- information and communication technology (ICT) provide the underlying hardware, software, network infrastructure, and enterprise services as well as information systems to support the Agency's core business
- facilities and general services ensure the maintenance and security of the building, while providing a service to the organisation and its staff

**Activity objective**

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

<b>Expected results – outcomes</b>	<b>Outcome indicators</b>	<b>Targets 2024</b>
Efficient support services and good administrative practice followed through:		
<ul style="list-style-type: none"> <li>• proper financial management</li> </ul>	<ul style="list-style-type: none"> <li>• Budget execution rate</li> </ul>	<ul style="list-style-type: none"> <li>• 98% on total commitment and payment appropriations</li> </ul>

## TRANSVERSAL ACTIVITY 2.

**RESOURCES AND SUPPORT**

	<ul style="list-style-type: none"> <li>Average period for payments of invoices</li> </ul>	<ul style="list-style-type: none"> <li>28 days</li> </ul>
<ul style="list-style-type: none"> <li>timely availability of well-trained and qualified staff – Cedefop’s HR Scoreboard (HRS) indicators</li> </ul>	<ul style="list-style-type: none"> <li>Timeliness and duration of selection procedures</li> </ul>	<ul style="list-style-type: none"> <li>On average 60 working days between deadline for applications and date of job offer</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of the Establishment Plan filled (including ongoing procedures)</li> </ul>	<ul style="list-style-type: none"> <li>95%</li> </ul>
	<ul style="list-style-type: none"> <li>Percentage of execution of the Learning and Development budget</li> </ul>	<ul style="list-style-type: none"> <li>95%</li> </ul>
	<ul style="list-style-type: none"> <li>Average duration in grade across grades</li> </ul>	<ul style="list-style-type: none"> <li>Equal or above years prescribed in the DGE</li> </ul>
	<ul style="list-style-type: none"> <li>Gender balance</li> </ul>	<ul style="list-style-type: none"> <li>60/40 for either gender <sup>(41)</sup></li> </ul>
	<ul style="list-style-type: none"> <li>Geographical balance</li> </ul>	<ul style="list-style-type: none"> <li>no nationality exceeds more than 50% of all staff</li> </ul>
	<ul style="list-style-type: none"> <li>Age distribution; tenure in the organisation</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>
	Turnover rate	<ul style="list-style-type: none"> <li>5% of staff</li> </ul>

<sup>(41)</sup> The target will be progressively revised in the future and efforts will be made to re-balance the staff population, particularly in the AD category, and the management team.

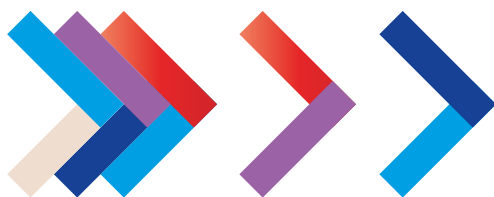
## TRANSVERSAL ACTIVITY 2.

**RESOURCES AND SUPPORT**

	Percentage of staff members who participated in awareness-raising initiatives on ethics, integrity, conflict of interest or fraud in the past 3 years	<ul style="list-style-type: none"> <li>80%</li> </ul>
<ul style="list-style-type: none"> <li>secure information technology infrastructure based on user requirements</li> </ul>	<ul style="list-style-type: none"> <li>Availability of core ICT external systems (web access, email and telecommunications)</li> </ul>	<ul style="list-style-type: none"> <li>97%</li> </ul>
	<ul style="list-style-type: none"> <li>Availability of core ICT internal systems (e.g. ERP systems)</li> </ul>	<ul style="list-style-type: none"> <li>95%</li> </ul>

**Main outputs**

- ICT security, cloud-based corporate solutions and alignment of ICT systems with other EU institutions
- Energy efficiency and climate neutrality measures and investment in line with Cedefop's strategy and roadmap

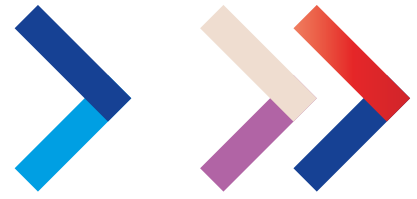


### 3.2.6. Flexibility

- (190) 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.
- (191) 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.
- (192) To build in further flexibility and be able to adapt more swiftly to unforeseen developments of high policy relevance, Cedefop:
- (a) discusses activities of second level priority in the planning stage of the Programming Document/work programme, creating a *marge de manoeuvre* that is agreed with the Executive and Management Boards. This should enable swifter adaptation, should unforeseen developments occur, and should the Board agree that there is a need for reprioritising;
  - (b) carries out systematic reviews of Cedefop's activities and outputs – portfolio with a view to streamlining and focusing them further, thus, increasing cost-effectiveness and flexibility in the work programme.

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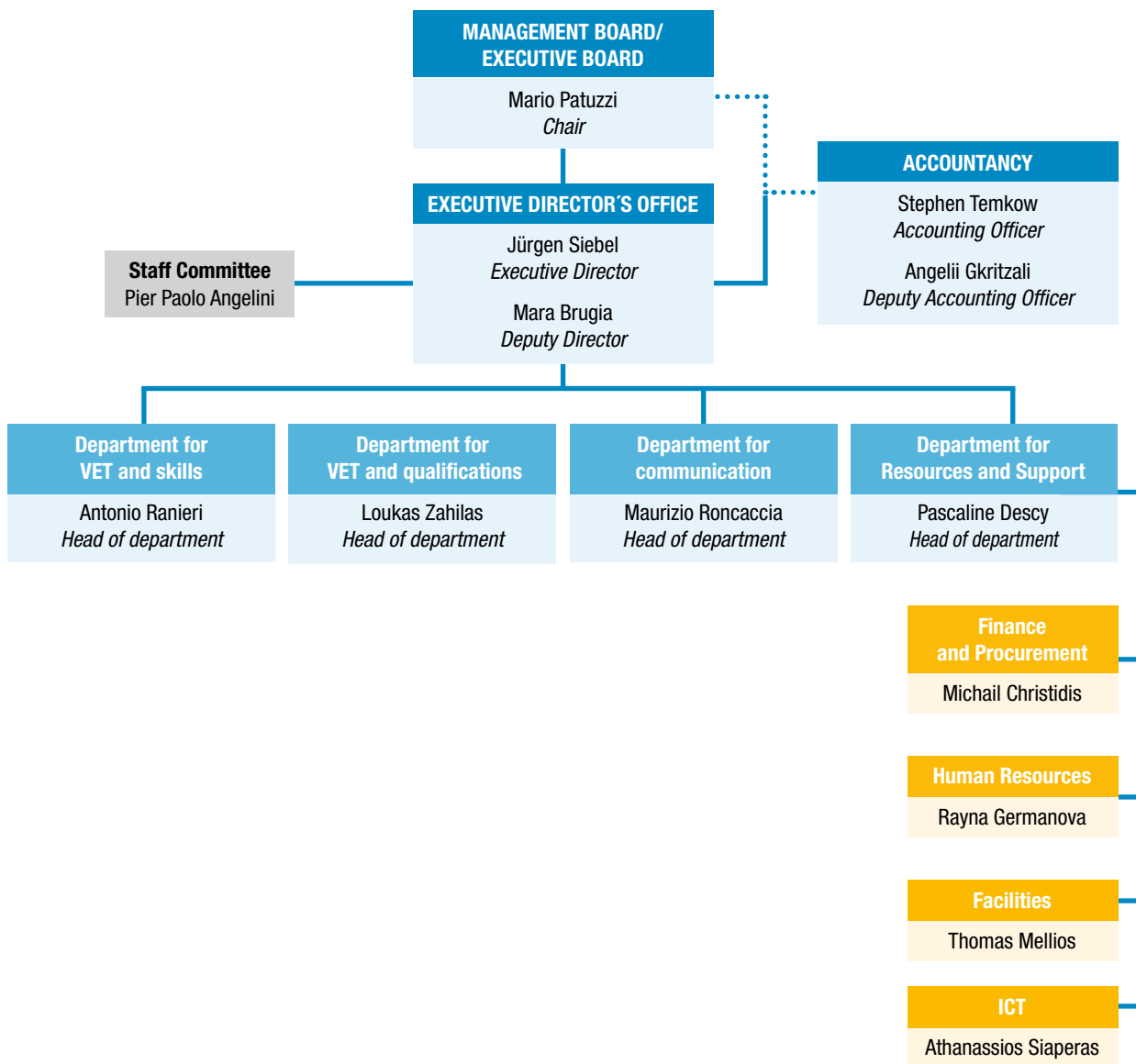
# Annexes



# Organisation chart year 2023



Cedefop has Departments (units) depicted in blue. Within the Department for Resources and Support, there are two services (Human Resources and Finance & Procurement) and two smaller organisational entities (facilities and ICT). Cedefop's Accounting Officer and Deputy Accounting Officer report directly to the Director's office (administrative) and to the Management Board (functional) <sup>(42)</sup>.



<sup>(42)</sup> In accordance with Article 5.1.m) of Cedefop's Founding Regulation of 16 January 2019 and Article 50 of Cedefop's Financial Regulation adopted by the Management Board on 16 July 2019.



