



ACTING DIRECTOR

Governing Board meeting 11 and 12 June 2013**XCI-4-2**

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Cedefop's Governing Board Analysis and Assessment of the Annual Activity Report (AAR) 2012

Article 40(2) of Cedefop's Decision of 5 June 2009 on the financial rules requires the Governing Board to send to the budgetary authorities and the Court of Auditors an analysis and assessment of the *annual activity report* (AAR) of the previous financial year (2012), not later than 15 June 2013.

The Governing Board, based on its analysis and assessment of the Acting Director's *Annual activity report 2012*:

- takes note of Cedefop's report on the implementation of the annual work programme 2012, and in particular:
- welcomes that Cedefop's work is well aligned with the European policy agenda for education and training; that the work of Cedefop has been used in establishing major EU policy documents and is also acknowledged in academic research; and that Cedefop has been entrusted with important tasks, for example the provision of more detailed country specific information to review progress achieved in implementing joint priorities as set in the EU policy framework.
- acknowledges the added value of Cedefop's contributions to the European Commission, the Member States and the social partners in the framework of Education and training 2020 and the Bruges Communiqué;
- underlines as an example the importance of Cedefop's contribution to the development of Europass instruments and takes note of the increasing popularity of these tools among European citizens, or, as another example, Cedefop's contributions to the Europe 2020 flagship initiative "An agenda for new skills and jobs" and the added value of its work in developing data, intelligence and analysis on skill needs on the European labour market, in particular its medium-term forecast of skill supply and demand, which provides an important input to projects and programmes enhancing skills anticipation and matching;
- welcomes the fact that Cedefop, by bringing together the results of its work on skills needs, common European tools and VET's benefits, promotes an integrated approach that provides added value to initiatives bridging education and training and the labour market;

- takes note of Cedefop's support of the Danish and Cypriot Presidencies and their VET-related activities (preparatory work, background information and analyses, contributions to events);
- acknowledges the cooperation of Cedefop with ETF and Eurofound to ensure synergy and complementarity in the work of these European agencies;
- encourages the Centre to continue its efforts to focus on central activities to avoid fragmentation, thus, ensuring the most efficient use of available resources;
- welcomes the efforts to extend the qualitative interpretation of indicators of the Centre's Performance measurement system (PMS) following the recommendations by the Governing Board;
- acknowledges the progress achieved in improving planning and monitoring, and appreciates that 2012, again, a high level of budget implementation has been realised and that the establishment plan has been filled to 98 %.
- asks the Centre to continue its efforts to redirect personnel from non-operational functions to operational activities;
- welcomes that the 2012 target, as agreed on with the Court of Auditors, for the use of Norway and Iceland funds from previous year has been achieved and according to plan the funds from previous years have been exhausted;
- acknowledges the comments in the discharge report of the European Parliament on the budget 2011 and expresses its satisfaction that several issues, as for example the Cedefop HR online application have been highlighted as good practices;
- calls on the Centre to continue its efforts to avoid concentration of transfers at the end of the year and to reduce title 2 carryovers;
- takes note of the concern of Parliament concerning the unfruitful recruitment procedures for a new director;
- notes with satisfaction the positive opinion of the Court of Auditors on Cedefop's 2012 accounts which confirms the regularity and legality of actions taken;
- welcomes the fact that only one very important recommendations (audit 2012) of the internal auditor (IAS) has been open by the end of 2012, and that the Centre plans to implement this very important recommendation by the end of 2013.
- welcomes the progress in relation to the important and desirable recommendations of the internal auditor (IAS), and notes that all recommendations from previous years have been implemented and closed by the end of 2012;

- asks the Centre to continue the efforts to implement the open 2012 IAS recommendations;
- notes that the internal audit capability (IAC) functions have been covered either by external contractors or by internal project groups and takes note that this solution has been effective and that it has contributed to the reduction of administrative costs;
- notes that the two risk areas – building repairs and business continuity planning – have been closely followed up by the Centre as foreseen in the risk management plan and requests the Centre to continue these efforts also in 2013;
- takes note of the declaration of assurance of the Acting Director and appreciates the information provided on all the underlying building blocks for assurance that underpin the declaration;
- appreciates the fact that throughout 2012 Cedefop's management has kept the Governing Board fully informed;
- congratulates Cedefop's staff and management on the results achieved in 2012 and expresses its satisfaction and appreciation of the high level of commitment and quality of work of the Centre;
- considers that the Acting Director and the Acting Deputy Director have brought stability to Cedefop and enabled it to successfully fulfil its tasks;
- confirms that the Governing Board's analysis of the Annual activity report 2012 is positive and that the AAR 2012 provides the necessary assurance for a positive assessment of the results achieved in 2012.

12 June 2013



Laurence Martin
Chair of the Governing Board



CEDEFOP

European Centre for the Development
of Vocational Training

Acting Director

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ANNUAL ACTIVITY REPORT 2012

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INTRODUCTION

Cedefop's annual activity report (AAR 2012) takes stock of the performance of the Centre in 2012. Cedefop's Acting Director with this report takes responsibility for the performance of the Centre and reports hereby on the achievement of the objectives set in the work programme 2012 and the management of resources. It follows Cedefop's standing instructions in compliance with Article 40 of the Financial Rules of Cedefop, adopted by the Governing Board on 5 June 2009.

The Annual activity report 2012¹ comprises four parts and annexes.

Part 1 – Operational achievements - outlines Cedefop's key operational achievements for the year 2011. It is structured according to the medium-term priorities for 2012-14 and the (ABB) activities described in Cedefop's work programme 2012. It reviews achievements compared to the set objectives.

The annex to Part 1 provides information on the performance indicators set out in Cedefop's performance measurement system (PMS), on the basis of which Cedefop's achievements 2012 are assessed.

Part 2 – Management and Internal Control System - focuses on assessment of Cedefop's internal control system. It addresses implementation of the internal control standards (as adopted by Cedefop) and efficiency of the internal control system.

Part 3 - Building blocks towards the declaration of assurance - deals with questions of regularity and legality of operations and material weaknesses in the control system.

Annexes to Parts 2 and 3 provide information on specific issues such as the risk management plan, the report of the data protection officer, the list of contracts and calls for tender 2012, and the Centre's provisional annual accounts 2012.

Part 4 – The declaration of assurance - concludes the report with a formal statement in which the Acting Director (Authorising Officer) takes responsibility for the legality and regularity of the financial transactions of the Centre in 2012.

The Annual activity report is a public document and is available on Cedefop's website in English.

¹ Reference: Standing Instructions for Cedefop's 2012 Annual Activity Report – 13 March 2012

Part 1: OPERATIONAL ACHIEVEMENTS

1.1 Introduction

In 2012, most European countries entered their second recession in four years. Rising unemployment and, in particular, the share of jobless youth exceeding 23% at the end of the year, combined with an increasing skill mismatch, led the European Commission to devise policy packages for education and employment focusing on exploiting the opportunities of job-rich sectors and utilising the potential of vocational education and training (VET) to support economic development and ease transition from learning to work.

Increasing attention to the performance of countries' education and training systems and the follow-up of policy recommendations as well as commonly agreed deliverables for VET also demanded more country-specific information and evidence.

Against this background, demand for Cedefop's expertise and analytical capacity further increased in 2012. Despite several additional tasks that were requested and necessary adaptations of some projects, the work programme has been implemented as planned.

Part 1 of the Annual Activity Report 2012 outlines Cedefop's key operational achievements for the year 2012. The report is structured according to the Centre's medium-term priorities for 2012-2014 and the (ABB) activities described in its work programme 2012. It provides an overview of achievements compared to the set objectives. Performance is measured through the Centre's Performance Measurement System (PMS) which includes a set of 21 result-oriented indicators to measure performance at the level of outputs, outcomes and organisational impact. In 2012, the PMS was developed further to extend qualitative analysis of data and their contextualisation (see Annex to Part 1).

1.2 Cedefop's impact and added value in 2012

The analysis of Cedefop's key performance indicators 2012 shows not only high organisational impact; it also points to improvements of performance in most areas of work, greater effectiveness and efficiency along with a direct and further increased relevance of the Centre's work, expertise and evidence to the European policy agenda.

This is substantiated firstly by the number of EU policy documents citing Cedefop's work, analyses and conclusions (169 documents in 2012); secondly by the number of Presidency and other EU-level events for which the Centre was requested to provide policy advice or written contributions (158 in 2012); and thirdly by the increasing number and wider range of policy documents, including staff working documents related to the employment package, that Cedefop was asked to help shape (from 13 in 2011 to 26 in 2012) or which entrusted Cedefop with new tasks (5 additional mandates in 2012).

This underlines not only the wider range of policy areas for which Cedefop's evidence has been useful; it is also a clear signal of trust in the quality and the value of its contribution to EU policy shaping.

Beyond policy-makers, the influence of Cedefop's work has also extended further in academic research, with 415 citations of Cedefop publications and studies in academic and scientific literature in the period 2011-2012, a 9% increase compared to the previous two years. Along with an increased demand for Cedefop publications (+ 33% downloads compared to 2011), this confirms the Centre's solid capacity to generate new knowledge and insight on VET.

At the same time, Cedefop's messages were also better reaching the wider public. Media coverage increased by 38% compared to 2011 (from 381 to 525 articles). This is linked not

only to the update of the skills forecast, which traditionally generates a high level of interest; it is also related to Cedefop's analytical reflections in the *statistics of the month* series ⁽²⁾ on the effects of the crisis for young people, underemployed, and NEETs (not in education, employment or training).

Responding to changing user behaviour towards content, media and messages, Cedefop has also seen significant growth in demand for its Facebook (+ 128%) and Twitter (+ 170%) social media activities, with the annual 2012 target achieved in a little over than six months.

Europass confirmed its utility to Europe's youth by showing a continuously increasing use, in particular for the number of CVs created online (8,3 millions - a 46% increase compared to 2011).

In 2012, Cedefop organised 150 conferences and events attended by about 2 500 participants. The quality of Cedefop's events is perceived very favourably (high value added) and many participants reported that they intend to use information gathered at the event to support policy-making or research. Greater emphasis has been placed on video conferences (also to provide policy advice to key stakeholders) using video-conferencing technology, Skype and Lync. Skype has experimentally been used also in interviews for recruitment procedures with satisfactory results.

The above results indicate that in 2012 Cedefop, as an organisation, successfully managed to achieve its intended impact of strengthening EU cooperation and promoting an evidence-based European VET and skills policy agenda. By doing so, it is acknowledged as an authoritative source of information on VET, skills and competences.

In 2012, the Centre also proved its capacity to address changing demands and the numerous requests for additional activities in a flexible way (e.g. frequent *ad hoc* requests from the European Commission to help shape EU policy documents, to provide country based evidence or conceptual support to new initiatives).

Adaptations of several projects were necessary to address the above additional requests. However, the Centre successfully managed to implement its work programme as planned. The PMS indicators and qualitative analysis for 2012 confirm both, Cedefop's added value and the utility of its work to different stakeholders. They also confirm that Cedefop is a well-run and efficient organisation (see Annex to Part 1).

1.3 Key achievements 2012 in fulfilling Cedefop's mid-term priorities

1.3.1 Medium-term priority 1: Supporting modernisation of VET systems

1.3.1.1 Activity: Policy analysis and reporting

Following its mandate in the Copenhagen process to support policy development and provide evidence for policy-making in VET, confirmed in the Bruges communiqué, Cedefop analysed and reported on countries' progress towards the short-term deliverables agreed in the Bruges Communiqué, which constitute measures and means to reach the strategic goals set for European VET until 2020.

Cedefop's 2012 analysis was based on the input of ReferNet ⁽³⁾, the Centre's European network for VET, evidence from Cedefop's projects and studies – in particular on the

⁽²⁾ <http://www.cedefop.europa.eu/EN/statistics-and-indicators/2239.aspx>.

⁽³⁾ Cedefop received input from 27 ReferNet partners. Greece did not reply to the questionnaire. Due to institutional changes, Ireland was not a member of the network in 2012.

implementation of the common European tools – and qualitative and quantitative data from several other sources.

The resulting report ***Trends in VET policy in Europe 2010-12: Progress towards the Bruges Communiqué*** was discussed with the Directors General for Vocational Training at their meeting under the Cypriot Presidency and released online in December ⁽⁴⁾. Results figure prominently in the Staff Working Document ‘Vocational education and training for better skills, growth and jobs’ ⁽⁵⁾ that accompanies the European Commission’s Communication ‘Rethinking education: Investing in skills for better socio-economic outcomes’ ⁽⁶⁾.

To meet the European Commission’s demand for systematic country-based analysis of VET developments needed for the **European semester**, Cedefop produced country-specific information on developments in the short-term deliverables (country fiches) and refocused its work by introducing Spotlights on VET for all countries.

To provide up-to-date **information on VET at national level**, Cedefop regularly publishes overviews of national VET systems ⁽⁷⁾. In 2012, Cedefop released about fifty ReferNet newson **new initiatives and policy developments in the Member States** ⁽⁸⁾.

To offer special support to Presidency countries, the ‘Short Description’ ⁽⁹⁾ and a ‘Spotlight’ ⁽¹⁰⁾ on VET in Denmark were prepared to support the **Danish Presidency** of the EU and distributed at the April meeting of the DGVts. A thematic snapshot on VET-Business cooperation was prepared for the **Danish Presidency Conference ‘VET-business cooperation promoting new skills, innovation and growth for the future’**.