Table 1. **Distribution of staff between departments (data 31 December 2022)**

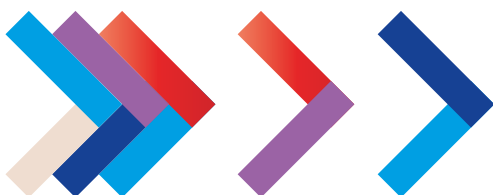
Entity	Officials	TA	CA	SNE	Total
Director's Office		7.2	0.2		7.4
Department for VET and Skills		29	3		32
Department for VET and Qualifications	2.9	14	3	2	21.9
Department for communication	3.85	10.8	5.8		20.45
Department for resources and support including:	0.25	2	1		3.25
<i>Finance and Procurement</i>		6	3		9
<i>Human Resources</i>		6	0		6
<i>Facilities</i>		2	0		2
<i>ICT</i>	1	2	3		6
<b>Total</b>	<b>8</b>	<b>79</b>	<b>19</b>	<b>2</b>	<b>108</b>



## ANNEX II

# Resource allocation per Activity 2024-26

	Year N (2023)			Year N+1 (2024)		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
<b>Shaping VET and qualifications</b>	32.5	10.4	6 284 995	32.5	10.4	6 468 697
<b>Valuing VET and skills</b>	23.2	7.4	6 284 995	23.2	7.4	5 862 257
<b>Informing VET and skills policies</b>	22.7	7.2	5 106 559	22.7	7.2	5 862 257
<b>Communication and dissemination</b>	12.6	4.0	1 964 061	12.6	4.0	2 021 468
<b>TOTAL</b>	<b>91.0</b>	<b>29.0</b>	<b>19 640 610</b>	<b>91.0</b>	<b>29.0</b>	<b>20 214 679</b>



	Year N+2 (2025)			Year N+3 (2026)		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
<b>Shaping VET and qualifications</b>	32.5	10.4	6 777 139	32.5	10.4	6 892 727
<b>Valuing VET and skills</b>	23.2	7.4	6 141 782	23.2	7.4	6 246 534
<b>Informing VET and skills policies</b>	22.7	7.2	6 141 782	22.7	7.2	6 246 534
<b>Communication and dissemination</b>	12.6	4.0	2 117 856	12.6	4.0	2 153 977
<b>TOTAL</b>	<b>91.0</b>	<b>29.0</b>	<b>21 178 558</b>	<b>91.0</b>	<b>29.0</b>	<b>21 539 771</b>

ANNEX III

# Financial resources 2024-26



Table 1 – Revenue

## General revenues

<b>REVENUES</b>	<b>N (2023)</b> Revenues estimated in Amending B01/2023	<b>N+1 (2024)</b> Budget forecast
EU contribution	19 630 610	20 144 679
Other revenue	10 000	70 000
<b>Total revenues</b>	<b>19 640 610</b>	<b>20 214 679</b>



REVENUES	General revenues						
	Executed N-1 (2022)	N (Amending B 01/2023)	N+1 (2024)		VAR N+1 / N	Envisaged N+2 (2025)	Envisaged N+3 (2026)
			Agency request	Budget Forecast			
1. REVENUE FROM FEES AND CHARGES							
2. EU CONTRIBUTION	17 960 000	19 630 610	20 144 679	20 144 679	2.00%	20 558 558	20 969 771
• of which assigned revenues deriving from previous years' surpluses		193 956	305 945	305 945	57.74%	Tbc	Tbc
3. THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	464 420	0	0	0			
• of which EFTA <sup>(43)</sup>	464 420	0	0	0			
• of which candidate countries							
4. OTHER CONTRIBUTIONS			0	0		0	0
• of which delegation agreement, ad hoc grants			0	0		0	0
5. ADMINISTRATIVE OPERATIONS	44 525	10 000	10 000	10 000	0.00%	10 000	10 000
6. REVENUES FROM SERVICES RENDERED AGAINST PAYMENT			60 000	60 000	100.00%	60 000	60 000
7. CORRECTION OF BUDGETARY IMBALANCES							
<b>TOTAL REVENUES</b>	<b>18 468 945</b>	<b>19 640 610</b>	<b>20 214 679</b>	<b>20 214 679</b>	<b>2.92%</b>	<b>20 628 558</b>	<b>21 039 771</b>

<sup>(43)</sup> The revenue from EFTA countries is received through the EU budget contribution, following an amendment of the Protocol 31 of the EEA Agreement in effect as of 1.1.2023.



### Additional EU funding: grant, contribution and service-level agreements

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

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

Table 2 – Expenditure

Expenditure	N (Amending B01/2023)		N+1 (2024)	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations <sup>(44)</sup>
Title 1 – Staff expenditure	12 807 887	12 807 887	13 281 379	13 281 379
Title 2 – Infrastructure and operating expenditure	1 873 800	1 873 800	1 901 800	1 901 800
Title 3 – Operational expenditure	4 958 923	5 458 923	5 031 500	5 031 500
<b>Total expenditure</b>	<b>19 640 610</b>	<b>20 140 610</b>	<b>20 214 679</b>	<b>20 214 679</b>

<sup>(44)</sup> Payment appropriations for the year may be revised during the financial year in question, by means of an Amending Budget, according to the actual payment obligations for the year.



EXPENDITURE	Commitment appropriations						
	Executed budget N-1 (2022)	Budget N (Amending B01/2023)	Draft budget N+1 (2024)		VAR N+1 / N	Envisaged in N+2 (2025)	Envisaged in N+3 (2026)
			Agency request	Budget forecast			
<b>Title 1 – Staff expenditure</b>	<b>12 176 690</b>	<b>12 807 887</b>	<b>13 281 379</b>	<b>13 281 379</b>	<b>3.70%</b>	<b>13 618 658</b>	<b>13 880 971</b>
11 Salaries and allowances	11 314 450	11 848 381	12 471 400	12 471 400	5.26%	12 720 800	12 975 300
- of which establishment plan posts	9 978 349	10 240 381	10 676 000	10 676 000	4.25%	10 889 500	11 107 300
- of which external personnel	1 336 101	1 608 000	1 795 400	1 795 400	11.65%	1 831 300	1 868 000
12 Expenditure relating to staff recruitment	169 612	230 000	230 000	230 000	0.00%	235 000	235 000
13 Mission expenses	21 200	107 000	22 400	22 400	-79.07%	22 400	22 400
14 Socio-medical infrastructure	196 308	239 000	240 000	240 000	0.42%	248 000	250 000
15 Training	77 361	120 000	40 000	40 000	-66.67%	100 000	100 000
16 External services	382 140	248 006	266 000	266 000	7.26%	281 000	286 600
17 Receptions and events	15 620	15 500	11 579	11 579	-25.30%	11 458	11 671
<b>Title 2 – Infrastructure and operating expenditure</b>	<b>2 020 043</b>	<b>1 873 800</b>	<b>1 901 800</b>	<b>1 901 800</b>	<b>1.49%</b>	<b>1 928 800</b>	<b>1 902 100</b>
20 Rental of buildings and associated costs	810 783	765 800	755 000	755 000	-1.41%	698 000	712 400
21 Information and communication technology	787 642	742 797	930 800	930 800	25.31%	966 800	972 800
22 Movable property and associated costs <sup>(45)</sup>	13 817	14 000	0	0	-100.00%	0	0

<sup>(45)</sup> As of 2024, Cedefop will change its budget nomenclature to streamline and simplify the structure of its Budget. As a consequence, part of Chapter 17 (meetings of the Executive Director's office and DRS) is merged in Chapter 23, Chapter 22 is merged in Chap-



EXPENDITURE	Commitment appropriations						
	Executed budget N-1 (2022)	Budget N (Amending B01/2023)	Draft budget N+1 (2024)		VAR N+1 / N	Envisaged in N+2 (2025)	Envisaged in N+3 (2026)
			Agency request	Budget forecast			
23 Current administrative expenditure	211 974	240 400	206 000	206 000	-14.31%	254 000	206 900
24 Postage / Telecoms	194 878	100 803	10 000	10 000	-90.08%	10 000	10 000
25 Meeting expenses <sup>(45)</sup>	949	10 000	0	0	-100.00%	0	0
<b>Title 3 – Operational expenditure</b>	<b>4 634 148</b>	<b>4 958 923</b>	<b>5 031 500</b>	<b>5 031 500</b>	<b>1.46%</b>	<b>5 081 100</b>	<b>5 256 700</b>
30 Transversal activities	173 048	293 200	351 200	351 200	19.78%	355 600	371 700
32 Skills and labour market	1 057 881	795 723	2 181 200	2 181 200	174.12%	2 260 100	2 347 200
33 VET systems and Institutions	1 671 142	1 826 000	1 818 600	1 818 600	-0.41%	1 805 800	1 876 000
34 Learning and employability <sup>(45)</sup>	1 090 335	1 440 000	0	0	-100.00%	0	0
35 Communication	641 742	604 000	680 500	680 500	12.67%	659 600	661 800
<b>TOTAL EXPENDITURE</b>	<b>18 830 881</b>	<b>19 640 610</b>	<b>20 214 679</b>	<b>20 214 679</b>	<b>2.92%</b>	<b>20 628 558</b>	<b>21 039 771</b>

ters 20, 21 and 23, part of Chapter 24 (telecommunication charges) is merged in Chapter 21, Chapter 25 is merged in Chapter 23 and Chapter 34 is merged in Chapter 32.



EXPENDITURE	Payment appropriations						
	Executed budget N-1 (2022)	Budget N (Amending B01/2023)	Draft budget N+1 (2024)		VAR N+1 / N	Envisaged in N+2 (2025)	Envisaged in N+3 (2026)
			Agency request	Budget forecast			
<b>Title 1 – Staff expenditure</b>	<b>11 919 231</b>	<b>12 807 887</b>	<b>13 281 379</b>	<b>13 281 379</b>	<b>3.70%</b>	<b>13 618 658</b>	<b>13 880 971</b>
11 Salaries and allowances	11 314 450	11 848 381	12 471 400	12 471 400	5.26%	12 720 800	12 975 300
- of which establishment plan posts	9 978 349	10 240 381	10 676 000	10 676 000	4.25%	10 889 500	11 107 300
- of which external personnel	1 336 101	1 608 000	1 795 400	1 795 400	11.65%	1 831 300	1 868 000
12 Expenditure relating to staff recruitment	157 108	230 000	230 000	230 000	0.00%	235 000	235 000
13 Mission expenses	19 459	107 000	22 400	22 400	-79.07%	22 400	22 400
14 Socio-medical infrastructure	177 952	239 000	240 000	240 000	0.42%	248 000	250 000
15 Training	27 961	120 000	40 000	40 000	-66.67%	100 000	100 000
16 External services	219 733	248 006	266 000	266 000	7.26%	281 000	286 600
17 Receptions and events	2 568	15 500	11 579	11 579	-25.30%	11 458	11 671
<b>Title 2 – Infrastructure and operating expenditure</b>	<b>1 148 115</b>	<b>1 873 800</b>	<b>1 901 800</b>	<b>1 901 800</b>	<b>1.49%</b>	<b>1 928 800</b>	<b>1 902 100</b>
20 Rental of buildings and associated costs	595 591	765 800	755 000	755 000	-1.41%	698 000	712 400
21 Information and communication technology	404 884	742 797	930 800	930 800	25.31%	966 800	972 800
22 Movable property and associated costs	1 730	14 000	0	0	-100.00%	0	0





EXPENDITURE	Payment appropriations						
	Executed budget N-1 (2022)	Budget N (Amending B01/2023)	Draft budget N+1 (2024)		VAR N+1 / N	Envisaged in N+2 (2025)	Envisaged in N+3 (2026)
			Agency request	Budget forecast			
23 Current administrative expenditure	89 437	240 400	206 000	206 000	-14.31%	254 000	206 900
24 Postage / Telecoms	55 524	100 803	10 000	10 000	-90.08%	10 000	10 000
25 Meeting expenses	949	10 000	0	0	-100.00%	0	0
<b>Title 3 – Operational expenditure</b>	<b>3 989 965</b>	<b>5 458 923</b>	<b>5 031 500</b>	<b>5 031 500</b>	<b>1.46%</b>	<b>5 081 100</b>	<b>5 256 700</b>
30 Transversal activities	226 422	183 200	351 200	351 200	19.78%	355 600	371 700
32 Skills and labour market	917 480	2 085 723	2 181 200	2 181 200	174.12%	2 260 100	2 347 200
33 VET systems and institutions	1 385 163	1 792 000	1 818 600	1 818 600	-0.41%	1 805 800	1 876 000
34 Learning and employability	829 022	794 000	0	0	-100.00%	0	0
35 Communication	631 877	604 000	680 500	680 500	12.67%	659 600	661 800
<b>TOTAL EXPENDITURE</b>	<b>17 057 311</b>	<b>20 140 610</b>	<b>20 214 679</b>	<b>20 214 679</b>	<b>2.92%</b>	<b>20 628 558</b>	<b>21 039 771</b>

Disclaimer: the Single Programming Document shall become final after adoption of the Union budget setting the amount of the contribution and the establishment plan (expected December 2023).



Table 3 – Budget outturn and cancellation of appropriations

**Calculation of budget outturn**

<b>Budget outturn</b>	<b>N-4 (2019)</b>	<b>N-3 (2020)</b>	<b>N-2 (2021)</b>	<b>N-1 (2022)</b>
Revenue actually received (+)	19 308 595	17 173 664	18 538 589	18 468 380
Payments made (-)	-18 342 813	-15 918 322	-17 580 672	-17 102 388
Carry-over of appropriations (-)	-827 786	-1 218 993	-879 615	-1 172 755
Cancellation of appropriations carried over (+)	59 332	58 261	77 236	67 297
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	0	33 514	39 277	45 708
Exchange rate differences (+/-)	-1 948	-1 123	-858	-297
Adjustment for negative balance from previous year (-)	0	0	0	0
<b>Total</b>	<b>195 379</b>	<b>127 001</b>	<b>193 956</b>	<b>305 945</b>

# Human resources – quantitative



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

## A. Statutory staff and SNE

Human resources	Year N-1 (2022)			Year N (2023)	Year N+1 (2024)	Year N+2 (2025)	Year N+3 (2026)
	Authorised budget	Actually filled as of 31/12/N-1 <sup>(46)</sup>	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	49	47	96%	52 <sup>(47)</sup>	52	52	52
Assistants (AST)	42	40	95%	39	39	39	39
Assistants/ Secretaries (AST/ SC)	0	0	0	0	0	0	0
<b>TOTAL ESTABLISHMENT PLAN POSTS</b>	<b>91</b>	<b>87</b>	<b>96%</b>	<b>91</b>	<b>91</b>	<b>91</b>	<b>91</b>

EXTERNAL STAFF	FTE corresp. to authorised budget	Executed FTE as of 31/12/N-1 (2022)	Execution rate %	Headcount as of 31/12/N-1 (2022)	FTE corresp. to authorised budget	Envisaged FTE	Envisaged FTE
Contract agents (CA) incl. short-term	25	20 <sup>(48)</sup>	80%	25	25	25	25
Seconded national experts (SNEs)	4	4 <sup>(49)</sup>	100%	4	4	4	4
<b>TOTAL EXTERNAL STAFF</b>	<b>29</b>	<b>24</b>	<b>83%</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>
<b>TOTAL</b>	<b>120</b>	<b>111</b>	<b>93%</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>120</b>

<sup>(46)</sup> In line with previous years, posts offered are considered posts filled.

<sup>(47)</sup> One vacant AST post was transformed into AD on 1.1.2023. On 17.5.2023, the Management Board of Cedefop decided to transform an additional two posts from AST into AD (RB2023-1443253173-34070).

<sup>(48)</sup> Includes one offer made

<sup>(49)</sup> Two SNEs arrived in early 2023.



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

Human resources	Year N (2023)	Year N+1 (2024)	Year N+2 (2025)	Year N+3 (2026)
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract agents (CA)				
Seconded national experts (SNE)				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

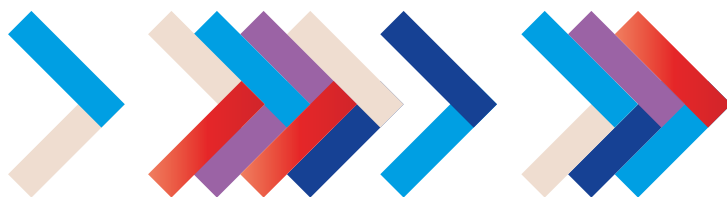
### C. Other staff

#### Structural service providers

	Actually filled as of 31/12/N-1 (2022)
Security	5.5
IT	3.72
Maintenance	2.5
Cleaning	4.5
Medical officer	0
<b>TOTAL</b>	<b>16.22</b>

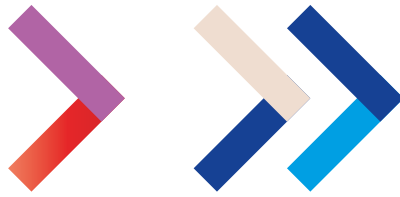
#### Interim workers

	Actually filled as of 31/12/N-1 (2022)
Number	5



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

Function group and grade	Year N-1 (2022)				Year N (2023)		Year N+1 (2024)		Year N+2 (2025)		Year N+3 (2026)	
	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16												
AD 15		1				1		1		1		1
AD 14		1		2		1		2		2		2
AD 13		4		2		4		2		2		2
AD 12	2	11	2	7	2	11	1	5	1	5		6
AD 11		9		1		9		3		3		3
AD 10		9		3		9		7		9		9
AD 9		7		6		7		7		5		5
AD 8		2		7		2		3		3		3
AD 7		2		4		2		6		6		6
AD 6		1		4		1		12		12		12
AD 5				9		3		3		3		3
<b>AD TOTAL</b>	<b>2</b>	<b>47</b>	<b>2</b>	<b>45</b>	<b>2</b>	<b>50</b>	<b>1</b>	<b>51</b>	<b>1</b>	<b>51</b>		<b>52</b>
AST 11		1		1		2		1		2		2
AST 10	1	2			1	3	1	2	1	2	1	3
AST 9	3	5	1	4	3	5	1	2	1		1	4
AST 8	2	5	1		2	5	4	2	4	3	4	5
AST 7		10	4	3		7		10		11		9
AST 6		8		10		8		5		7		5
AST 5		4		7		3		6		4		2
AST 4		1		5				3		2		2
AST 3				2				2		2		1
AST 2				2								
AST 1												
<b>AST TOTAL</b>	<b>6</b>	<b>36</b>	<b>6</b>	<b>34</b>	<b>6</b>	<b>33</b>	<b>6</b>	<b>33</b>	<b>6</b>	<b>33</b>	<b>6</b>	<b>33</b>