To support the **Cypriot Presidency**, Cedefop released *Vocational education and training in Cyprus – Short description* ⁽¹¹⁾, a *Spotlight on VET Cyprus* ⁽¹²⁾ and the briefing note *Permeable education and training systems: reducing barriers and increasing opportunity* ⁽¹³⁾ for the DGVts meeting in October.

1.3.1.2 Activity: Common European tools, qualifications and learning outcomes

Cedefop continued to coordinate the EQF (**European Qualifications Framework**) Advisory Group jointly with the European Commission. The fourth Cedefop’s report on the analysis of national qualifications frameworks in Europe was drafted in-house and results published in the briefing note *Qualifications frameworks in Europe: an instrument for transparency and change* ⁽¹⁴⁾, released in October for the DGVts meeting under the Cypriot Presidency. The analysis confirms that qualifications frameworks are seen as key tools for improving transparency and comparability of qualifications at national and international level. Mandated by the EQF Advisory Group, and in close cooperation with the Council of Europe that coordinates the self-certification in the Bologna process, Cedefop devoted substantial analytical work to analyse strengths and weaknesses of how countries (ten in 2012) link their

(4) <http://www.cedefop.europa.eu/EN/publications/20814.aspx>

(5) Commission Staff Working Document Vocational education and training for better skills, growth and jobs. SWD(2012) 375 final. http://ec.europa.eu/education/news/rethinking/sw375_en.pdf.

(6) European Commission. Communication on Rethinking education. Investing in skills for better social and economic outcomes. Available from Internet: http://ec.europa.eu/education/news/rethinking/com669_en.pdf

(7) <http://www.cedefop.europa.eu/EN/Information-services/vet-in-europe-country-reports.aspx>

(8) <http://www.cedefop.europa.eu/EN/about-cedefop/networks/refernet/refernet-national-news-on-vet.aspx>

(9) <http://www.cedefop.europa.eu/EN/publications/19787.aspx>

(10) <http://www.cedefop.europa.eu/EN/publications/19789.aspx>

(11) <http://www.cedefop.europa.eu/EN/publications/20281.aspx>

(12) <http://www.cedefop.europa.eu/EN/publications/20401.aspx>

(13) <http://www.cedefop.europa.eu/EN/publications/20510.aspx>

(14) <http://www.cedefop.europa.eu/EN/publications/20509.aspx>

qualifications to the EQF ('referencing processes'). Cedefop's analysis informed national discussions and respective revisions.

Cedefop also contributed to the development of the **European standard terminology for skills, competences, occupations and qualifications (ESCO)** by outlining how this initiative best can be linked to and interact with the EQF. By providing examples of various sectors and occupations and developing a typology of international qualifications, the booklet ***International qualifications*** ⁽¹⁵⁾ – published in July – is a first attempt to shed light on the role, diversity and increasing complexity of 'non-state' qualifications.

Cedefop continued to support the EU governance of **ECVET** (European Credit system for VET) through policy advice and analytical work. The third Cedefop's ECVET monitoring report was drafted in-house and results presented at the October DGVTs meeting under the Cypriot Presidency. Cedefop's analysis shows that, despite increasing countries' commitment to apply ECVET, only few Member States are ready for full-scale implementation.

Support to **EQAVET** (European Quality Assurance in Vocational Education and Training) continued. The workshop 'Quality management approaches to Establishing a Quality Culture within VET Institutions' (Brussels, 19-20 July) confirmed that the outcomes of Cedefop's work on quality assurance of VET providers feed directly EQAVET implementation.

The **Europass** website – managed by Cedefop – continued to show its increasing relevance to Europe's youth. In 2012, 14.8 million visits (13 million in 2011) had been registered and 8.3 million CVs generated online (5.8 million in 2010). The European Skills Passport, a portfolio to help citizens to document and provide evidence of knowledge, skills and qualifications they have acquired throughout life was developed and launched in December. Achievements of Europass and its relevance to citizens were highlighted in the briefing note *Europass 2005-2020: Achievements and perspectives* ⁽¹⁶⁾ published in May.

Cedefop finalised its research on **curriculum and assessment policies** and published the study *Curriculum reform in Europe: the impact of learning outcomes* ⁽¹⁷⁾. Findings fed the Commission's Staff Working Document 'Assessment of Key Competences in initial education and training: Policy Guidance' ⁽¹⁸⁾ and the 'Literature review, glossary and examples' ⁽¹⁹⁾ accompanying the European Commission's Communication *Rethinking Education*.

1.3.1.3 Activity: Study visits

Strong demand for study visits continued in 2012. 215 Study Visits were coordinated in the academic year 2011/12 for 2 448 specialists from 33 countries. Cedefop's assessment on the impact of study visits on participants underlined high satisfaction rate (96%) and increased quality and multiplier effects.

1.3.2 Medium-term priority 2: Career and transitions: CVET, adult and work-based learning

1.3.2.1 Activity: Adult learning and transitions

Cedefop directly supported the implementation of the renewed European Agenda for Adult Learning and provided continuous advice to the European Commission and its two working groups on quality assurance of and financing adult learning.

(15) <http://www.cedefop.europa.eu/EN/publications/20265.aspx>

(16) <http://www.cedefop.europa.eu/EN/publications/19980.aspx>

(17) <http://www.cedefop.europa.eu/EN/publications/20816.aspx>

(18) http://ec.europa.eu/education/news/rethinking/sw371_en.pdf

(19) http://ec.europa.eu/education/school-education/doc/keyreview_en.pdf

Cedefop's study *Adult learning in the workplace: skill development to promote innovation in enterprises* ⁽²⁰⁾ was published in November.

Supporting **integration of young people in the labour market** constituted a specific focus of Cedefop's activities in 2012. The Centre contributed to a German initiative on apprenticeship alliances, launched in December in Berlin and where memoranda of cooperation were signed by Germany with six EU Member States -Greece, Italy, Latvia, Portugal, Slovakia and Spain. The key note speech delivered by Cedefop at the event was widely cited in the press and drew on the evidence in Cedefop report *From education to working life – The labour market outcomes of VET* ⁽²¹⁾.

Content support was provided to the European Commission in preparing for the Council Recommendation on **validation of non-formal and informal learning** ⁽²²⁾. Acknowledging its expertise on National Qualifications Frameworks and validation, the Council mandates Cedefop to support implementation of the recommendation.

To contribute to the European year of **active ageing**, Cedefop shaped a workshop on 'Sustaining employability through learning' within the European Commission's conference 'One Step Up in later life' and released the reference publication *Working and ageing - the benefits of investing in an ageing workforce* ⁽²³⁾. Cedefop's work on the role of **guidance** in active management strategies supported these activities (contribution to the Cypriot Presidency Conference on lifelong guidance (Larnaca, 24 October).

The first peer learning activity of the thematic working group on **VET trainers** - that Cedefop jointly coordinates with the European Commission - focused on trainers in the workplace, with specific attention to SMEs.

Substantial evidence was produced on **financing and other incentives for CVET**, with three publications released in 2012: *Loans for vocational education and training in Europe* ⁽²⁴⁾; *Payback clauses in Europe – supporting company investment in training* ⁽²⁵⁾; and *Training leave – Policies and practice in Europe* ⁽²⁶⁾. The studies' outcomes formed the content basis for the Conference 'Adult learning – spotlight in investment' that Cedefop jointly organised with the European Commission in December. Results were also debated with the European Parliament, in particular at the Working Breakfast on the student loan guarantee facility in the framework of the future Erasmus for all.

Cedefop's work and expertise in this area provided input to the Commission's policy handbook on work-based learning, one of the EU-level deliverables set out in the Bruges Communiqué and the Staff Working Document on VET accompanying the Commission's Communication 'Rethinking education', with several written inputs provided at the request of the European Commission.

1.3.3 Medium-term priority 3: Skills and competence analysis

1.3.3.1 Activity: Skills analysis

In 2012, Cedefop has pursued its ground-breaking work on early recognition of skill needs and skills mismatch in the EU.

(20) <http://www.cedefop.europa.eu/EN/publications/20704.aspx>

(21) <http://www.cedefop.europa.eu/EN/publications/20448.aspx>

(22) <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2012:398:0001:0005:EN:PDF>

(23) <http://www.cedefop.europa.eu/EN/publications/20649.aspx>

(24) <http://www.cedefop.europa.eu/EN/publications/19857.aspx>

(25) <http://www.cedefop.europa.eu/EN/publications/20294.aspx>

(26) <http://www.cedefop.europa.eu/EN/publications/20733.aspx>

With the briefing note *Europe's skill challenge - Lagging skill demand increases risks of skill mismatch* ⁽²⁷⁾ and the publication *Future skills supply and demand in Europe – Forecast 2012*, Cedefop presented its latest **EU skill demand and supply forecast** for 2010-2020. Results were released for the event 'Skills for the future: announcing the results of the latest forecast' organised by Cedefop in March with the European Economic and Social Committee (EESC) and at other events (e.g. the UNESCO-UNEVOC conference in Seoul).

New evidence was provided by the Centre on skills mismatch in the EU. The research paper ***Skill mismatch: The role of the enterprise*** ⁽²⁸⁾ was released in March. At the request of the European Commission, Cedefop prepared a chapter on current and anticipated skill mismatch in the EU for the report *Employment and Social Developments in Europe 2012* ⁽²⁹⁾. The chapter includes new research results by Cedefop on the incidence of skill mismatch and the determinants of cross-country differences in skill mismatch across EU Member States. Cedefop's findings on skill mismatch were presented at the Cyprus Presidency Conference 'Job creation and Youth Employment: Developing sustainable youth employment policies in an era of fiscal constraints' and debated at a working dinner with members of the European Parliament in January. A briefing note on ***Preventing skill obsolescence*** ⁽³⁰⁾ was released in September on the findings of Cedefop's pilot survey in four countries.

Cedefop disseminated the outcomes of its work on **green skills** and environmental awareness in VET. Findings of the research paper *Green skills and environmental awareness in vocational education and training* ⁽³¹⁾ were debated at the Cedefop/OECD Green forum in February, with a briefing note *A strategy for green skills* ⁽³²⁾ and several press releases ⁽³³⁾.

Based on the lessons drawn from the pilot survey to European employers on emerging skills needs, Cedefop presented alternatives to the European Commission on options for deploying a full scale **European employer survey** in 2014. The survey should form a unique source of information on dynamics of skill needs in enterprises at European level.

Across its work on skills analysis, Cedefop provided substantial support to the European Commission and the implementation of the Agenda for New Skills and Jobs. Throughout the year, the Centre contributed to the development of the **European Skills Panorama** launched by the European Commission in December 2012. It also provided written inputs to the consultation on the Commission's Staff Working Document on 'Exploiting the employment potential of personal and household services' and contributed to an intergovernmental meeting of the sub-group on Employment and Education Indicators of the Employment Committee (EMCO).

Highlighting the relevance of Cedefop's contribution on anticipating skill needs and researching skill mismatch, Cedefop has been invited to join the **Global Agenda Council on Employment of the World Economic Forum**.

For its initiative to create a regional skills anticipation monitoring tool, Cedefop provided expertise to the municipality of Thessaloniki.

(27) http://www.cedefop.europa.eu/EN/Files/9068_en.pdf

(28) <http://www.cedefop.europa.eu/EN/publications/19658.aspx>

(29) <http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=7315>

(30) Full title: Preventing skill obsolescence: Rapid labour market changes leave too many workers at risk of losing their skills

(31) http://www.cedefop.europa.eu/EN/Files/5524_en.pdf

(32) http://www.cedefop.europa.eu/EN/Files/5524_en.pdf

(33) <http://www.cedefop.europa.eu/EN/news/press-releases.aspx>

1.3.4 Communication, Information and Dissemination

1.3.4.1 Activity: External communication

Further increased coordination of different communication channels reinforced Cedefop's key messages and tailored them better to the specific information needs of its key stakeholders: policy-makers at European and national level - including social partners - researchers and practitioners.

In 2012, the Centre published ten issues of Cedefop's electronic newsletter, 16 press releases and seven multilingual briefing notes, supporting major conferences, events and publications. The briefing notes, typically targeting policy makers, were published in seven languages and downloads in 2012 increased by 30% as compared to 2011 ⁽³⁴⁾.

The positive development of the download figures indicates that Cedefop's web portal (www.cedefop.europa.eu) successfully provided user-friendly access to the Centre's publications and updated information structured by VET themes. However, general website traffic (visitors) has decreased in 2012, which could be due to a wearing off effect of the new website and needs to be further analysed.

In 2012, Cedefop was also engaged in events to raise awareness of Cedefop's contribution to European VET policy and increase the visibility of the Centre's expertise, aimed at close cooperation with the European Commission, the European Parliament, the Council, the Economic and Social Committee, the Committee of the Regions and the authorities in Cedefop's host country (Greece).

1.3.4.2 Activity: Documentation and information

Cedefop provides much of its information upon request. More than 710 VET- related questions were processed by Cedefop in 2012 through its 'Ask the VET expert' service. Cedefop's bibliographical database on VET (VET-Bib) continues to be the most comprehensive source of bibliographical material in Europe with over 83 000 records at the end of 2012. More than 4 600 records were added during 2012.