Function group and grade	Year N-1 (2022)				Year N (2023)		Year N+1 (2024)		Year N+2 (2025)		Year N+3 (2026)	
	Authorised Budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AST/ SC 6												
AST/ SC 5												
AST/ SC 4												
AST/ SC 3												
AST/ SC 2												
AST/ SC 1												
AST/SC TOTAL												
<b>TOTAL</b>	<b>8</b>	<b>83</b>	<b>8</b>	<b>79</b>	<b>8</b>	<b>83</b>	<b>7</b>	<b>84</b>	<b>7</b>	<b>84</b>	<b>6</b>	<b>85</b>
<b>GRAND TOTAL</b>	<b>91</b>		<b>87</b>		<b>91</b>		<b>91</b>		<b>91</b>		<b>91</b>	



• **External personnel**

Contract agents, including short-term

Contract agents	FTE corresponding to the authorised budget N-1 (2022)	Executed FTE as of 31/12/N-1 (2022)	Headcount as of 31/12/N-1 (2022)	FTE corresponding to the authorised budget N (2023)	FTE corresponding to the authorised budget N+1 (2024)	FTE corresponding to the authorised budget N+2 (2025)	FTE corresponding to the authorised budget N+3 (2026)
Function Group IV	6	6	6	8	8	8	8
Function Group III	5	2	2	4	4	4	4
Function Group II	11	10	10	11	11	11	11
Function Group I	3	2	2	2	2	2	2
<b>TOTAL</b>	<b>25</b>	<b>20</b>	<b>20</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>

Seconded National Experts

Seconded national experts	FTE corresponding to the authorised budget N-1 (2022)	Executed FTE as of 31/12/N-1 (2022)	Headcount as of 31/12/N-1 (2022)	FTE corresponding to the authorised budget N (2023)	FTE corresponding to the authorised budget N+1 (2024)	FTE corresponding to the authorised budget N+2 (2025)	FTE corresponding to the authorised budget N+3 (2026)
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5<sup>(50)</sup></b>	<b>4</b>	<b>4</b>

<sup>(50)</sup> One of the SNEs is cost free.



Table 3. **Recruitment forecasts for year N+1 (2024) following retirement/mobility or new requested posts** (*Information on the entry level for each type of post: indicative table*)

Job title in the Agency	Type of contract		TA/Official	CA
	(Official, TA or CA)		Function group/grade of recruitment	Recruitment Function Group (I, II, III or IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Internal (in brackets) and external (single grade) foreseen for publication (*)	
Expert	Retirements		AD 5-6	
Cyber Security Officer to be shared with other agencies		1 AD	AD 7-8	

\* Indication of both is required.

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



# Human resources – qualitative

## A. Recruitment policy:

Implementing rules in place:

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

## B. Appraisal and reclassification/promotions

Implementing rules in place:

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



Table 1. Reclassification of TA/promotion of officials

Grades	Average seniority in the grade among reclassified staff						
	Year N-4 (2019)	Year N-3 (2020)	Year N-2 (2021)	Year N-1 (2022)	Year N (2023)	Actual average over 5 years	Average over 5 years (Annex IB SR)
AD05		2.9		4.7	2	3.2	2.8
AD06	3	3	3	4	2.5	3.1	2.8
AD07	3	3	3	3	2.5	2.9	2.8
AD08	3.5		3	3	2.3	3.0	3
AD09	5.5	4			4	4.5	4
AD10			4		3.5	3.8	4
AD11	13.8	8.7	3.3			8.6	4
AD12				4		4	6.7
AD13			5			5	6.7
AST1							3
AST2				22.9		22.9	3
AST3	4.3				5.8	5.1	3
AST4	3.6		2.9	3.3	2.8	3.2	3
AST5			3.7	4.3	4	4	4
AST6	6	4	3.5	4.3		4.5	4
AST7	4					4	4
AST8	4		4.3	3		3.8	4
AST9	6.6				4	5.3	N/A
AST10 (Senior assistant)				2.4		2.4	5
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3



Table 2. **Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1.01. Year N-2 (2021)	How many staff members were reclassified in Year N-1 (2022)	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to decision C(2015)9561
CA IV	17	1			Between 6 and 10 years
	16	1			Between 5 and 7 years
	15				Between 4 and 6 years
	14	1	1	3.3	Between 3 and 5 years
	13				Between 3 and 5 years
CA III	11	1			Between 6 and 10 years
	10				Between 5 and 7 years
	9	1			Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	4	2	5	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



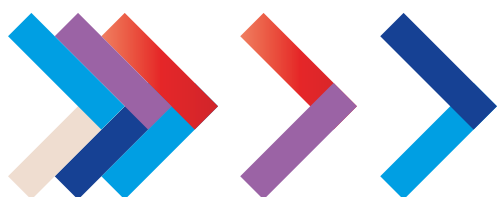
#### D. Gender representation

Table 1. Data on 31/12/Year N-1 (2022) /statutory staff (only officials, AT and AC)

Staff		Official		Temporary		Contract agents		Grand total	
		Staff	%	Staff	%	Staff	%	Staff	%
<b>Female</b>	Administrator level	2	33.3%	17	38.6%	1	10.0%	20	33.3%
	Assistant level (AST & AST/SC)	4	66.7%	27	61.4%	9	90.0%	40	66.7%
	Total	6	100.0%	44	100.0%	10	100.0%	60	100.0%
<b>Male</b>	Administrator level	0	0.0%	28	80.0%	4	44.4%	32	69.6%
	Assistant level (AST & AST/SC)	2	100.0%	7	20.0%	5	55.6%	14	30.4%
	Total	2	100%	35	100%	9	100.0%	46	100.0%
<b>Grand total</b>		<b>8</b>	<b>100%</b>	<b>79</b>	<b>100.0%</b>	<b>19</b>	<b>100.0%</b>	<b>106</b>	<b>100.0%</b>

Table 2. Data regarding gender evolution over 5 years of the middle and senior management

	N-5 (2018)		N-1 (2022)	
	Number	%	Number	%
Female managers	3	50.0	2	33.3
Male managers	3	50.0	4	66.7

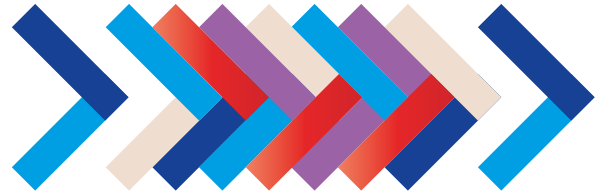


## E. Geographical balance

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

**Table 1. Table at 31/12/year N-1 (2022) - 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	1.9%	1	0.9%
BE	2	3.8%	3	5.6%	5	4.7%
BG	1	1.9%			1	0.9%
CZ	1	1.9%			1	0.9%
DE	5	9.6%	4	7.4%	9	8.5%
DK			2	3.7%	2	1.9%
EE	1	1.9%			1	0.9%
EL	18	34.6%	32	59.3%	50	47.2%
ES	3	5.8%	1	1.9%	4	3.8%
FR	2	3.8%	5	9.3%	7	6.6%
IT	9	17.3%	2	3.7%	11	10.4%
LV	2	3.8%			2	1.9%
NL	1	1.9%			1	0.9%
NO	1	1.9%			1	0.9%
PL	2	3.8%			2	1.9%
RO	1	1.9%	2	3.7%	3	2.8%
SE			1	1.9%	1	0.9%
SK	1	1.9%			1	0.9%
UK	2	3.8%	1	1.9%	3	2.8%
<b>TOTAL</b>	<b>52</b>	<b>100%</b>	<b>54</b>	<b>100%</b>	<b>106</b>	<b>100.0%</b>



**Table 2 – Evolution over 5 years of the most represented nationality in the Agency**

Most represented nationality	N-5 (2018)		N-1 (2022)	
	Number	%	Number	%
EL	49	43%	50	47%

**F. Schooling**

Agreement in place with the European School(s) of ..... N/A				
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X
Number of service contracts in place with international schools:	2			
Description of any other solutions or actions in place: 15 contracts with private schools (1 French, 1 German and 13 Greek)				

# Environment management



Disclaimer: Cedefop adopted a climate neutrality strategy and initiated the process of becoming EMAS certified in 2023. This section will be revised thoroughly at a later stage once the Agency has received the EMAS certification. Until then, the Agency will continue to monitor its achievements using the 2014 Environmental Management System.

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

## Sustainability reporting and environmental management system

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

Cedefop monitors and reports its impact on various environmental and social sustainability in-

dicators. Also, as part of its core business, Cedefop maps developments in the area of Skills for green jobs. This includes the development of scenario analysis and foresight exercises on the impact of the greening of the economy and relevant policy (e.g. Green Deal) on the labour market, as well as targeted analysis in specific sectors and/or occupations. Working at the interface of VET and the labour market, Cedefop's work as a whole contributes directly to the UN's Sustainable Development Goals 4 (quality education) and 8 (decent work and economic growth).

In 2024, Cedefop will publish its first sustainability report following the Global Reporting Initiative standard. It will be based on the structure of the common Horizontal Agency Sustainability Report as proposed by the PDN sustainability reporting working group. It will comprise social, economic and environmental topics which are material for the Agency.