1.3.4.3 Activity: Publications and content management

Cedefop continued to produce high-quality hard-copy and online material in user-friendly ways, in formats appropriate for its various multilingual target audiences and major stakeholders. In 2012, Cedefop published 120 publications.

Following a successful ebook pilot project in 2011, all electronic publications (working papers, research papers and briefing notes) published by Cedefop in 2012 were produced as ebooks.

1.4 Cedefop- ETF cooperation

The following joint report on the ETF-Cedefop cooperation in 2012 shows the synergies and coordination of the work of the two agencies.

(34) <http://www.cedefop.europa.eu/EN/publications.aspx>

Co-operation between the European Training Foundation and Cedefop

Progress Report 2012

Cedefop's mission is to support the development of European vocational education and training policies and contribute to their implementation. Cedefop works with the European Commission, the Member States and social partners and responds to their distinct needs as they develop and implement different aspects of European VET policy.

ETF operates under the framework of the EU's external relations policies and provides support to the European Commission and countries and territories outside the EU that receive assistance through the EU's Enlargement, Neighbourhood and Development and Co-operation policies.

Both Cedefop and ETF support the European commission in the field of vocational education and training in a lifelong learning context. The respective operations of Cedefop and ETF are distinguished by distinct mandates established by their Founding Regulations.

The differences in the operational focuses of Cedefop and the ETF are also delineated in the functions that they conduct under their mandates. The ETF carries out activities involving the following key actions: thematic and technical advice in human capital development to EU services (European Commission: DG Education and Culture, DG Enlargement, DG Development and Cooperation, DG Employment, Social Affairs and Inclusion, DG Enterprise and Industry, DG Home Affairs; and the European External Action Service) and in support of the external relation programmes (IPA, ENPI, DCI) in programming and project cycle; policy advice to partner country governments and stakeholders on policy solutions appropriate to the problems they face and capacity building of key actors, including governments, in the field of education and training and employment. The ETF also disseminates information on approaches and trends in vocational education reform being followed in the EU. Cedefop aims to generate new insights and fill knowledge gaps undertaking strategic research and comparative analyses to support EU objectives in VET, providing policy advice to and raising awareness among stakeholders and the wider public. Cedefop's work aims to: (a) promoting European VET and lifelong learning policy by providing evidence and analysis; and (b) strengthen European cooperation, by supporting Member States to implement common European tools and principles, share policy priorities, and exchange experience.

Without prejudicing the distinctive mandates and functions of either Cedefop or ETF, the shared focus on vocational education and training offers potential synergies through co-operation. Cedefop offers information and reports on EU experiences that can be useful to guide Candidate and neighbouring Countries on how they may be able to follow EU trends in education and training during the Enlargement process. Likewise, ETF's work supports Candidate Countries during reporting of progress being made under the Copenhagen process. More generally, Cedefop's work provides a pool of European research on vocational education and training policies that can be partially shared with partner countries and territories.

The potential for the synergies and complementarities is recognised in the Founding Regulations of both agencies. In particular, ETF's Council Regulation requires ETF and

Cedefop to systematise their co-operation in the framework of a joint annual work programme annexed to their annual work programmes. This report is subsequently provided to the European Parliament as part of their annual reporting processes.

Report of ETF – Cedefop Co-operation 2012

During 2012, ETF and Cedefop further systematised their co-operation to maximise the benefits for their respective mandates. This resulted in co-operating for the 2012 reporting progress of Candidate Countries as part of the follow up of the Bruges communiqué on reinforcement of cooperation in VET, in organising a knowledge sharing seminar, collaboration in the area of qualifications development and implementation of the common EU instruments, in skill matching and anticipation.

Progress in the implementation of the Bruges communiqué in Candidate countries

In 2012, Cedefop's analysis of and reporting on VET policies focused on establishing an overview of progress with the 22 short-term deliverables agreed in the Bruges Communiqué, which constitute measures and means to reach the strategic goals set for European VET until 2020. Cedefop cooperated with ETF in the context of the Copenhagen working group on how to include progress of candidate countries in the synthesis report which was drafted by Cedefop on progress across the EU and in candidate countries. Cedefop drafted the fiches of progress per country and per deliverable, of the EU Member States as well as the synthesis describing progress across the EU and in candidate countries (Croatia, the Former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey). ETF drafted the candidate countries fiches.

In addition, Candidate Countries that are involved in the Lifelong Learning programme (Croatia and Turkey) participated in the study visit programme of Cedefop on the same basis as Member States.

Knowledge Sharing

In 2012, the ETF and Cedefop conducted one knowledge sharing seminar. The event took place in Thessaloniki on 26 September 2012 and focused on the ETF's work on: a) the validation of qualifications and competences in the framework of migration and b) the good multilevel governance for VET.

Qualifications Development

As confirmed in the Bruges Communiqué, Cedefop and ETF have also cooperated to integrate and align their analyses of NQF developments into a world-wide overview of developments to be prepared in cooperation with UNESCO in 2013. Cedefop will cover the EU2020 countries, ETF the partner countries and UNESCO the third countries developments. During 2012 Cedefop was involved in the development of the ETF Qualifications Platform which is a communication tool on qualifications and framework developments worldwide. ETF also contributed to the Cedefop monitoring of National qualifications frameworks development in Europe (covering 36 countries) by providing information on Croatia, Turkey, the former Yugoslavian Republic of Macedonia, Montenegro and Serbia.

Skills matching and anticipation

Since April 2012, Cedefop and ETF are establishing members of the Interagency group on "Greening TVET and skills development" together with UNEVOC, OECD, ILO and other international agencies. The Inter-agency Working Group meets on a regular basis with the aim to enhance cooperation among members by building on on-going projects and activities.






















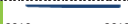


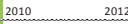


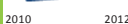









Cedefop and ETF together with ILO also engaged in a joint venture to publish series of guides on skills anticipation and matching. The first three guides, under the leadership of ETF will cover skills mismatch analysis, intermediary agencies (with emphasis on Public Employment Services) in skills matching anticipation and matching at sectoral level. A fourth guide under the leadership of Cedefop will cover macro-level anticipation. All guides will be published in 2013.

In many events ETF and Cedefop coordinated their participation and contributions. Examples include: ETF is represented in the new thematic working group on professional development of trainers in VET set up by the Commission with coordination support from Cedefop. ETF also participated in the Refernet plenary meeting (Thessaloniki, 16-17 October 2012) that focused on policy reporting activities. ETF contributed to Cedefop workshop on “The role of qualifications in governing the labour market”, Thessaloniki 26-27 September 2012.

Administrative Co-operation

In line with the joint work programme for 2012, co-operation also took place at the administrative level, when applicable ⁽³⁵⁾.

(35) Participation of ETF Human Resource staff in Cedefop’s recruitment panels

Cedefop Performance Indicators: 01 January to 31 December 2012			
Type	Indicator	2012	Trend 2010-2012
Outcome PMS indicators			
Policy advice provided to stakeholders	EU policy documents citing Cedefop work	169	
	Mandates and assignments given to Cedefop in policy documents	5	
	EU policy documents to the preparation of which Cedefop has participated	26	
	Participation in Presidency events & meetings of senior stakeholders or which support policy	158	
New knowledge and insights generated	Downloads of publications/working papers/other		
	Total downloads	860,000	
	Publication downloads	636,000	
	Citations of Cedefop publications/studies in the literature	415	
Raised awareness among stakeholders and the education and training or wider VET community	Web site traffic		
	Visits	410,000	
	Unique Visitors	250,000	
	Visits by Returning visitors	171,000	
	Returning visitors	53,000	
	Page views	1,201,000	
	Participation in conferences and events	91	
	Quality of events organised by Cedefop (participants thought event was very good or good)	94%	
	Study visit outcomes among stakeholders and the education and training community (satisfaction rate)	93%	
Raised awareness among citizens	Europass outcomes among citizens		
	Visits	14.81 m	
	Downloads	10.54 m	
	Creation of documents online	8.31 m	
	Media coverage, take-up of articles and press releases	525	
	Quality of events for the local community (in Cedefop, in Greece)	90%	
Efficient and effective support services	Internal support services - Resources		
	Percentage of establishment plan filled	97%	
	Duration of selection procedures	91	
	Training intensity	8.10	
	% of budget executed	99.76%	
	Timeliness of payments (number of days to make payments)	14.10	
	Timeliness of procurement procedures (number of days for open procedures)	195	
	Success rate of procurement processes (for open and negotiated procedures)	95.83%	
	ICT system and service availability	99.90%	
	(Internal) support services - CID		
	% of services provided in the time agreed with colleagues		
	Quality and satisfaction with internal services, including training and communication services		
Output PMS indicators			
	Number of publications/working papers (4 Working Papers, 11 Research Papers, 9 Information series, 23 Newsletters, 7 Briefing notes, 64 Translations (including briefing notes))	120	
	Number of meetings/events organised by Cedefop	150	
	Number of news items published on web-site	348	
	Number and types of visitors at Cedefop events (some visit more than once)	2508	
	Number of study visits	215	

PART 2: MANAGEMENT AND INTERNAL CONTROL SYSTEM

2.1 Introduction to Cedefop

Cedefop has been founded in 1975 and has been relocated in 1995 from Berlin to Thessaloniki. It is an independent European body, which receives by decision of the budgetary authorities (European Parliament, Council) the majority of its funds in the form of a Community subvention. Its 'DG de tutelle' of the European Commission is the General Directorate for Education and Culture which is also represented in its Governing Board. In addition, the Governing Board is composed of representatives of all Member States, representing Governments, Employers and Employees.

Cedefop receives additional revenues from the associated countries Norway and Iceland, representatives of which participate in the meetings of the Governing Board. The Governing Board meets once per year but has delegated many of its tasks to a Bureau which convenes 5 times per year and in which all groups (Governments, Social Partners, Commission) are represented. The Governing Board has delegated decision powers to the Bureau for a number of issues; decisions in the Bureau are taken by mutual agreement. All documents in preparation of the meetings and for decision are made available via a "virtual community network" open to all Governing Board Members. If necessary, Governing Board decisions are taken by written procedure.

Cedefop's mission is defined by its Founding Regulation, the Medium Term Priorities (multiannual programme), and the Annual Work Programme.

The Agency had 116³⁶ staff on 31 December 2012 and for seven additional (open) posts job offers had been made.

The Centre is organised, besides the director's office, in four areas, which are managed by Heads of Areas. One of these, Area Resources, is further divided into (administrative) services, 2 of which are managed by Heads of Services.

In the course of 2012, the following changes and developments shall be noted:

- The recruitment procedure for the new Director: End of April 2012, the pre-selection committee has decided not to retain any candidates for a short-list and the procedure was declared unfruitful. Following the decision at the Governing Board Meeting in June 2012 a third selection procedure has been initiated in October and is scheduled to be completed by mid-2013.
- A new internal reorganisation was put in place in 2011 to safeguard Cedefop's assets and to support the Acting Director. The Head of Area ECVL has been appointed as acting Deputy Director as of 1 November 2012.
- As regards the repairs of the building damages while progress was accomplished in 2012, the works were suffering substantial delays and were not completed by the end of the year. New findings have shown that the current project will only partially remedy the building disorders. In consequence additional geological and structural studies have been launched to find a sustainable and long term solution. The reports should be finalised by June 2013 and will propose options that will allow Cedefop to decide the way ahead. Therefore, until further notice only one of its three conference rooms will be available. Thus, Cedefop continues to use alternative solutions for the localisation and organisation of conferences which require more than one conference room.

³⁶ Including 3 seconded national experts (non-statutory staff).

- A transfer of about EUR 260,000 was done from title 1 to title 2 and a transfer of about EUR 60,000 was done from title 1 to title 3. A large part of the under-spending in Title 1 was already foreseen at the time of finalisation of the 2012 draft budget (in November 2011) and has been partly due to the unfruitful recruitment procedure of a Director and several cost-reducing effects of staff turnover³⁷.
- A supplementary budget (1.32 Million EUR) has been granted to Cedefop by DG Employment (Delegation Agreement), to cover for the costs of the activities related to medium-term skills supply and demand forecasts in Europe and preparations for a European employer survey on skill needs. This amount was made available to Cedefop only at the end of December 2012.
- In annex, the list of contracts 2012, the running framework contracts and the list of calls for tender (by procedure) are included.

2.2 The functioning of the entire internal control system

2.2.1 Planning and reporting systems

The Centre has developed a comprehensive set of processes and documents to plan its annual work programme.

- (a) A multi-annual programme endorsed by the Governing Board in June 2011, “Medium Term Priorities 2012 -2014”, provides the strategic framework for the annual programmes.
- (b) An annual work programme 2012 was designed within the framework of the medium term priorities. The Governing Board adopted the final work programme 2012 after the decision of the budgetary authorities on the 2012 budget in December 2011.
- (c) Along with the adoption of the annual budget a multi-annual staff policy plan 2012 – 2014 aligned with the human resources needs for the work programme 2012 defined HR policies³⁸ and staff needs, to secure the necessary human and financial resources. The multi-annual staff policy plan was adopted by the Governing Board in December 2011.
- (d) Finally, an annual management plan (AMP) has been prepared. It comprises detailed plans for various deliverables (conferences, publications, etc.) and procedures (procurements) as defined in the annual work programme. Detailed planning facilitates proper organisation and good management of human and other resources. It serves as a tool for internal management. The AMP has been finalised early January 2012, and is accessible to all staff.

The Centre has also developed a comprehensive set of processes to monitor and report on the implementation of its annual work programme and the deployment of its human and financial resources.

- (a) The Director’s office, Heads of Areas and Services, the Legal Advisor and selected senior experts meet regularly in Management Team Meetings (4 meetings per year)

³⁷ DG EAC had been consulted in that regard, and had advised to keep the estimated Title 1 budget amount as per the 2012 draft preliminary budget (submitted in March 2011) with the understanding that the differences will be utilised in Title 2 and Title 3 to cover expenditures linked to requirements for services/deliverables foreseen in the 2012 work programme.

³⁸ HR policies allow adjusting the resources to the needs and aiming at strengthening the operations and increasing the effectiveness of the Administrations.

in which systematized reports on financial issues (budget implementation, procurements), human resources developments, and monitoring reports on achievements versus planned objectives based on a Performance Measurement System (PMS) are discussed. In addition, these meetings aid strategic considerations and opinion exchange on policy issues, planning, and other operational and organisational issues.

- (b) A mid-term review is conducted in early July and end September to discuss in detail the progress on the implementation of the budget and the work programme and to take corrective/adaptive actions if necessary.
- (c) The progress report, the Annual report and the Annual Activity Report are provided to the Governing Board, besides the regular reporting to the Bureau/Governing Board on particular issues such as for instance the results of audits, transfers of appropriations, operational issues – progress and changes - or new strategies.
- (d) As requested under Art. 119 (b) of the general Implementing Rules, referring to Art. 90.1 of the general Financial Regulation, the list of contracts is posted on Cedefop's website.

2.2.2 Report on the internal control standards

The Centre has started to implement the new internal control standards (ICS) in 2009 and baseline requirements were fully met for all ICSs by the end of 2011 with the exception of ICS 10 (Business continuity).

The following table summarises the progress, i.e. the actions taken to implement the baseline requirements of Internal Control Standards (ICS 10) in 2012.

Internal Control Standards	Progress as of 31/12/2012	Status / Open issues
ICS 10 Business continuity	A comprehensive business continuity plan was finalised. The plan assesses the risk of potential disruptions, defines the critical functions and response times needed and includes an action plan for implementation of the required provisions. This action plan has been approved by the director on 2 January 2013.	Completed. The baseline requirements for ICS 10 are in place.

2.2.3 Report on the implementation of the Risk Management Plan (RMP)

A **risk assessment exercise was conducted for 2012³⁹**, and five issues had been identified as critical and with a medium to high probability and, thus, were included in the annual risk management plan 2012 (which is part of Cedefop's work programme 2012). Two of the issues concerned processes, which are only partly under Cedefop's control.

³⁹ The management assessment of risks for 2011 assessed three risks as critical for Cedefop and with a medium to high probability. For two of these risks all mitigation actions have been successfully implemented in 2011. The actions related to the timely implementation of the building repairs are still ongoing. This risk has been re-assessed for 2012 and included again in the 2012 Risk Management Plan, and as works will continue in 2013 it will also be included in the RMP 2013.

Risk management plan 2012	Progress as of 31/12/2012	Status
<p>1 - Substantial delay of repair works:</p> <p>Damage of cabling and pipes in the surrounding area could also cause interruptions to work and potential loss of data.</p> <p>Non-availability of funds for payment of the works, due to the financial crisis, could leave the building partially un-operational (no conference rooms, no DCC, few parking places, and health and safety risks around the perimeter, semi-access and CCTV operation).</p>	<p>The repair works have started in November 2011. The Greek authorities and Cedefop Governing board members are kept informed about the developments and regular meetings are held with the company in charge of implementing the building repairs. It should be noted that this risk cannot be fully controlled by Cedefop.</p>	<p>On-going, again included in the Risk Management Plan 2013.</p>
<p>2 - Implementation of the European skills passport:</p> <p>It is a new project and it should be developed and deployed within a very tight time frame. Any delay in the decision-making process, procurement of external technical assistance or implementation could impact significantly on the cost, quality and timing of the project.</p>	<p>Close cooperation with DG EAC, good planning and close monitoring with external contractors have allowed a successful and timely implementation of the project.</p>	<p>Completed</p>
<p>3 - Monitoring short-term deliverables of Bruges communiqué:</p> <p>Various factors could prevent Cedefop from delivering an adequate analysis of progress:</p> <p>(a) Poor delivery of ReferNet partners;</p> <p>(b) Analysis and research do not deliver conclusive information;</p> <p>(c) Absence of substantial progress.</p>	<p>Close monitoring of progress was ensured by management.</p> <p>The analysis did come to the conclusion that there was substantial progress in Member States (c) and conclusions could be reached on progress at European level and per country (b).</p> <p>Weaknesses in delivery by ReferNet partners was addressed by project managers complementing the information delivered using other sources to afterwards ensure validation of country fiches at national level by the DGV</p>	<p>Completed</p>
<p>4 - Employer survey:</p> <p>Very tight time schedule of pilot survey may negatively impact on results and decision on large-scale survey; in absence of survey limited possibility to identify and explain skill need changes with a negative impact on skill needs intelligence.</p>	<p>A tight work plan secured presentation of the results of the pilot survey in May to the EC and a group of experts.</p> <p>Then, by mid-June recommendations were made by Cedefop to the EC and two alternatives approaches were proposed to upscale the survey to the whole EU. One alternative was retained by the EC, which committed to deploy a European level employer survey on skill needs and entrusted</p>	<p>Completed</p>

	<p>Cedefop with the task (cost of which will be covered by additional financial resources).</p> <p>The survey is expected to provide evidence on changes in skill needs and skill gaps from the point of view of employers.</p>	
<p>5 - Skills panorama;</p> <p>The concept of the Skills panorama is developed by an EC contractor. Delay in defining the structure, scope and functions of the panorama may have an impact on the cost, quality and time schedule of the project.</p> <p>High expectations upon Cedefop, lack of clear definition of Cedefop's role and lack of adequate funding to support Cedefop's extra effort may impede Cedefop's ability to focus on its core tasks.</p>	<p>The Skills panorama was officially launched in December 2012 by the EC.</p> <p>Cedefop, in 2012, provided data input, and participated in and gave input to the inter-institutional steering group as well as regular feedback on work and deliverables by the external EC contractor.</p> <p>By end 2012, the future role of Cedefop in further developing and maintaining the data and analysis in the Skills panorama was still not defined clearly by the EC.</p>	<p>On-going, also included in the Risk Management Plan 2013.</p>

The risk management plan (RMP) is followed up by the internal control coordinator. No new risks emerging as critical and with medium to high probability were identified during the year.

The 2012 risk management plan, including the actions planned to mitigate the risks, is attached in Annex.

2.2.4 Effectiveness of the internal controls

The effectiveness of the internal control takes in consideration its management and supervision processes, and in particular:

- The planning, monitoring and reporting processes; Guidelines and workflows have been defined. They are updated when needed to be kept in line with the latest rules and regular staff trainings are performed by HR, Finance and Procurement services;
- The Performance Measurement System (PMS): The indicators were defined in the work programme. Progress is measured against them;
- The financial and human resources management processes: Regularly monitored throughout the year;
- The Activity Based Budgeting and time recording systems: Regularly monitored throughout the year;
- The Annual risk assessment process: A risk assessment is done annually and reviewed. New risks emerging and considered critical and with medium to high probability are added during the year. In such a case the RMP is amended accordingly.
- Definition of exceptions and non-compliances events⁴⁰: Taking into consideration the applicable rules in DG BUDG and reflecting respective developments, Cedefop has amended the decision DIR 1/2009 on the recording of exceptions, in December 2011.

⁴⁰ DIR 13/2011- Decision on reporting of exceptions and non-compliance events - 13 December 2011

2.2.5 Conclusion

The main elements of appreciation and evidence of the functioning of Cedefop's internal control system in 2012 are mentioned above.

Cedefop's internal control system is working well and provides reasonable assurance that risks are adequately controlled.

PART 3: BUILDING BLOCKS TOWARDS THE DECLARATION OF ASSURANCE (AND POSSIBLE RESERVATIONS)

3.1 Building blocks towards reasonable assurance

The internal control system is built on under the direct supervision of the management. Taking account of Cedefop's size, a flat hierarchical structure has been adopted. Heads of Areas may delegate functions such as staff assessment to project managers and such delegations are regular to the Heads of Services.

Heads of Areas, Heads of Services, and project managers are involved in the planning, risk assessment as well as in the reporting and monitoring processes outlined above. This not only assures alignment of objectives, but also ensures a common understanding of the objectives and the work programme.

Planning and monitoring tools for the Activity based budget (ABB), procurement, conferences, and publications have been developed and are used to inform management decisions.

A comprehensive set of procedures and guidelines has been developed to build and implement the internal control system. All the main procedures have been documented⁴¹, backups have been appointed and regular trainings are performed to ensure implementation of the annual work programme and effective controls.

Cedefop's standard quantitative material threshold is set at EUR 200.000. Deviations from this materiality threshold must be justified in the Annual Activity Report. The details are defined in the attached annex 4.

Additionally, area meetings and project team meetings or written briefings by the Heads of Area/Service are used to inform all staff of relevant issues and new developments.

The authorising officer (AO) and the authorising officers by delegation (AODs) in their area of responsibility base their assurance declarations on the results of their direct management supervision.

The assurance declarations of the Head of Resources / the Internal Control Coordinator and the declaration of the Accountant (attached to the annual accounts) are annexed to the AAR.

3.2 Audits 2012

Cedefop's internal auditor is the Internal Audit Service of the European Commission and the Centre is annually controlled by the European Court of Auditors. The Centre informs the European Parliament annually on the results of the audits through a note on audits.

Following each audit, the Centre draws up an action plan for the implementation of recommendations. A regular monitoring of these actions is carried out by the Internal Control Coordinator. An at least biannually updated consolidated action plan is posted on Cedefop's intranet, accessible to all staff.

3.2.1 European Court of Auditors (ECA)

The Annual Report 2011 on the financial accounts of the Court of Auditors was finalised in autumn 2012 and has been published in the Official Journal. It is based on the results of the audits as performed at Cedefop in December 2011 and April 2012.

⁴¹ In addition to these documents and to regular trainings, HR and Procurement manuals are available on the intranet for all staff.

The opinion of the **Court of Auditors regarding the annual accounts 2011** confirms that the Centre's accounts are reliable and that the underlying actions were, taken as a whole, legal and regular without reservation or qualification ⁽⁴²⁾. The report of the Court reflects the fact that Cedefop's internal control system and administration are both working well.

Court of Auditors report 2011 Comments on the budgetary and financial management	Reply by the Centre	Status / Opened issues
<p>12. The Centre's 2011 budget amounted to 18,9 million euro, out of which 0,9 million euro (5 %) were carried over to 2012⁴³. The carryovers include 0,6 million euro appropriations for title II "administrative expenditure" (37% of total title II appropriations). Only 0,075 million euro (13%) of this amount related to services received in 2011 and were accrued as charges. The low level of accruals is due to contracts being signed close to the year end, for which most of the goods and services will be provided in 2012. The excessive level of carryovers for title II is at odds with the budgetary principle of annuality.</p>	<p>The 2011 and 2012 ABB reports show that over 57% (and 53% respectively) of the Title II budget was committed by June 2011 (and by May 2012).</p> <p>By nature some projects often last more than one year and for operational reasons commitments have to be done during the last quarter of the year. In 2011, 50% of commitments were made during the last quarter as projects had to be postponed to the end of the year because of delays in the building repair works which were outside the Centre's control. Over 75% of the value of the automatic carryovers in Title II were completed and invoiced during the first quarter of 2012.</p> <p>The financial rules foresee automatic carryovers in full consideration of the principle of annuality. The Centre has developed a comprehensive process to monitor budget implementation and will continue its efforts to lower the percentage of automatic carryovers in Title 2.</p>	<p>On-going, in addition to its close monitoring of the budget Cedefop does endeavour to increase the number of tenders at the beginning of each year to continue to reduce the automatic carryovers.</p>
<p>13. A significant number of budgetary transfers was made which were mostly concentrated at the year end. An amount of 0,7 million euro was transferred from title I "staff expenditure" to title II "administrative expenditure" (0,2 million euro) and title III "operational expenditure" (0,5 million euro). The justification for these budgetary transfers was insufficient, as no estimate of needs was made. This situation indicates weaknesses in budget planning and programming and is at odds with the principle of specification.</p>	<p>Cedefop was aware by October 2010 of lower budgetary needs in Title 1 and planned its work programme accordingly. The Centre was advised not to change the draft budget at this point in the budgetary procedure but to foresee a substantial transfer from Title 1 to cover expenditures in Titles 2 and 3 for projects included in the annual work programme. The remaining transfers amounted to less than 4 % of the budget. Adjustments in this magnitude are necessary if budget implementation is high (99,18 % for the EU subsidy).</p> <p>Transfers are only implemented when actual needs for these funds arise. In consequence, it is unavoidable that they</p>	<p>On-going, Cedefop is implementing this recommendation as part of the monitoring of its annual budget implementation.</p>

⁴² Follow up of the Court of Auditor's report on the annual account 2010: the implementation of the comments has been completed.