## Overview of the Agency's environmental management system

Since 2008, Cedefop has made a firm commitment to environment management practices through a comprehensive and structured internal environmental management system (EMS) in 2014 <sup>(52)</sup>.

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

- (a) better regulatory compliance: ensuring that the Agency's environmental legal responsibilities are met and better managed on a day-to-day basis;

<sup>(51)</sup> New Framework Financial Regulation (2019) for EU agencies, EC's new templates and guidelines for the Single Programming Document (SPD) and the Consolidated Annual Activity Report (CAAR), EP discharge questionnaire.

<sup>(52)</sup> RB(2014)00321 of 24 April 2014.

- (b) more effective use of resources: managing resources and waste more effectively and at reduced costs;
- (c) improved public image: improving the Agency's credentials as an environmentally aware institution that has made a commitment to continual environmental improvement;
- (d) protection of the environment: moderating or eliminating major impacts, monitoring and controlling impacts that cannot be eliminated or mitigated.

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

As with most EMS models <sup>(53)</sup>, Cedefop's EMS is built on the 'plan, do, check, act' (PDCA) model. The Cedefop EMS uses the following indicators to measure progress towards the achievement of the Agency's green objectives:

- Energy consumptions: electricity and heating oil consumptions
- Water consumption
- Paper consumption
- Waste
- CO2 Emissions

Integrated into the Cedefop performance measurement system (PMS), indicator 26 (Environmental indicator) assesses the Agency's environmental performance using greenhouse gas emissions (ton CO<sub>2</sub>) <sup>(54)</sup> and overall waste emissions <sup>(55)</sup>.

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<sup>(53)</sup> Including ISO 14001 or the eco-management and audit scheme (EMAS).

<sup>(54)</sup> Energy consumptions.

<sup>(55)</sup> Recyclable material and household.



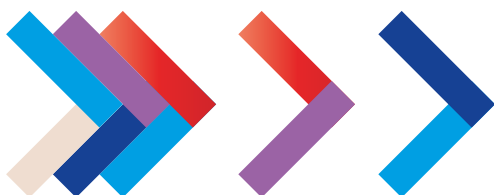


## Environmental aspects, indicators and targets

Cedefop collects, analyses and reports on environmental indicators each year.

Table 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	KP 3: Paper (reams)	Maintain (or go below) 2016 consumption i.e. 1 011 reams
Water use	KPI 4: Water (m <sup>3</sup> )	Maintain (or go below) 2016 consumption i.e. 2 790 m <sup>3</sup>
Emissions	KPI 5: CO <sub>2</sub> Emissions (ton)	Maintain (or go below) 2016 emissions i.e. 1 152.53 ton



### Actions to improve and communicate environmental performance

In 2024-26, Cedefop will start implementing a climate neutrality strategy and roadmap. It will also initiate the transition to an internationally recognised environment management standard, EMAS. In this context, specific actions are taken to increase the energy efficiency of Cedefop's building facilities, particularly by installing photovoltaic panels to meet a large part of the Agency's electricity consumption with renewable energy. Other actions already taken to improve environmental performance are presented below.

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

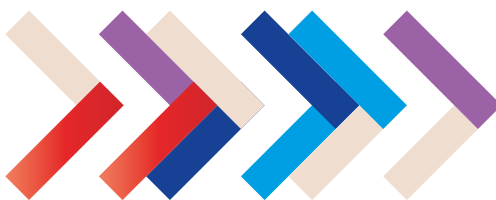
Environmental aspect	Indicator (unit)	Actions
Energy efficiency	Electricity (kwh)	<ul style="list-style-type: none"> <li>• reduce the number of presential meetings with external participants</li> <li>• increase use of web/virtual means for meetings and training activities</li> <li>• drastically reduce missions and travel</li> <li>• promote teleworking</li> </ul>
	Heating oil (lt)	
Emissions	CO <sub>2</sub> Emissions (ton)	
Water use	Water consumption (m <sup>3</sup> )	
Material efficiency	Paper (reams)	<ul style="list-style-type: none"> <li>• all procedures and processes are paperless; maintain post-COVID-19 near paperless situation through continued digitisation and reducing the use of printing across the organisation and for dissemination purposes</li> </ul>
	Use of plastic	<ul style="list-style-type: none"> <li>• pursue actions to reduce the use of plastic</li> </ul>
	Office supplies	<ul style="list-style-type: none"> <li>• pursue the promotion of office supplies re-use and reduction in the consumption of new supplies</li> </ul>
Waste Management		<ul style="list-style-type: none"> <li>• pursue actions to sort waste</li> <li>• ensure high availability of recycling bins in common areas and removal of personal waste bins</li> </ul>

Cedefop reports on the EMS both internally and externally in the Agency's CAAR. Detailed EMS annual reports are systematically produced and published in a dedicated section of the intranet <sup>(1)</sup>.

<sup>(56)</sup> Green initiatives/EMS.

ANNEX VII

## Building policy



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

# Privileges and immunities



Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education/ day care
<p>In accordance with Art. 21 of Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019, the protocol No 7 on the privileges and immunities of the European Union annexes to the TEU and the TFEU applies to the Agency and its staff.</p> <p>The Greek Government and Cedefop signed a Seat Agreement on 24 November 2021, which was ratified by Greek Law 5050/2023 on 15 September 2023 and entered into force on 5 October 2023 and is applicable to Cedefop and its staff.</p>	<p>In accordance with Art. 21 of Regulation (EU) 2019/128 of the European Parliament and of the Council of 16 January 2019, the protocol No 7 on the privileges and immunities of the European Union annexes to the TEU and the TFEU applies to the Agency and its staff.</p> <p>The Greek Government and Cedefop signed a Seat Agreement on 24 November 2021, which was ratified by Greek Law 5050/2023 on 15 September 2023 and entered into force on 5 October 2023 and is applicable to Cedefop and its staff.</p>	<ul style="list-style-type: none"> <li>• Financial support for pre-school attendance (DIR 2012/219)</li> <li>• 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)</li> <li>• Financing of the International Baccalaureate (Internal decision 2015-02)</li> <li>• Increased financial support for primary and secondary schooling of children of staff members in Thessaloniki (Internal decision 2016-06)</li> </ul>

# Evaluation policy



Cedefop's revised Evaluation policy was adopted by the Executive Director on 14 November 2019 <sup>(56)</sup>. The decision repeals the 2015 procedure for carrying out ex-post evaluations <sup>(57)</sup> and the 2016 procedure for carrying out ex-post controls on procurement procedures <sup>(58)</sup>.

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

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

Evaluation and control activities undertaken by Cedefop include:

- ex-ante evaluations;
- ex-post evaluations;
- ex-post controls of payments;
- ex-post controls of payments of ReferNet grants;
- ex-post controls of procurement procedures;
- ex-post controls of recruitment procedures;
- review and validation of local accounting system.

## Ex-ante and ex-post evaluations

In accordance with Article 29.1 of Cedefop's Financial Regulation of 16 July 2019, Cedefop undertakes ex-ante and ex-post evaluations of

programmes and activities which entail significant spending.

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

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

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

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

## Ex-post controls of payments

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

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

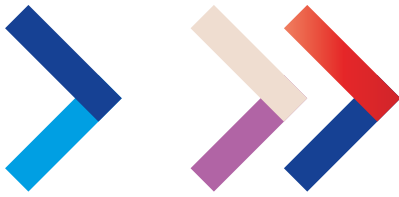
## Ex-post controls of payments of grants

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

<sup>(57)</sup> RB(2019)01501 of 14 November 2019 – DIR 12/2019.

<sup>(58)</sup> RB(2015)00556 of 11 March 2015.

<sup>(59)</sup> RB(2016)01896 of 23 September 2016.



### Ex-post controls of procurement procedures

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

### Ex-post controls of recruitment procedures

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

### Review and validation of local accounting system

The review and validation determine whether: (a) the internal control system of the local accounting system is working as intended; and (b) there have been material changes since the previous validation, either in the systems or in the control environment, which would warrant a 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 5-year basis by external evaluators on behalf of Cedefop's parent DG (DG EMPL).

The last periodic external evaluation of Cedefop was completed in 2018. Carried out by DG Employment, the evaluation assessed Cedefop individually as well as in a cross-cutting perspective vis-à-vis the other agencies (then) falling under the remit of DG Employment i.e. Eurofound, the ETF and EU-OSHA. The outcomes of the cross-agency evaluation confirmed the good quality of the agencies' work despite budgetary and HR constraints, their alignment with the EU agenda and the uniqueness of their outputs and services. Potential overlaps at the level of the agencies' mandate did not occur in practice.

Cedefop's action plan as a follow-up to the Commission's SWD was transmitted to DG EMPL on 11 October 2019 <sup>(60)</sup> and became final on 7 November 2019. DG EMPL particularly welcomed the actions, including precise deadlines, addressing the Cedefop-specific recommendations, as well as the cooperation with the other agencies concerned. By September 2022, Cedefop had implemented all agreed actions and the related recommendations were formally closed by DGEMPL. Progress in implementing the agreed actions has been discussed with the Executive and Management Boards throughout the process.

The current periodic external evaluation started in October 2022 and focuses on the period 2017-22. As in the previous one, it assesses Cedefop individually as well as in a cross-cutting perspective vis-à-vis the other agencies as

<sup>(60)</sup> RB(2019)01389.



regards their relevance, effectiveness, efficiency, coherence and EU added value, identifying possible synergies and structural changes. Cedefop is actively contributing to the evaluation throughout the process in close cooperation with the other agencies, the Commission and the external evaluators contracted by the latter. The final evaluation report and related Commission Staff Working Document are expected in 2024.

### Follow-up and monitoring of evaluations

Cedefop closely follows-up the evaluation and audit recommendations. The findings of evaluation activities are compiled by the Internal Control Coordination team. A consolidated action plan is prepared by the Internal Control Coordinator and available to all staff on the Agency's intranet. Progress in implementing agreed actions is tracked using the 'degree of implementation' methodology.

Outcomes of evaluations and controls are presented regularly to the Executive Board, Management Board, the European Commission <sup>(60)</sup> and in the CAAR.

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<sup>(61)</sup> In line with article 11 paragraph 5 point (k) of Cedefop's Regulation.

# Strategy for the organisational management and internal control systems



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

Shifting from a compliance-based to a principle-based approach, Cedefop's revised Internal Control Framework, adopted by the Management Board on 9 January 2019 <sup>(61)</sup>, is structured around five components: control environment, risk assessment, control activities, information and communication, and monitoring activities. Each component consists of several principles, 17 in total.

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

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

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

## Effectiveness, efficiency and economy of operations

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

## Reliability of reporting

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

- (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 make 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 at each meeting.
- (b) The Executive Director, Deputy Director, Heads of Departments and Services,

<sup>(62)</sup> RB(2019)00008.





budget correspondents and selected experts meet in performance monitoring meetings (PMMs) three times per year. In these meetings, systematised reports on financial issues (budget implementation, procurements), human resources developments, and monitoring reports on performance and achievements compared to the planned objectives are discussed. Achievements are monitored through the performance indicators and targets set in the annual work programme. These meetings also aid strategic considerations and opinion exchange on policy issues, planning, and other operational and organisational issues.

- (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 CAAR are discussed with the Executive Board and the Management Board, besides the regular reporting to the Executive Board/Management Board on the results of audits and evaluations, budget implementation, and transfers of appropriations. Executive Board and Management Board members are systematically informed on changes that may occur in the implementation of the work programme by way of a dedicated implementation tabular report, which is

a standing item in the agenda of each meeting.

### Safeguarding of assets

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

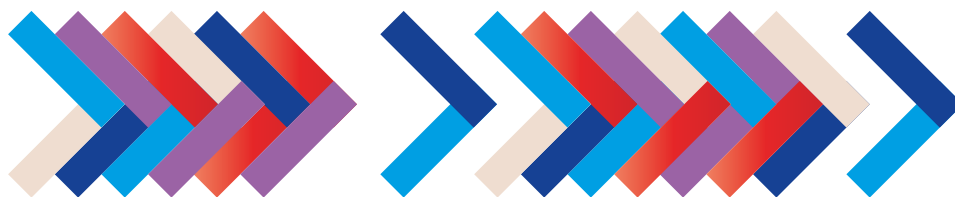
- (a) transactions are executed in compliance with management (delegated) authorisation;
- (b) transactions are recorded as necessary to permit preparation of financial statements in conformity with the Agency's Financial Regulation and to maintain accountability for assets;
- (c) access to assets is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

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

Cedefop adopted its first Anti-fraud strategy, policy on prevention and management of conflicts of interests and an internal procedure on reporting on irregularities in 2014. The Agency's Anti-fraud strategy <sup>(62)</sup> and guidelines for reporting on potential conflicts of interest in selection and recruitment processes were updated in 2019 <sup>(63)</sup>. On 2 October 2019, the Management

<sup>(63)</sup> Adopted by the Management Board on 28 January 2019 - RB(2019)00110.

<sup>(64)</sup> RB(2019)00472.



Board adopted new rules on the prevention and management of conflicts of interests for Management Board members, independent experts, seconded national experts and other staff not employed by Cedefop<sup>(64)</sup>.

The action plan of the Anti-Fraud Strategy is being implemented and regularly followed up. The Anti-fraud strategy was revised in 2023.

### Risks management

Risk assessment and management has been an integral part of Cedefop's planning and reporting processes since 2006 and is governed by the updated implementation guidelines Cedefop adopted on 2 October 2019<sup>(65)</sup>.

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

The identification of risks<sup>(66)</sup> is performed at the level of projects, ABB activities and at strategic and organisational level. Identified risks are assessed based on their potential impact on the organisation (scale 1 to 5) and likelihood that risks will materialise (scale 1 to 5). Multiplication of the two indicators provides the risk level. Risks for which residual risk levels amount to 15 or higher become part of the risk management plan and are closely followed up by management. Residual risks are a result of assessment of original risk levels and impact of mitigating actions.

Only critical risks, as identified and assessed by Cedefop's management, appear in the Single Programming Document. All risks are reported in the risk registry under the supervision of the Internal Control Coordinator.

The risk assessment exercise on the Work Programme 2024 was finalised by Cedefop management in September 2023 and amended in November 2023. It did not lead to the identification of any critical risks for 2024. Risks identified by management were included in the risk registry 2024 and will be reassessed periodically during the year and revised accordingly.

<sup>(65)</sup> RB(2019)01326.

<sup>(66)</sup> RB(2019)01339.

<sup>(67)</sup> A risk is defined as 'Any event or issue that could occur and adversely impact the achievement of the Commission's political, strategic and operational objective. Lost opportunities are also considered as risks' (Implementation guide, p. 5).

# Procurement plan year 2024



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

The global budgetary envelope reserved for procurement funding operational activities, under Title 3 of the annual budget 2024 is EUR 4 015 000.

The global budgetary envelope reserved for grants, following calls for proposals with a view to signing Specific Grant Agreements with ReferNet partners for 2024 is set to EUR 940 000.

To ensure efficient and agile functioning of the Agency by allowing adjustments to the work programme in the course of its implementation, as long as these changes do not significantly affect the nature of the activity and the objective of the work programme and do not imply a modification of the Financing Decision in line with the requirements of the flexibility clause <sup>(67)</sup>, the Management Board decided on 9 April 2019 to delegate the power to make non-substantial amendments to the Executive Director <sup>(68)</sup>. In compliance with Article 3 of the Management Board decision, and in the event of substantial amendments made to the work programme, i.e. a new activity is added or changes significantly affect the nature of an activity or the objective of the work programme and/or imply a modification of the Financing De-

cision <sup>(69)</sup>, the Executive Director is requested to seek the approval of the Management Board.

## Flexibility clause

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

The implementation of the Financing Decision is subject to the availability of the appropriations provided for in the draft general budget of the Union for 2024, following the adoption of that budget by the budgetary authority or as provided for in the system of provisional twelfths.

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<sup>(68)</sup> In line with Chapter 6 of [DG BUDG circular on Financing Decision and Work Programme for Operational Expenditure under the Financial Regulation](#) (October 2015).

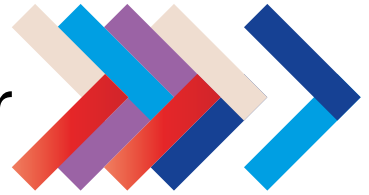
<sup>(69)</sup> Article 2 of the Decision RB(2019)00530 - Non-substantial changes are those with an overall total value less than 20% of Cedefop's budget.

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<sup>(70)</sup> E.g. in the case of the increased scope of the integrated monitoring by Cedefop of the Council Recommendation on VET and the Osnabrück Declaration, Cedefop requested the Executive Board's prior approval.

ANNEX XII

# Plan for grant, contribution or service-level agreements



Note: Cedefop does not plan to receive funds through a grant or contribution agreement for the year 2024, pursuant to Article 7 of the Framework for Financial Regulation. This Annex is therefore not applicable for the financial year 2024.

# 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 consistently developed over recent years to widen its global view and improve its capacity to address EU challenges.

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

- around specific themes and the preparation of joint output and initiatives, such as the organisation of international conferences on apprenticeships, the organisation of the first ever Global Careers Month, 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;
- through systematic and structured cooperation and particularly the inter-agency working groups on TVET, work-based learning and career guidance.

Working together with international organisations has offered Cedefop opportunities for improving efficiency through economies of scale and/or scope in carrying out both research projects

and external public initiatives while avoiding duplication of work <sup>(70)</sup>.

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

In 2024-26 Cedefop will continue to improve its cooperation with relevant international organisations with a view to:

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

Cedefop will also consider the option of setting up cooperation clusters and bilateral agreements with selected international

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<sup>(71)</sup> This is to be read in connection with Article 2.2 of Cedefop's Regulation (EU) 2019/128 of 16 January 2019 providing that 'where new studies are needed, and before taking policy decisions, the Union institutions shall take into account Cedefop's expertise and any studies that it has conducted in the area concerned or that it is able to conduct, in accordance with Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council'.



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.