⁴³ The carried over appropriations refer to Title I "staff expenditure" and Title II "administrative expenditure" (there are no automatic carry overs for Title III "operating expenditure", as they are managed as dissociated appropriations).

	are mainly made by the end of the year. The Centre makes transfers based on assessment of needs but will document their justification more extensively in future taking note of the Court's observation.	
Court of Auditors report 2011 comment on key controls of the agency's supervisory and control systems	Reply by the Centre	Status / Opened issues
14. Annually, the Centre's financing of grants for vocational education and training (VET) amounts to about 1 million euro. There were significant delays in the closing of grants for the year 2010, because beneficiaries submitted their final reports on activities late. The Centre itself was late in the verification of these reports and the processing of final payments.	Payments of grants are dealt with in the same way as any other payments. The Centre introduced in 2009 an efficient payment automation method (PAME) and has substantially reduced the delay between receipt of invoices/reports and payment during the past years. The 2011 delay in payment of grants was a mistake and management has already taken all necessary steps to avoid its recurrence.	Cedefop has taken structural measures, fully implemented by end 2012.

The second **audit on the 2012 financial accounts** was performed from 19 to 22 March 2013 and the draft observations were received by the Centre on 16 April 2013. It contains 3 draft observations to which the centre has drafted replies for the contradictory procedure in which the texts will be finalised. The draft observations concern: a) Existing ex-ante verifications of grants (ReferNet) provide limited assurance; b) relatively high carryovers for Title 2, even though the Court acknowledges that this was beyond the centre's control; and c) shortcomings in the director's recruitment procedure (conflict of interest, questions formulated only during the procedure, and no explanations for non-retainment of candidates). In its replies the Centre has accepted draft observation b, but has expressed concerns regarding the above comments point a) and c).

The ECA will prepare its final 2012 report by September 2013.

3.2.2 Internal Audit Service (IAS)

The desk review done early 2013 confirms that on 31 December 2012 only one very important⁴⁴ and no critical recommendation were open. Other open recommendations (see consolidated table below) concerned weaknesses which are not detrimental to the respective processes.

The IAS acknowledged the progress in the implementation of the recommendations of the past audits "Human Resources 2008", "Ethics 2009" and "Annual Activity Report and Building Blocks of Assurance 2010"

1. Of the 2008 HR-management audit, the last of the 14 recommendations have been implemented by Cedefop and closed by the IAS (until December 2012). All recommendations are closed.
2. Of the 2009 Ethics audit, the last of the 17 recommendations has been implemented by Cedefop and closed by the IAS (until December 2012). All recommendations are closed.

⁴⁴ 2012 audit on "Budgeting and Budget execution monitoring".

3. Of the 2010 Annual Activity Report and Building Blocks of Assurance audit, all recommendations are closed since December 2011.

New audit in 2012: audit on “Budgeting and Budget execution monitoring”:

In the 2012 Budgeting and Budget execution monitoring audit report, the IAS has issued 13 recommendations (2 very important and 11 important). One of the 2 very important recommendations was closed by the end of 2012. The remaining very important recommendation is related to the re-evaluation of the migration from FIBUS (Cedefop financial and budgeting system) to ABAC (European Commission financial and budgeting system). In accordance to the action plan, a study will be launched early 2013 and the final report is expected in November 2013. From the 11 important recommendations, 4 have been implemented and closed by the end of 2012. It is planned to implement the 7 remaining recommendations by the end of 2013.

As regards the annual declaration of assurance of the Director, Cedefop is taking into consideration the impact of two issues, which have been qualified as risks; a) Building issues; b) Business continuity.

The implementation of the action plan and the mitigating actions to lower the probability of the related risks is on-going as foreseen.

	Recommendations					
Priority	Open on 31/12/2011	New in 2012		Closed in 2012 ⁽⁴⁵⁾	Open on 31/12/2012	Comments
		Issued	Accepted			
Critical	0	0	0	0	0	
Very important	0	2	2	1	1	
Important	2	11	11	6	7	
Desirable	1	0	0	1	0	
Total	3	13	13	8	8	

3.2.3 Internal Audit Capability (IAC)

A working group has been nominated in April 2012 to improve efficiency in budget planning and execution related to meetings. The final report was issued in September 2012 and an action plan has been drawn up to implement the recommended improvements. The results of the working group will be used to closer monitor the meetings and conferences budget implementation and to reduce the number of exceptions for the reimbursement of meeting participants.

A working group on ICT strategy (revision) has been appointed in September 2012. It is studying Cedefop in house ICT services, new ICT technologies such as the cloud technology and will be drafting a new ICT long term strategy as regards ICT architecture. A final draft ICT strategy, including an operation plan for implementation shall be completed to be discussed with the management and to be approved by the end of 2013.

The Internal Control Coordinator has finalised a position paper on ex-post controls. Based on this document, the findings of the risk assessment (done in November 2012), and the results of the audits/risk assessments by the ECA and the IAS, decisions will be taken on further internal audits in 2013.

⁴⁵ IAS desk review early 2013.

Following a recommendation of the IAS⁴⁶, an audit/study on FIBUS and the reasons and consequences of migrating from FIBUS to ABAC will be conducted in 2013. Results will be available by November 2013. The Governing Board/Bureau members will be asked to acknowledge this planned audit in 2013.

3.2.4 2011 Discharge of the European Parliament

The discharge report for the year 2011 has been adopted on 16 April 2013 by the European Parliament.

3.2.4.1 Recommendations for Cedefop Discharge 2011⁴⁷:

	Recommendations for Cedefop Discharge 2011	Progress as of 31/12/2012	Status / Opened issues
3	Observes that the Centre receives annual contributions from two third countries which benefit from its work; notes that Norway and Iceland's contribution to the Centre's budget for the financial year 2011 amounted to EUR 407 066,59; recalls that those funds are managed as assigned revenue, requiring them to be allocated to specific projects; welcomes the fact that in 2011, the target was reached and 100 % of the planned budget was executed; calls on the Centre to keep the discharge authority informed of the use of those contributions;	As for 2011, 100 % of the planned Norway and Iceland's contribution to the Centre's budget were executed, in 2012, the target to exhaust all available Norway & Island funds from previous years has been implemented.	Implemented. Regularly monitored and reported to the management team.
4	Welcomes the development of a comprehensive set of processes to monitor and report on the implementation of the annual work programme and the deployment of resources; notes, however, that further improvements are needed given that 67 of a total of 77 budget transfers were made at the end of 2011, demonstrating weaknesses in budgetary planning and programme planning; calls for structural measures to be taken to remedy the situation;	Regularly monitored.	The Centre has developed a comprehensive procurement planning and budgetary monitoring.
6	Acknowledges from the annual accounts that EUR 0,9 million (5 %) was carried over to 2012; notes, furthermore, that the carryovers include EUR 0,6 million appropriations for Title II "Administrative Expenditure" (37 % of total Title II appropriations); calls on the Centre to inform the discharge authority of the actions taken to address this deficiency as the excessive level of carryovers for Title II is at odds with the budgetary principle of annuality;	Regularly monitored.	Cedefop constantly attempts to plan ahead and initiates procurement procedures as early as possible.
8	Takes note that the Centre transferred EUR	Based on previous year	Regularly

⁴⁶ 2012 audit on "Budgeting and Budget execution monitoring"

⁴⁷ European parliament – Cedefop discharge 2011 – P7_TA (2013)0138 – 17 April 2013

	699 920 from Title I to Titles II and III (EUR 204 620 and EUR 495 300 respectively), pursuant to Article 23 of the Financial Regulation; calls on the Centre to inform the discharge authority about actions to be taken to address this deficiency as the situation indicates weaknesses in budget planning and programming and it is at odds with the principle of specification;	experiences, the Centre has developed a methodology (parameters, projections and steps) for improving its forecasting of title 1 (staff-related) expenditure. In its planning effort, Cedefop considers transfers up to 2% of title 1 to titles 2 and 3 to be within acceptable levels.	monitored.
9	Acknowledges from the Court of Auditors that annually, the Centre's financing of grants for vocational education and training (VET) amounts to about EUR 1 million; notes, moreover, that there were significant delays in the closing of grants for the year 2010 because beneficiaries submitted their final reports on activities late and the Centre itself was late in the verification of those reports and the processing of final payments; calls on the Centre to inform the discharge authority of the actions it has taken to address this deficiency;	Cedefop has taken structural measures: a) Adapted schedule for deliverables by the network, including staggering of the delivery of Final implementation reports (FIRs) throughout the first semester; b) Preparation of the operational verification using check lists focusing on exchange rates, consistency between audit certificate and report and identifying mistakes in calculations c) Provision of refined guidelines to the network members regarding the preparation of FIRs, to avoid frequent or long suspensions of invoices; d) Application of a monthly monitoring mechanism of the deliveries of FIRs.	Implemented
10	Acknowledges that according to the Centre, delays in the payment of the final balance of the 2010 grants that occurred in 2011 are due to a particularly heavy work programme during 2010, combined with a temporary under-staffing of the team coordinating the network due to unforeseen long-term absence;		
13	Deplores the fact that the recruitment procedure for the new director was declared unfruitful in 2011 and that this post, vacant since 15 October 2010, has not been filled in the course of 2012;	The Centre regrets that the recruitment procedures for a Director launched in 2010 and 2011 have been unfruitful. Nonetheless the Centre has not only followed meticulously the procedure for high-level appointments, it has also done its utmost to disseminate the vacancy notices and to attract good candidates. All procedural aspects (timing, vacancy notice, publication) have been scrutinised and decided on by Cedefop's Governing Board and DG HR of the Commission. The decision by the Commission to appoint none of the candidates shortlisted in the first procedure and the decision of the pre-selection Committee (of which the Centre is not part) to retain no	Following the decision at the Governing Board in June 2012 a third selection procedure has been initiated in October and is scheduled to be completed by mid-2013.

		candidates for a shortlist in the second procedure are outside of Cedefop's competence.	
16	Invites the Commission, together with the European Training Foundation, the European Centre for the Development of Vocational Training, European Foundation for the Improvement of Living and Working Conditions and the European Agency for Safety and Health at Work to further explore the synergies that exist between those agencies and to report to the discharge authority on the possible deeper integration of those four agencies; invites those agencies and the Commission to evaluate whether closer cooperation could lead to economies of scale and optimisation of their performance;	As acknowledged under points 17 and 18, each year, in the context of the cooperation framework, the Centre and ETF draft a joint work programme which is annexed to the work programmes of each Agency; Cedefop and ETF have further systematised their cooperation to maximise the benefits for their respective mandates, : knowledge sharing seminars, collaboration in the area of qualifications development and the implementation of common Union instruments, incorporation of the 2012 reporting progress of candidate countries, as part of the follow up to the Bruges communiqué on enhanced European Cooperation in Vocational Education and Training;	Cedefop is closely coordinating with ETF and Eurofund to ensure synergy.
17	Notes that in November 2009, the cooperation agreement between the Centre and ETF was renewed for the period 2010-2013; acknowledges that each year, in the context of the cooperation framework, the Centre and ETF draft a joint work programme which is annexed to the work programmes of each Agency;		
18	Establishes that in 2011, the Centre and ETF further systematised their cooperation to maximise the benefits for their respective mandates, which resulted in the organisation of knowledge sharing seminars, collaboration in the area of qualifications development and the implementation of common Union instruments, in cooperating for the preparation of the 2012 reporting progress of candidate countries, as part of the follow up to the Bruges communiqué on enhanced European Cooperation in Vocational Education and Training;	A Collaboration agreement was signed between Cedefop and Eurofund in December 2006 and was updated in November 2012 to ensure enhanced synergy.	
19	Welcomes the information provided by the Centre by letter of 23 February 2012 to the effect that all seven IAS recommendations from 2009 have been implemented by the end of December 2011; calls on the Centre to inform the discharge authority of the implementation progress of the 2010 recommendations;	All the IAS recommendations 2010 have been implemented as planned in the agreed action plan.	Implemented Completed: the baseline requirement for ICS 10 is in place,
20	Welcomes the information received by letter of 23 February 2012 to the effect that all baseline requirements for Internal Control Standards (ICS) 8 were fully met by the end of 2011; takes note of the Centre's commitment to meet the baseline requirements for ICS 10 during the first semester of 2012;	A comprehensive business continuity plan was finalised. The plan assesses the risk of potential disruptions, defines the critical functions and response times needed and includes an action plan for its implementation. This action plan has been approved by the director on 2 January 2013.	
21	Acknowledges, nevertheless, observations from the Centre that the IAC functions are now covered either by external contractors		

	(for example, an audit of the Centre's financial software was contracted out and concluded in 2011) or by internal project groups, as relevant; notes, moreover, that the Centre has finished documenting all the main procedures (an external auditor has been contracted to steer this process) and trainings have been organised to ensure the implementation of the annual work programme and effective controls;		
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3.2.4.2 Recommendations on common challenges on performance, financial management and control of European Agencies⁴⁸:

Most of the general recommendations do not concern Cedefop.

	Draft Common challenges on: Performance, financial management and control of European Agencies Discharge 2011	Progress as of 31/12/2012	Status / Opened issues
57	Invites the Commission to further explore, together with the European Training Foundation, the European Centre for the Development of Vocational Training, the European Foundation for the Improvement of Living and Working Conditions and the European Agency for Safety and Health at Work, the synergies that exist between those agencies and to report to the discharge authority on their possible deeper integration; invites those agencies and the Commission to evaluate whether closer cooperation could lead to economies of scale and optimisation of their performance;	See above comment under point 16.	See above comment under point 16.

3.3 Report on recording non-compliance events and exceptions 2012

The assessment of non-compliance events and exceptions is an important reporting tool. This procedure regarding the reporting and recording of exceptions has been defined by Director's decision DIR 02/2007 dated 6 March 2007. This decision was amended in 2008, 2009 and last in 2011 (DIR 13/2011 dated 13 December 2011).

In 2012, 14 exceptions (one of which was cancelled) and 11 non-compliance events have been recorded.

a) Exception requests:

Amongst the 13 exception requests, 3 were recorded (prospective), from which 1 exception concerned procurement procedure and two exceptions concerned reimbursement for meeting participant.

The total value of the exceptions of 2012 (respectively in 2011) amounted to 19.849,18 Euro (36.503,77 Euro in 2011). The highest value recorded was 12.127,60 Euro (13.300 Euro in 2011) and the lowest value was 100 Euro (130,20 Euro in 2011).

⁴⁸ European Parliament – Performance, financial management and control of EU agencies – P7_TA(2013)0134 – 17 April 2013

b) Non-compliance events:

Of the 11 non-compliance events 10 have triggered an exception request in 2012.

The recorded non-compliance events and exceptions concerned mostly reimbursements of meeting participants. Following the implementation of automatic Fibus alerts, the exceptions related to late submission of mission reimbursements have been reduced.

In comparison to 2011, the value of the exceptions was lower.

In the follow-up of the 2012 exceptions it has been recommended to continue to provide training to staff on procedures and to draw attention to the rules, in order to further reduce retroactive events in the future.

The 2012 report on exceptions and non-compliance events confirms that Cedefop's internal control system works well.

3.4 Evaluations 2012

The European Commission has contracted PPMI to carry out an (external) evaluation of Cedefop. The evaluation started in September 2012 and the final report is expected in September 2013. The evaluation will look at the relevance, added-value, efficiency and effectiveness of Cedefop's work. The evaluation methodology comprises desk research, online questionnaires of Cedefop's stakeholders, Governing Board Members and staff, case studies and interviews.

Desk research has been on-going since October 2012 and the online surveys were completed at the beginning of March. Case studies are now underway and interviews will be carried out in June. PPMI will present an interim report to Cedefop's Governing Board in June 2013.

3.5 Data protection

In 2012, protection of personal data continued to be a priority for CEDEFOP. The DPO in cooperation with the data controllers submitted to the European Data Protection Supervisor (EDPS) 6 prior-checkable notifications to be processed under Article 27 for prior-checking, 9 regular notifications were completed and registered locally, and 4 consultations were dealt with.

The DPO has been re-appointed by the Acting Director in December 2011 (25% Full Time Equivalent (FTE)); an additional part time (20% FTE) DPO has been appointed following suggestions by the EDPS. Both appointments will be reviewed before December 2016. The DPO progress report covering the period January 2011 to December 2011 is attached in Annex.

PART 4: ASSURANCE DECLARATION OF THE DIRECTOR



CEDEFOP

European Centre for the Development
of Vocational Training

DIRECTOR

Thessaloniki, 13 June 2013

DIR/CFL/RB(2013)01253

Declaration of the Director

I, the undersigned,

Acting Director of Cedefop

In my capacity as authorising officer by delegation;

Declare that the information contained in this report gives a true and fair view¹. State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary assurance that the underlying transactions have been legal and regular.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the results of the self-assessment, ex-post controls, the work of the internal audit capability, the observations of the Internal Audit Service, the assurance declarations of the ICC, the accountant and the Heads of Area and the lessons learnt from the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of Cedefop.


Christian Lettmayr
Acting Director

¹ True and fair in this context means a reliable, complete and correct view on the state of affairs in the Centre.

ANNEXES TO THE ANNUAL ACTIVITY REPORT

- ANNEX 1: Statement of the Head of Resources and the Internal Control Coordinator
- ANNEX 2: Human and Financial Resources
- ANNEX 3: Final Annual Accounts including declaration of the accountant
- ANNEX 4: Definition of materiality criteria
- ANNEX 5 - a: List of calls for tender (by procedure)
- ANNEX 5 - b: List of contracts 2012 and running framework contracts
- ANNEX 6: Risk Management Plan (2012)
- ANNEX 7: Key decisions of the Governing Board in 2012
- ANNEX 8: Organisation chart
- ANNEX 9: Report of the Data Protection Officer

ANNEX 1

Statement of the Head of Resources
and the Internal Control Coordinator

Annex 1



CEDEFOP

European Centre for the Development
of Vocational Training

AREA RESOURCES

RES/RB(2013)00868
Thessaloniki, 13 May 2013

STATEMENT OF THE HEAD OF RESOURCES AND THE INTERNAL CONTROL COORDINATOR

TO THE DIRECTOR

I, Thierry Bernard-Guêlle

in my capacity as Head of Resources and authorising officer by delegation, responsible for the Area Resources declare that in accordance with my responsibilities as authorising officer by delegation, as Head of Resources I have reported my advice and recommendations to the director.

I hereby also declare that in accordance with my responsibilities as Internal Control Coordinator I have reported my assessment, advice and recommendations to the director on the overall state of internal control in Cedefop.

I certify that the information provided in parts 2 and 3 of the present Annual Activity Report and in its annexes 2 to 5.a and 5.b are, to the best of my knowledge, accurate and exhaustive.

Head of Resources

Thessaloniki,

13 May 2013

15/05

ANNEX 2

Human and Financial Resources



NOTE

Annex 2: Human and Financial Resources

The final budget 2012 has been amounting to 19.217 million EUR (2011: 18.836 million EUR). The number of posts in the establishment plan 2012 was 101. The number of posts occupied on the 31 December 2012 has been 99 (2011: 97) including 7 job offers made before that date for vacant posts, which translates into an occupation rate of 98 %.

The financial and human resources are regularly monitored throughout the year (see AAR part 2.2). The main tools are the Activity Based Budget (ABB) reports and the Performance Measurement System (see annex to part I)¹.

The attached Activity Based Budgeting (ABB) compact report shows the status of the ABB implementation as of 31 December 2012. As regards the human resources allocated to the various activities, some shifts have occurred because of personnel changes, additional activities and related re-allocation of staff. Unforeseen departures and lengthy recruitment procedures have led to a reduction of overall personnel capacity by 4 FTEs.

The Budget implementation (of the Community subvention) has been above 99.5%, while the total budget implementation has been only 95 % because of a BRS (Budget Rectificatif Supplémentaire) of 1,320,000 EUR which has been added to Cedefop's budget only in December 2012.

The main changes from the initial budget to the final budget were the following:

- A transfer of about EUR 260,000 was done from title 1 to title 2 and a transfer of about EUR 60,000 was done from title 1 to title 3. A large part of this under-spending in Title 1 was already foreseeable at the time of finalisation of the 2012 draft budget (in November 2011). It has been partly due to the unforeseen absence of a Director for at least the first 9 months of the year and several cost-reducing effects of staff turnover. Transfers have been used to cover planned expenditures in title 2 and in

¹ Regular reports to the management team and a two stage mid-term review in June and September.

title 3 linked to requirements for services/deliverables foreseen in the work programme.

- A supplementary budget (1.32 Million EUR) has been granted to Cedefop by DG Employment (Delegation Agreement), to cover for the costs of Labour skills demand and supply: anticipation tools and studies, namely activities related to medium-term skills supply and demand forecasts in Europe and the European employer survey on skill needs. This amount was made available to Cedefop at the end of December 2012.

Norway and Iceland funds from previous years were effectively managed and exhausted by the end of 2012. Thus, the target agreed upon with the Court of Auditors to exploit Norway/Iceland funds by the end of 2012 has been reached.

ANNEX 3

Final Annual Accounts including
declaration of the accountant



CEDEFOP

European Centre for the Development
of Vocational Training

Thessaloniki, 12 June 2013
DIR/RB(2013)01242

Annual Accounts

Financial year 2012

These accounts have been prepared by the Accounting Officer on 22/05/2013 and drawn up by the Acting Director on 10/06/2013. The opinion of the Governing Board was given on 12/06/2013.

The present annual accounts, together with the opinion of the Governing Board, will be sent to the Commission's Accounting Officer, the Court of Auditors, the European Parliament and the Council on 17/06/2013.

The accounts will be published on the *Community body* website:
<http://www.cedefop.europa.eu>

Thessaloniki, 12 June 2013



Christian F. Lettmayr
The Acting Director



Stephen Temkow
The Accounting Officer

Introduction

In accordance with Article 76 of the financial rules of Cedefop (the European Centre for the Development of Vocational Training) adopted by the Governing Board on 5 June 2009 and replacing the former financial rules adopted by the Management Board on 31 March 2003 as amended on 16 March 2006, Cedefop's annual accounts comprise:

- the report on budgetary and financial management;
- the reports on implementation of the budget of the Centre;
- the financial statements of the Centre.

The accounts are kept in accordance with the provisions of Cedefop Decision of 31 March 2003, last amended on 5 June 2009, and supplemented by a decision laying down detailed rules for the implementation of that Decision, last amended on 17 December 2010.

The Centre has non-differentiated appropriations for administrative expenditure (Titles 1 and 2) and differentiated appropriations for operational expenditure (Title 3).

The accounts are kept in Euro (EUR), and the revenue and expenditure account and the balance sheet are presented in Euro. Operations are carried out at the monthly accounting rates in force when they are transacted. The Euro exchange rate used for the preparation of the balance sheet is the rate applicable on 31 December.

The subsidies received from Norway and Iceland are treated as assigned revenue, as are the other appropriations received from the Commission.

Certification

The annual accounts of Cedefop (the European Centre for the Development of Vocational Training) for the year 2012 have been prepared in accordance with the Financial Regulation applicable to the general budget of the European Union and the accounting rules adopted by the Commission's Accounting Officer, as are to be applied by all the institutions, agencies and joint undertakings.

I acknowledge my responsibility for the preparation and presentation of the annual accounts of Cedefop in accordance with article 68 of the Financial Regulation.

I have obtained from the authorising officer, who certified its reliability, all the information necessary for the production of the accounts that show Cedefop's assets and liabilities and the budgetary implementation.

I hereby certify that based on this information, and on such checks as I deemed necessary to sign off the accounts, I have a reasonable assurance that the accounts present fairly, in all material aspects, the financial position, the results of the operations and the cash-flow of Cedefop.

Stephen Temkow- Agency Accountant



Thessaloniki 22 May 2013



CEDEFOP

European Centre for the Development
of Vocational Training

REPORT ON BUDGETARY AND FINANCIAL MANAGEMENT FINANCIAL YEAR 2012

1. INTRODUCTION

1.1. Legal basis – financial rules

This report on budgetary and financial management has been prepared in accordance with Article 76 of the Centre's financial rules, adopted by the Governing Board on 5 June 2009 and replacing the former financial rules adopted by the Management Board on 31 March 2003 as amended on 16 March 2006.

1.2. IT management systems

Budgetary accounting is provided by Fibus, a software application developed within Cedefop which covers general accounting and budgetary accounting.

The various budgetary and financial reports are produced using the Fibus program.

The integration of the two sets of accounts guarantees that all budgetary operations are included in the general accounts.

A reconciliation of the two sets of accounts is included in the Annex.

1.3. Nomenclature of appropriations

The nomenclature of appropriations is defined by the Governing Board (Article 30 of the financial rules) and is subdivided into three titles.

- Title 1: Staff
- Title 2: Administrative expenditure
- Title 3: Operational expenditure

In order to provide a more detailed analysis of costs in relation to the work programme, Title 3 is subdivided into chapters, with each Area having its own chapter.

Chapter 32: Research and Policy Analysis (RPA)

Chapter 33: Enhanced cooperation in VET and LLL, including study visits for education and vocational training specialists (ECVL)

Chapter 35: Communication, information and dissemination (CID)

Chapters 30 & 31 concern transversal activities and expenditure related to assigned revenue respectively.

1.4. Management of appropriations

The management of appropriations was partially decentralised to the Areas in 2004 with full decentralisation taking place in 2006. However, the Administration retains centralised responsibility for budgetary records in the computerised system and for the keeping of documents. Since 1 January 2005 each Area has its own budget lines. In the new nomenclature introduced in the 2012 budget, Translation expenses were moved from Chapter 30 to Chapter 35 where a relevant budget line 352 with four budget items (one for each Area) was created, as was also “Establishment of operational documentation” (previously budget line 300) that became a new budget item of budget line 354 “Pilot studies and public relations” under the responsibility and management of Area CID. Publications expenses, previously making the subject of a budget line within each Area’s Chapter, were also moved to Chapter 35 where a relevant budget line 351 with four budget items (one for each Area) was created

1.5. Non-automatic carryovers of appropriations

No non-automatic carryovers were made from 2012 to 2013.

1.6. Supplementary and amending budget

In mid-December 2012 the Centre was granted a supplementary and amending budget to the value of EUR 1 320 000; EUR 1 188 000 (90% pre-financing) of this total was received in late 2012. The grant is treated as assigned revenue and is to fund studies requested by DG Employment in the field of labour skills demand and supply.