# Cedefop performance indicators



## Organisational impact

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

## Outcome indicators

Mandates and assignments given to Cedefop in policy documents

Cedefop's contribution to the preparation of policy documents

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

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

Cedefop's success in facilitating policy learning

Citations of Cedefop's work in policy documents of

- a. EU institutions
- b. International organisations

Downloads of Cedefop publications

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

Satisfaction with Cedefop's online interactive tools

Mobilisation of Cedefop's stakeholders to act as information multipliers

Quality and expected impact of events organised by Cedefop

Website traffic

Media coverage

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

## Key performance indicators for the Director

Engagement of Cedefop staff members

Cedefop's consultation with key stakeholders <sup>(71)</sup>

Timely submission of the Work Programme

Rate of implementation of commitment appropriations (budget execution)

Rate of outturn (payment appropriations)

Rate of payments completed within the legal/contractual deadlines

Rate of accepted audit recommendations implemented within agreed deadlines

Percentage of establishment plan filled

<sup>(72)</sup> The term 'key stakeholders' refers to the members of Cedefop's Management Board representing the three groups i.e. social partners, governments and the Commission.



**Output indicators**

Number of Cedefop publications

Number of meetings/events organised by Cedefop

Number of policy learning activities organised by Cedefop

Number of Cedefop's press releases

Number and types of visitors at Cedefop events

Environmental indicator



# Cooperation between Cedefop and the ETF



## Framework of cooperation



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

AND THE

EUROPEAN TRAINING FOUNDATION (ETF)

FOR THE PERIOD: 2024-26

#### 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 two Agencies to deepen and broaden their activities and further reinforcing synergy and complementarity. This cooperation has been broadened to include both core business and administrative services. Regarding the latter, cooperation has evolved from knowledge sharing to joint actions. Areas in focus include Human resources, procurement, IT and cybersecurity, greening and sustainability reporting.

In this regard, a triangular cooperation involving also the European Commission services has become more systematic. In particular, in areas where the EU angle needs to combine the international perspective, this cooperation proved to offer a more comprehensive support to policy shaping. With the expansion of EU candidate countries in the Eastern Partnership region, areas like monitoring and reporting on progress made by member states and candidate countries in the follow up to the Copenhagen Process, 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) and human capital development in a lifelong learning context. The operations of Cedefop and ETF are governed by distinct mandates established by their (recast) Founding Regulations.

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

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



countries in the context of EU external relations policies. In this regard, ETF puts priority in the countries eligible for support under EC regulations (1085/2006 and 1638/2006) and other countries designated by decision of its Governing Board. 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 and policy advice to the European Commission and to partner countries to improve their human capital development.

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 implementation; (b) developing and maintaining the knowledge base and expertise at the interface of VET and the labour market; (c) sharing skills, VET and policy intelligence, data, information and tools, and facilitating policy learning and the building of partnerships; and (d) focusing communication on stakeholder engagement and outreach via events, social media, an interactive web portal and online data-visualisation tools.

The ETF carries out activities involving the EU services (European Commission: DGEMPL, DGNEAR, DGEAC, DGINTPA, DGHOMEDGJRC and the European External Action Service) and in support of the external relation programmes (IPA, ENPI, NDICI) in programming and project cycle; policy advice to partner countries 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. The ETF is mobilizing partners through a number of international networks and partnerships. The ETF also disseminates information on approaches and trends in vocational education reform being followed in the EU. The ETF is implementing projects in countries and regions outside the EU in areas of thematic expertise via extra-subsidy contracts with the EU.

Without prejudicing the distinctive mandates and functions of either Cedefop or ETF, the shared focus on different areas of vocational education and training and human capital development 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 is beneficial for both EU member states and ETF partner countries.

Through knowledge sharing, joint presentations in international fora, and active participation in their respective activities, ETF and Cedefop deepen their expertise and ensure continued complementarity of activities, synergy and efficiency gains, also extending more recently to administrative services. 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 and validation of non-formal and informal learning, the Monitoring Framework of commonly agreed VET priorities under the Council Recommendation on VET and the Osnabrück Declaration or the guides for skills anticipation – while at the same time avoid overlaps.

## **2. Cooperation between Cedefop and the ETF in 2024 -26**

In the context of their own institutional mandate and geo-political scope, Cedefop and ETF will continue their cooperation in the period 2024–26. With full respect to their mandates, the two Agencies will continue exploiting possibilities for further enhanced synergies. Cooperation will be expanded to cover both core business and central administrative services. Regarding the latter, cooperation has evolved from knowledge sharing to joint actions. This has been prompted by the higher demands in areas such as greening and



digitalisation and cybersecurity, and the opportunities that increased exposure to mutual practices has brought up. Moreover, the necessity to find efficiency gains and cost-effective solutions to cope with budget pressures is becoming compelling. The new framework includes, therefore a specific area of cooperation on central administrative services.

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:

- Expertise sharing
- Production of common deliverables
- Sharing of networks, platforms and tools
- Central administrative services
- Communication campaigns

#### 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 policy monitoring, qualifications and work-based learning.

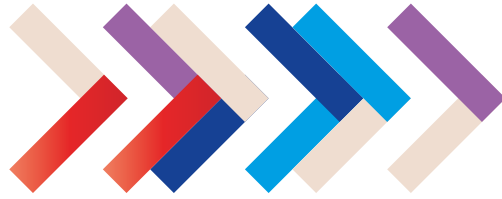
Cooperation in the development and implementation of the joint monitoring framework for the policy objectives and reform priorities under the Osnabrück Declaration and the VET Recommendation contributes to the support of policy and decision making in the Member States and candidate countries, help increase the transparency of VET systems and support comparative work on VET-related topics across countries.

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

On qualification and credential systems, including a focus on learning outcomes and validation of non-formal learning, cooperation will continue on EQF and NQF implementation. Both Agencies will prepare and publish (together with UNESCO) the biannual Global NQF Inventory and the International handbook on learning outcomes.

On 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. Both Agencies are members of the EC Expert Working Group on VET and the Inter-Agency Working Group on WBL.

On skills matching and anticipation and identification of skills needs, Cedefop and ETF will continue to engage experts to promote learning and knowledge sharing on topics related to skills anticipation/intelligence, with a special focus on skills for the green transition, digital skills needs, platform work and new forms of work and skills anticipation tools.



#### **Production of common deliverables**

The Agencies jointly prepare and disseminate findings and analyses in areas of joint interest. Cooperation is 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.

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

In the framework of the implementation of the European Skills and Jobs Survey, ETF and Cedefop will jointly work on an analytical publication on emerging skills needs of workers, which will open relevant policy discussions on upskilling and reskilling.

#### **Sharing of networks, platforms and tools**

Already the two 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 Agencies will engage each other in their own platforms and networks whenever relevant. Cedefop is regularly involved in sharing knowledge with the ETF Network of Experts (network of researchers).

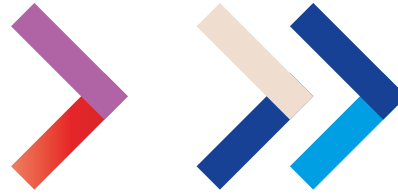
#### **Central administrative services**

ETF and Cedefop will continue sharing knowledge in areas of common interest and will explore concrete possibilities for joint actions. These will cover HR policies and practices (joint selections, sharing of reserve lists, staff exchange and development opportunities, etc.), procurement, IT and cybersecurity, greening and sustainable reporting, among others. Beyond knowledge sharing, ETF and Cedefop will strive to look for feasible solutions to increase the use of shared services and capabilities. This cooperation will build on the broader framework set by the EU Agencies Network and the on-going exchanges within Cluster agencies in specific fields.

#### **Communication campaigns**

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

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. 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.



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 remain open and continuous.


The two Agencies commit to deepen exchange of information on areas of common interest. Furthermore, they will cooperate and help one-another in implementing the recommendations stemming from the ongoing cross-cutting external evaluation.

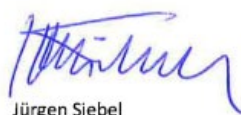
Cedefop and ETF will implement this framework for cooperation through a joint annual work programme annexed to the Programming Documents of each Agency. The two agencies will provide a biennial report to the European Parliament on progress in the implementation of the framework for cooperation. This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

Strategic planning and coordination between the two Agencies will be led by the two Directors and maintained at management 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, 2026.