1.7. Monies received

Amounts received in consideration of expenditure are entered in the accounts as a reduction in the expenditure if they are received in the same financial year as the expenditure is made and as sundry revenue if they are received in a subsequent financial year. Amounts received as interest accruing on bank accounts does not constitute revenue for Cedefop, but is returned to the Commission.

Evolution of commitment appropriations of the European Centre for the Development of Vocational Training (Cedefop) for the financial year 2012

Note Includes Norway and Iceland funds

Article Item	Heading	Initial 2012 Budget	Transfers	Estimated Assigned Revenue	Amending budgets	Final Budget
	Title 1 - STAFF EXPENDITURE	11,165,000	-328,095			10,836,905
	Title 2 – INFRASTR. & OPERATING EXPENDITURE	1,470,000	264,655	10,000		1,744,655
	Title 3 - OPERATIONAL EXPENDITURE					
3 0	TRANSVERSAL ACTIVITIES	300,000	50,490			350,490
3050	Management Board meetings	115,000	-21,800			93,200
3070	Transversal technical support	185,000	72,290			257,290
3 1	NON MEMBER STATES AND ASSIGNED REVENUE	143,051	750		1,320,000	1,463,801
3100	Participation of Non-Member states in operational expenditure	143,051	750			143,801
3121	DG Employment Grant				1,320,000	1,320,000
32	RESEARCH AND POLICY ANALYSIS	2,076,900	190,373			2,267,273
3200	Missions, meeting, interpretation	364,000	-149,162			214,838
3240	Pilot studies and projects	740,000	364,805			1,104,805
3250	ReferNet annual grants (Specific Grant Agreements)	972,900	-25,270			947,630
3 3	ENHANCED COOPERATION IN VET and LLL	2,031,000	-65,655			1,965,345
3300	Missions, meetings, interpretation	309,000	-65,005			243,995
3340	Exchanges and support for partners	1,550,000	-3,250			1,546,750
3350	Study Visits for education and vocational training specialists	172,000	2,600			174,600
3 5	INFORMATION, COMMUNICATION & DISSEMINATION	696,000	-112,518	5,000		588,482
3500	Missions, meeting, interpretation	46,000	-1,335			44,665
3510	Publications and dissemination	209,000	6,212	5,000		220,212
3520	Translation expenses	157,000	-43,735			113,265
3540	Pilot studies and projects	284,000	-73,660			210,340
	Title 3 – TOTAL	5,246,951	63,440	5,000	1,320,000	6,635,391
	GRAND TOTAL	17,881,951	0	15,000	1,320,000	19,216,951

Evolution of payment appropriations of the European Centre for the Development of Vocational Training (Cedefop) for the financial year 2012

Note: includes Norway and Iceland funds

Article Item	Heading	Initial 2012 Budget	Sum of Transfers	Estimated assigned revenues	Amending Budgets	Final Budget
	Title 1 - STAFF EXPENDITURE	11,165,000	-328,095	0	0	10,836,905
	Title 2 – – INFRASTRUCTURE. & OPERATING EXPENDITURE	1,470,000	264,655	10,000	0	1,744,655
	Title 3 - OPERATIONAL EXPENDITURE	5,246,951	63,440	5,000	1,320,000	6,635,391
	GRAND TOTAL	17,881,951	0	15,000	1,320,000	19,216,951

2 BUDGET IMPLEMENTATION 2012

Revenue			Expenditure										
Source of Revenue	Revenue entered in the final budget for the financial year	Revenue received for the financial year	Allocation of expenditure	Final budget appropriations for the financial year				Appropriations Carried over from previous years					
				Entered	Committed	Paid	Carried Over	Cancelled	Available	Committed	Paid	Carried Over	Cancelled
Own revenue			Title I	10,607,115	10,594,152	10,370,813	223,339	12,963	265,279	265,279	229,983		35,296
Community subsidies	17,433,900	16,933,900	Staff (NDA)										
Other subsidies			Title II	1,670,195	1,643,740	970,348	673,392	26,455	594,187	594,187	529,325		64,862
Other revenue	15,000	16,078	Title III										
			Operational Activities (DA)										
			- CA	5,171,590	5,154,695			16,895	0	0			
			- PA	5,171,590		4,804,456	0	367,134	0		0		0
Assigned revenue	1,768,051	2,707,051	Assigned revenue	1,768,051	846,810	305,267	1,462,784	0	2,385,567	2,468,963	1,547,478	838,089	0
Total	19,216,951	19,657,029	Total CA	19,216,951	18,239,397		2,359,515	56,313	3,245,032	3,328,428		838,089	100,158
			Total PA	19,216,951		16,450,884	2,359,515	406,552	3,245,032		2,306,786	838,089	100,158
The amount of EUR 1 768 051 shown in the assigned revenue budget includes a grant of EUR 1 320 000. The Received column includes the amount of EUR 1 188 000 received plus EUR 990 000 of pre-financing for the 2011 grant and the balance payment of EUR 81 000 for the 2010 grant. Hence revenue exceeds budget by 990 000+81 000+1 188 000-1 320 000 = EUR 939 000. Note that in previous year's figures commitments exceed available funds as the 2011 grant was fully committed although the balance payment will be received only on completion.													

. 2.1. Appropriations for the current financial year: Analysis of the use of appropriations and of the main changes compared with 2011.

2.1.1. Title 1: Staff

Budget item and heading		2012			2011		Change comm. %
		Final budget	Comm.	Payments	Comm.	Payments	2012/ 2011
110	Staff holding a post in the establishment plan (Incl. in 2012: Basic salaries, Family, Expatriation and foreign residence and Secretarial allowances, Employers' contributions and Salary weightings)	8,549,290	8,548,683	8,548,683	8,228,115	8,229,712	4%
1111	Seconded national experts, BL 152 in 2011	117,572	116,814	116,814	198,526	196,517	-41%
1112	Contract Agents, BL 1110 in 2011	1,007,840	1,007,839	1,007,839	1,123,691	1,123,117	-10%
1113	Trainees	108,195	108,194	108,194	105,800	104,778	2%
113	Employers' contributions, included in BL 110 in 2012				338,111	338,111	-100%
114	Misc. allowances and grants	254,227	254,227	254,227	236,860	236,860	7%
119	Salary weightings, now in BL 110	0	0	0	-342,927	-342,927	-100%
120	Allowances & expenses on leaving and entering the service and on transfer, was BL 1180 in 2011	283,158	281,505	140,748	308,967	133,907	-9%
130	Mission, duty travel and other ancillary expenses	69,000	69,000	60,997	80,000	70,298	-14%
142	Restaurant and canteen, now in BL149	0	0	0	4,000	4,000	-100%
143	Medical service	64,325	62,224	49,738	64,582	52,831	-4%
149	Other expenditure	112,710	106,641	104,373	93,169	91,488	14%
150	Lang. courses, retraining and further vocational training, BL 144 in 2011	131,763	129,982	84,979	143,163	90,594	-9%
160	Supp. services & temporary workers, BL 117 in 2011	117,825	117,825	111,032	147,636	137,693	-20%
170	Receptions and events	21,000	21,000	12,971	3,000	436	600%
TITLE 1 – TOTAL		10,836,905	10,823,934	10,600,596	10,732,693	10,467,414	1%

Note: The above table includes Assigned Revenue, the total amount of these funds committed as Title 1 costs was EUR 229 782, which accounts for the difference between the above table and the table on page 8.

Significant variations from 2011 to 2012 in commitments can be explained by:

1111 (Seconded national experts) – In 2012 there were fewer seconded national experts than in 2011

1112 (Contract staff) – The decrease is related to the fact that a number of contract agents retired in 2012 and were not replaced

1130 (Social security contributions) – The budget line no longer existed in 2012 having been included in the 1100 budget line

1190 (Salary weighting) – The budget line no longer existed in 2012 having been included in the 1100 budget line

1300 (Mission expenses) – Fewer missions undertaken in the year

1420 (Canteen) – The budget line no longer existed in 2012 having been included in the 1490 budget line

1490 (Other expenditure) – Increase related to the temporarily higher financial support for pre-school fees (due to the closure of Cedefop's Day Care Centre) as well as to the fact that more children attended paid pre-school. Finally, the costs related to the canteen were included in this budget line in 2012.

1600 (Supplementary services) – Expenditure on this budget line was higher in 2011 due to a one-off expenditure related to consultancy services employed in the year. This was not the case for 2012, which also saw a decrease of translations for administrative purposes.

1700 (Representation expenses) – Increase due to the fact that costs related to Cedefop's sports and leisure club (including Cedefop's end of year party) were included in this budget line in 2012 .

During the financial year under consideration, staff movements were as follows:

	Staff on 31/12/2011	Increase			Reduction			Staff on 31/12/2012
		Internal movements	Recruit.	Total	Internal movements	Depart.	Total	
	(a)	(b)	(c)	(d) = (b + c)	(e)	(f)	(g) = (e + f)	(h) = (a + d - g)
OFF	23			0		4	4	19
TEMP	74	1	9	10		5	5	79
SNE	3		1	1		1	1	3
CTST	25		2	2	1	3	4	23
Total	125			13			14	124

On 31 December 2012, 98 of the 101 posts on the establishment plan were occupied. This includes posts actually filled (92) and offers of posts made (6) on vacant posts (in line with the Multi Annual Staff Policy Plan approach).

For two of the three vacant posts (including the post of Director), the recruitment procedure is on-going, the third post is kept open with a view to cutting in 2014.

The distribution by grade of occupied posts in the establishment plan is attached to this document in the Annex to the Financial Statements.

For the contract agents, this included 22 contract agents and 1 job offer made (in line with the Multi Annual Staff Policy Plan approach).

2.1.2. Title 2: Infrastructure and operating expenditure

		2012			2011			Change comm. % 2012/2011
		Final budget	Comm.	Payments	Final budget	Comm.	Payments	
20	Rental of buildings and associated costs	627,204	626,169	448,243	750,890	750,866.08	510,454.61	-17%
21	ICT	588,102	587,022	374,351	550,238	550,045.40	296,686.05	7%
22	Movable property and associated costs	204,517	186,167	6,152	34,110	31,894.09	16,804.09	484%
23	Current administrative expenditure	124,381	119,212	104,312	87,660	87,196.30	67,781.05	37%
24	Postal charges and telecommunications	195,108	194,270	67,292	153,822	153,822.00	93,465.67	26%
25	Meetings of administrative nature	5,343	5,343	3,843	12,900	12,500.00	6,945.81	-57%
	TITLE 2 - TOTAL	1,744,655	1,718,182	1,004,192	1,589,620	1,586,323.87	992,137.28	8%

Note: Chapters 21 and 24 for year 2012 include in total EUR 74 460, EUR 74 442 and EUR 33 845 for Budget, Commitment and Payment respectively, booked on Chapter 28 (Participation of non-Member States in the infrastructure and operating expenditure), which accounts for the difference between the figures in the above table and the table on page 8.

The significant variation from 2011 to 2012 can be explained by:

- Chapter 20: (Building): Important decrease in the expenditure for security and surveillance of the buildings (as all necessary enhancement/revamping investment was financed in 2011) and relocation of the insurance expenditure to Chapter 23 in the context of the new budget structure and nomenclature, over-compensating the increased expenditure on public utilities resulting from higher and additional charges introduced by the Greek government, in particular as regards electricity and heating (oil), and on construction and fitting-out of premises due to re-painting and re-carpeting works initiated in the context of the large building repairs project.
- Chapter 21: (IT Costs): Increased expenditure on software licenses and on outsourced development services to cope effectively with increased and diversified operational needs for IT support (including database and network hosting), over-compensating the decreased expenditure on equipment renewal and enhancing server and storage capacity.
- Chapter 22: (Equipment and furniture): Increased expenditure due to purchase of audio-visual and conference infrastructure systems for the main conference room in the context of the large building repairs project, and of furniture for the refurbishment of a number of working and meeting spaces (offices and new training rooms).
- Chapter 23: (Administrative): Increase due to higher costs for legal matters and legal services and to the relocation in this Chapter of the insurance expenditure previously in Chapter 20, over-compensating savings on stationery and office supplies and (administrative) publications costs.
- Chapter 24: (Post and telecommunication): Increase due to higher expenditure on telecommunications subscriptions and charges (enhancement of ISP connectivity) and on telecommunications equipment and material (acquisition of high performance network switches), over-compensating savings in postage on correspondence and delivery charges.
- Chapter 25: (Meeting expenses): important decrease due to the lower number of internal meetings generating costs and related cost saving measures.

This year the Centre will carry forward EUR 896 731 of Title 1 and 2 appropriations; EUR 223 339 for Title 1 and EUR 673 392 for Title 2. These figures relate to non-assigned revenue funds.

The corresponding total figure for the previous year was EUR 859 465.

2.1.3. Title 3: Operating expenditure (commitments), not including assigned revenue

		2012			2011		
Chapter	-	Final budget	Comm.	%	Final budget	Comm.	%
30	Transversal activities	350,490	350,488	100.00%	1,604,140	1,565,472	97.59%
32	Area RPA: Research and Policy Analysis	2,267,273	2,265,229	99.91%	1,512,375	1,471,900	97.32%
33	Area ECVL: Enhanced cooperation in VET and LLL	1,965,345	1,965,344	100.00%	1,534,200	1,523,078	99.28%
35	Area CID: Communication, Information and Dissemination	588,482	573,634	97.48%	289,585	288,031	99.46%
	TITLE 3 - TOTAL	5,171,590	5,154,695	99.67%	4,940,300	4,848,481	98.14%

Transversal activities cover the costs relating to the Governing Board meetings and transversal technical support.