  
Pilvi Torsti  
Director ETF  
7 DEC 2023

  
Jürgen Siebel  
Director Cedefop



## Cedefop – ETF Cooperation plan 2024

Qualifications development	<p>Shared products (publications):</p> <ul style="list-style-type: none"> <li>- joint design, development and production (also with UNESCO) of the fifth edition of the Global NQF inventory</li> </ul> <p>Joint advice to Commission:</p> <ul style="list-style-type: none"> <li>- in the EQF, exchange of data and intelligence on qualifications systems and frameworks in the Advisory Group's sub-group on EQF to NQF comparison for third countries</li> </ul> <p>Information-sharing, expertise exchange, peer learning:</p> <ul style="list-style-type: none"> <li>- in particular contribute to Skills Agenda implementation in microcredentials, individual learning accounts, interoperable databases of qualifications, common European VET profiles, upskilling pathways and international qualifications, use of ESCO and Europass in third countries</li> </ul>
Skills matching and anticipation/identification	<p>Concrete thematic cooperation:</p> <ul style="list-style-type: none"> <li>- Platform economy/platform work: based on past year's exchanges with Cedefop on the new forms of employment and platform work, the knowledge sharing will continue in 2023, including participation in events, exchanges through peer learning events and technical meetings</li> <li>- European skills and jobs survey (ESJS): ETF and Cedefop will exchange information and findings, will have regular interaction to support the development/adaptation of the survey questionnaire and preparatory work for a joint publication to be developed in 2023, where selected results from the EU and surveyed ETF PCs will be analysed</li> <li>- Upskilling pathways and addressing the needs of low-skilled adults and/or at social risk</li> <li>- Flexibilisation and individualisation of skills development approaches and novel arrangements to access and participate in (re)training via Active Labour Market Programmes (including the potential of individual learning accounts)</li> </ul> <p>Network building and knowledge sharing:</p> <ul style="list-style-type: none"> <li>- invitation of Cedefop's experts in the ETF's Network of Experts on new skill needs and skills anticipation</li> <li>- exchange and knowledge sharing on calls for innovative proposals from the research community, with possible cooperation on the annual event</li> <li>- regular communication and exchange of ETF's recent initiatives with Cedefop, in particular regarding the skills for green transition, use of big data in LMI, future of skill needs in selected economic sectors, and future skill needs in craftsmanship</li> </ul>




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


# Cooperation between Cedefop and Eurofound



## Framework of cooperation



**Eurofound**



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

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

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

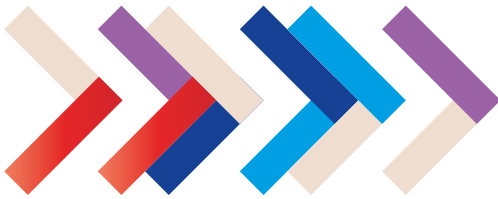
It responds to article 2.5 (Cedefop) and article 2.4 (Eurofound) of their respective founding regulation<sup>1</sup>.

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

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





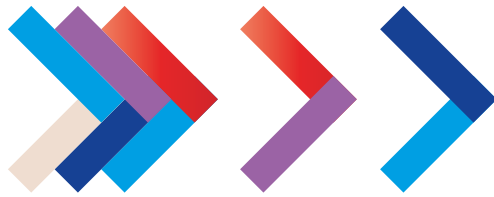
6. The consultation should identify areas of strategic cooperation, areas of synergies, areas for exchange of information and areas where potential overlaps could arise in order to avoid them.
7. Based on the annual Work programme, an Annual action plan will be agreed between the two Executive Directors before 31 December via an exchange of letters. The Annual action plan will include a limited number of concrete activities for cooperation between the two Agencies. Staff involved and timetable will be identified for each action.
8. The Annual action plan will be monitored throughout the year. A mid-term review, initiated and coordinated by the main contact person from each agency, will take place half-way through the year.
9. Cedefop and Eurofound will also collaborate on a continuous basis to achieve further efficiency gains through shared services and capabilities such as for example inter-Agency joint procurements for services of common interest. The annual action plan may include priorities to be pursued to achieve particular efficiency gains.
10. Cedefop and Eurofound will cover their own costs arising from this cooperation as far as it is within the ordinary annual programming documents. In case of the development of a joint activity the arrangements on cost and ownership will be subject to a specific agreement.
11. Meetings will be organised at the following levels:
  - a. At general level, both Executive Directors or their representative will be invited, when relevant to attend each other's board meeting<sup>2</sup>.
  - b. Experts and staff of both agencies will participate in the activities of expert and working groups, conferences and other meetings of the agencies where relevant.
  - c. Experts and staff will participate, where relevant, in the development of survey questionnaires and in various networks. Ad-hoc meetings or invitations may be extended to each other on specific subjects.
12. Both parties will nominate contact persons for the specified areas of similar interest.
13. This memorandum of understanding in no way affects the founding regulations establishing the two organisations.

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

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

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

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



## Cedefop – Eurofound Cooperation plan 2024

<p><b>Annex to the Memorandum of Understanding</b></p>							
<p>between</p>							
<p><b>The European Foundation for the Improvement of Living and Working Conditions (Eurofound)</b></p>							
<p>and</p>							
<p><b>European Centre for the Development of Vocational Training (Cedefop)</b></p>							
<p><b>ACTION PLAN 2024</b></p>							
<p>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 2024.</p>							
<table border="1"> <thead> <tr> <th data-bbox="272 1225 493 1288">Actions</th> <th data-bbox="493 1225 1249 1288">Activities</th> </tr> </thead> <tbody> <tr> <td data-bbox="272 1288 493 1379">Regular exchange of information on surveys and their development</td> <td data-bbox="493 1288 1249 1379"> <ul style="list-style-type: none"> <li>Surveys: discussion at the Directorate and management level to explore cooperation options and alternative funding options for the future.</li> </ul> </td> </tr> <tr> <td data-bbox="272 1379 493 2029">Participation in thematic activities</td> <td data-bbox="493 1379 1249 2029"> <ul style="list-style-type: none"> <li><b>Social dialogue and the green transition -Tripartite Exchange Seminars</b> Organisation of a joint Tripartite Exchange Seminar (already piloted in 2022 by Eurofound) in May 2024 by Cedefop, Eurofound and the European Environment Agency (and with ETF involvement). The seminar has a thematic focus on shaping the just green transition.</li> <li>Cedefop contribution (authored chapter) to Eurofound report on ‘Digital transition, job quality and workplace practices, including workers involvement, in SMEs’ (publication planned for 2025).</li> <li>Identify opportunities for information exchange and event participation in the following areas:                             <ul style="list-style-type: none"> <li>platform work</li> <li>automation and artificial intelligence (impacts on skills, ethics)</li> <li>work on youth</li> </ul> </li> <li><b>Structural and sectoral changes in labour market and measuring jobs differences in task requirements: implications for mobility and employment reallocation across the economy.</b> Building on previous expertise, in 2024 Eurofound will carry out research on measuring jobs differences in task requirements, and will exchange with Cedefop on initial findings, when available</li> <li><b>Exchanges on data and intelligence on skills as a factor of convergence, skills and job quality (in the context of labour market imbalances) and migration.</b></li> </ul> </td> </tr> </tbody> </table>	Actions	Activities	Regular exchange of information on surveys and their development	<ul style="list-style-type: none"> <li>Surveys: discussion at the Directorate and management level to explore cooperation options and alternative funding options for the future.</li> </ul>	Participation in thematic activities	<ul style="list-style-type: none"> <li><b>Social dialogue and the green transition -Tripartite Exchange Seminars</b> Organisation of a joint Tripartite Exchange Seminar (already piloted in 2022 by Eurofound) in May 2024 by Cedefop, Eurofound and the European Environment Agency (and with ETF involvement). The seminar has a thematic focus on shaping the just green transition.</li> <li>Cedefop contribution (authored chapter) to Eurofound report on ‘Digital transition, job quality and workplace practices, including workers involvement, in SMEs’ (publication planned for 2025).</li> <li>Identify opportunities for information exchange and event participation in the following areas:                             <ul style="list-style-type: none"> <li>platform work</li> <li>automation and artificial intelligence (impacts on skills, ethics)</li> <li>work on youth</li> </ul> </li> <li><b>Structural and sectoral changes in labour market and measuring jobs differences in task requirements: implications for mobility and employment reallocation across the economy.</b> Building on previous expertise, in 2024 Eurofound will carry out research on measuring jobs differences in task requirements, and will exchange with Cedefop on initial findings, when available</li> <li><b>Exchanges on data and intelligence on skills as a factor of convergence, skills and job quality (in the context of labour market imbalances) and migration.</b></li> </ul>	
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Actions	Activities
Information and communication activities	<ul style="list-style-type: none"> <li>• Social dialogue and the green transition -Tripartite Exchange Seminars</li> <li>• Contribution to the five-agency event in the European Parliament (in case the EP employment committee requests that it takes place in 2024)</li> </ul>
Other activities	<ul style="list-style-type: none"> <li>• Explore options for cooperation using the potential of shared resources in strengthening and streamlining administrative processes.</li> <li>• Ongoing exchange of info the Agencies' performance indicator methodologies.</li> <li>• Exchange and building on good practices in internal control and risk management (including peer review).</li> <li>• Exchange on the recommendations stemming from the evaluation of the individual evaluation of each agency, and cross-cutting analysis as commissioned by DG EMPL.</li> </ul>
Development of Annual Work Programmes	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.

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

**Agreed by both Agencies and signed:**

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

DocuSigned by:  
  
 2E549E4114E43D...

**Jürgen Siebel**  
 Executive Director

Date: 6/12/2023

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

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 777CF8EBAB04CA...

**Ivailo Kalfin**  
 Executive Director

Date: 6/12/2023

# Cooperation between Cedefop and the ELA



CEDEFOP

European Centre  
for the Development  
of Vocational Training

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

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

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

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

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

Cedefop's objective is to support the promotion, development and implementation of Union policies in the field of vocational education and training as well as skills and qualifications policies by working together with the Commission, the Member States and the social partners. To that end, Cedefop works to enhance and disseminate knowledge, provide evidence and services for the purpose of policy making, including research-based conclusions, and facilitate knowledge sharing among and between Union and national actors.

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

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



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

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

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

Place: *Thessaloniki, 16/01/2023*

Cosmin Boianiu  
Executive Director  
European Labour Authority

Place: *Thessaloniki*  
*16/01/2023*

<b>CEDEFOP</b>	
Date: 16 JAN 2023	
No: 0065	In: <i>tuu</i>
To: DIR/SSI	
Cc:	

2024-26

# SINGLE PROGRAMMING DOCUMENT



**CEDEFOP**

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