Each Area has its own lines for the costs of missions, meetings and interpretation, technical support and study contracts. Budget lines by Area for translation and publications expenses are included in chapter 35 of Area CID.

Cedefop continues to fully utilise all its operational funding year on year with an implementation rate for 2012 above 99%.

Payment appropriations for Title 3 not including assigned revenue came to a total of EUR 5 108 000 of which EUR 4 804 456 were disbursed. Appropriations not committed under Title 3 are cancelled.

2.2. Other classes of appropriations

2.2.1 Assigned revenue received – previous financial year – Class L

	Appropriations carried over	Comm.	Payments	Comm./Bud.	Carried-over	Cancelled
Title 1 – Staff	2,682.33	-	-	0.00%	2,682.33	0
Title 2 – Operating expenditure	-	-	-	0.00%	0	0
Title 3 – Operational expenditure	6,965.31	6,485.25	6,485.25	93.11%	480.06	0
Total	9,647.64	6,485.25	6,485.25	67.22%	3,162.39	0

Class L Title 3 costs relate to translation and editing costs for the operational areas and onsite technical support.

2.2.2 Appropriations carried over automatically from 2011 to 2012 – Class A for Titles 1 and 2 (operational expenditure being treated as differentiated appropriations).

	Appropriations carried over	Commitments carried over	Payments	Pay/comm.	Cancelled
Title 1 – Staff	265,278.71	265,278.71	229,982.86	86.69%	35,295.85
Title 2 - Operating	594,186.59	594,186.59	529,324.77	89.08%	64,861.82
Total	859,465.30	859,465.30	759,307.63	88.35%	100,157.67

Class A represents funds carried over from the previous year.

2.2.3. Assigned revenue

MONITORING TABLE FOR ASSIGNED REVENUE 2012								
Phare projects, third countries	BALANCE: total carryovers on 31/12/11	New funds	Payment in 2012	Funds returned	Carryover balance - present	New approp. 2012	Payment in 2012	Balance
	a	b	c	d	e=a+b-c-d	e	f	h=d+e-f
New approp. 2012								
Contribution Agreement no30/CE-0538371/00-03						1,188,000.00		1,188,000.00
Pre-finan. Agreement NR. 30-CE-0447989/00-61-SI2.611494						990,000.00	659,999.60	330,000.40
Participation Norway 2012						434,104.11	305,266.85	128,837.26
Participation Iceland 2012						13,947.00		13,947.00
Total projects 2012						2,626,051.11	965,266.45	1,660,784.66
Sundry assigned revenue	1,221.59				1,222			1,221.59
Participation Norway 2011	393,756.00				393,756			393,756.00
Participation Iceland 2011	12,089.00				12,089			12,089.00
Total projects 2011	407,066.59				407,067	0.00	0.00	407,066.59
Participation Norway - Iceland 2010	421,308.00		322,266.54		99,041			99,041.46
Contribution Agreement n° 30-CE-0383519/00-39	243,000.00	81,000.00	324,000.00		0			0.00
Iceland 2009	19,908.00		19,908.00		0			0.00
Total projects 2010	684,216.00	81,000	666,174.54	0	99,041			99,041.46
Commission's Grant regarding building repairs	43,552.50		43,513.00		39.50			39.50
Participation Norway 2009 - Iceland 2008 (374,934+ 18,766)	171,305.83		171,305.83		0.00			0.00
Total projects 2009	214,858.33		214,818.83		39.50			39.50
Participation Norway 2008	0.00		0.00		0.00			0.00
Total projects 2008	0.00	0.00	0.00	0.00	0.00			0.00
Other assigned revenue	1,045.31		565.25		480.06			480.06
Total projects 2007	1,045.31		565.25		480.06			480.06
Total assigned revenue entered in the budget	1,307,186.23	81,000.00	881,558.62	0.00	99,561.02	2,626,051.11	965,266.45	2,167,412.27
Other assigned Norway ReferNet reimbursement 2007	5,920.00		5,920.00		0.00			0.00
Other assigned revenue 2009 & 2010	1,460.74		0.00		1,460.74			1,460.74
Total assigned revenue	7,380.74		5,920.00		1,460.74			1,460.74
TOTAL	1,314,566.97	81,000.00	887,478.62	0.00	508,088.35	2,626,051.11	965,266.45	2,168,873.01

3. CONCLUSIONS

The following summarises main results and activities of the implementation of the work programme 2012. [More information and performance measurement system (PMS) indicators are available in the Annual Report 2012 (EN, DE, FR) and Annual Activity Report (www.cedefop.europa.eu). The following text is derived from the description of the products and services 2012 in table 1 of the Annex to the report of the European Court of Auditors for 2012.]

- **Policy analysis and reporting**

Cedefop's report *[Trends in VET policy in Europe 2010-12: Progress towards the Bruges Communiqué](#)* was published and presented to the Directors General for Vocational Training (DGVTS) in Cyprus. The Centre provided up-to-date information on VET systems, along with news on initiatives and policy developments in the Member States. Several '*[Statistics of the month](#)*' with data across Europe focused on assessing the impact of the crisis. To meet the European Commission's demand for systematic country-based analysis of VET developments for the 'European semester', Cedefop refocused its work and introduced Spotlights on VET for all countries. For the DGVTS meetings under the Danish and Cypriot Presidencies it prepared an overview of developments in VET-business cooperation and a briefing note on *[Permeable education and training systems: reducing barriers and increasing opportunity](#)*.

- **Common European tools, qualifications and learning outcomes**

Cedefop coordinated the EQF (European Qualifications Framework) Advisory Group jointly with the European Commission and (co)drafted 23 background papers that informed policy debates. The briefing note *[Qualifications frameworks in Europe: an instrument for transparency and change](#)* released for the DGVTS meeting in Cyprus summarised the results of Cedefop's fourth annual report on NQF developments. Cedefop also analysed the reports by 10 countries explaining how they link their national qualification to the EQF. Results of the third ECVET monitoring report were presented at the DGVTS meeting in Cyprus. Support to EQAVET continued. The *[Europass website](#)* – managed by Cedefop – has been increasingly used by Europe's young people. Since its launch, almost 60 million visits have been recorded (2012: 14.8 mn; 2011: 12.9 mn) and users have generated 25 mn CVs online (2012: 8.3 mn; 2011: 5.8 mn). The study *[Curriculum reform in Europe: the impact of learning outcomes](#)* was published and discussed at an international workshop. In 2011/12, Cedefop coordinated 215 Study Visits for 2 448 specialists from 33 countries. Impact studies underline a high satisfaction rate (96%).

- **Adult learning and transitions**

The study *[Learning and innovation in enterprises](#)* was released for a workshop on this issue. To contribute to the European year of active ageing, Cedefop organised a workshop on sustaining employability through learning within DG EAC's conference 'One Step Up in later life'. It also released its publication *[Working and ageing - the benefits of investing in an ageing workforce](#)*. Three publications focused on financing and other incentives for CVET. To support integration of young people in the labour market, Cedefop contributed to the event held at Germany's initiative to conclude cooperation agreements with several countries as part of the 'European



alliance for apprenticeship'. The contribution also drew on the evidence in the report [*From education to working life – The labour market outcomes of VET*](#).

- **Skills analysis**

Cedefop presented its latest EU skill demand and supply forecast for 2010-2020 in the briefing note [*Europe's skill challenge - Lagging skill demand increases risks of skill mismatch*](#) and the publication [*Future skills supply and demand in Europe – Forecast 2012*](#). The Centre contributed to the EU Skills Panorama and released two publications on green skills. For the Commission's report on Employment and Social Developments in Europe 2012, Cedefop drafted a chapter on skill mismatch. The report [*Skill mismatch: the role of the enterprise*](#) was debated at a workshop. A briefing note on [*Preventing skill obsolescence*](#) was also released. For its initiative to create a regional skills anticipation monitoring tool, Cedefop provided expertise to the municipality of Thessaloniki.

- **Organisational impact**

Key performance indicators show high organisational impact: citations in 169 EU and 68 international policy documents, some drawing substantially on Cedefop work; contributions to 26 EU policy documents, 158 Presidency and other EU-level events; 150 events organised by Cedefop; 120 publications; 525 media articles on Cedefop's work recorded (+38%). 636 000 publications downloaded (+33%). 415 citations in scientific literature. Significant growth is observed in social media response (+127% Facebook; +170% Twitter). For cost savings, emphasis was placed on videoconferences and Skype has experimentally been used in recruitment procedures for interviews.

Audits in 2012 confirmed good progress in the implementation of recommendations of previous year audits, which had all been closed by the end of 2012.

The IAS audit on 'Budgeting and budget execution monitoring' (June 2012) confirmed that the Centre's internal control system provides reasonable assurance regarding the achievement of the objectives set up for budgeting and budget execution monitoring. Out of the two resulting very important recommendations, one had been completed by end 2012 and closed by the IAS on 11 February 2013 and the other will be completed in 2013.

The 2012 report of the European Court of Auditors (on the accounts 2011) confirmed the regularity and legality of Cedefop's transactions and procedures.

Developments in 2012 in the administrative services concentrated on further streamlining procedures, the documentation of workflows and increasing efficiency.

The building repair works are suffering delays and were not completed in 2012 as planned, for reasons outside Cedefop's control.

REPORTS ON IMPLEMENTATION OF THE 2012 BUDGET

In accordance with Article 81 of Cedefop's financial rules, adopted by the Governing Board on 5 June 2009 and replacing the earlier financial rules adopted by the Management Board on 31 March 2003 as amended on 16 March 2006, the budget implementation reports of the Centre for the financial year 2012 comprise:

- ☒ the budget outturn account,
- ☒ the annex.

1. Budget outturn account

Revenue and expenditure account for the financial year 2012 and 2011

	2012	2011
Revenue		
Own revenue		
Commission subsidies	16,933,900.00	16,987,000.00
Sundry revenue		
Assigned revenue	448,051.11	426,945.58
Other Revenue	2,275,078.17	98,927.66
Total revenue (a)	19,657,029.28	17,512,873.24
Expenditure		
<i>Staff – Title 1 of the budget</i>		
Payments	10,370,813.48	10,467,414.05
Appropriations carried over	223,338.57	265,278.71
<i>Administration – Title 2 of the budget</i>		
Payments	970,347.77	992,137.28
Appropriations carried over	673,392.46	594,186.59
<i>Operating activities– Title 3 of the budget</i>		
Payments	2,035,381.35	1,964,665.79
Payments against outstanding commitments at 31/12/n-1	2,769,074.65	2,772,353.01
Payment appropriations carried over	-	-
<i>Assigned revenue (Grants + third countries and others)</i>		
Payments	1,852,745.07	1,551,247.70
Carryovers including assigned revenue not entered in the budget	2,168,872.90	1,314,566.97
Total expenditure (b)	21,063,966.25	19,921,850.10
Outturn of the financial year (c = a - b)	- 1,406,936.97	-2,408,976.86
Balance carried over from the previous year		
Cancelled n-1 appropriations carried over (non-differentiated appropriations Titles 1 and 2)	100,157.67	73,624.45
Appropriations carried over from assigned revenue	1,314,566.97	2,344,337.09
Payment appropriations carried over from the previous year (title 3)		55,910.00
Exchange-rate differences	-2,054.28	3,862.49
Balance for the financial year	5,733.39	68,757.17

2. Annex

The Centre has had differentiated appropriations for Title 3 since 2004, which explains why no carryovers of appropriations for operational activities appear in the calculation of the budget outturn other than the non-automatic carry over approved by the Governing Board shown above.



FINANCIAL STATEMENTS

FINANCIAL YEAR 2012

In accordance with Article 80 of Cedefop's financial rules, adopted by the Governing Board on 5 June 2009 and replacing the earlier financial rules adopted by the Management Board on 31 March 2003 as amended on 16 March 2006, the financial statements of the Centre for the financial year 2012 comprise:

- ☒ the balance sheet and the economic outturn account,
- ☒ the statement of changes in capital,
- ☒ the cash-flow table,
- ☒ the annex.

1.1. BALANCE SHEET

		2012	2011
ASSETS			
A. NON CURRENT ASSETS			
Intangible fixed assets		39,077.92	17,436.37
Tangible fixed assets		3,809,176.24	3,986,843.99
	Land and buildings	3,380,298.88	3,633,676.64
	Plant and equipment	41,035.54	17,356.01
	Computer hardware	296,360.55	261,433.32
	Furniture and vehicles	49,454.64	25,778.32
	Other fixtures and fittings	42,026.63	48,599.70
	Leasing	0.00	0.00
	Tangible fixed assets under construction	0.00	0.00
Long-term pre-financing		0.00	0.00
	Long-term pre-financing	0.00	0.00
	<i>LT pre-financing with consolidated EC entities</i>	0.00	0.00
Long-term receivables		5,076.41	5,076.41
	Long-term receivables	5,076.41	5,076.41
	<i>LT receivables with consolidated EC entities</i>	0.00	0.00
TOTAL NON CURRENT ASSETS		3,853,330.57	4,009,356.77
B. CURRENT ASSETS			
Stocks		0.00	0.00
Short-term pre-financing		601,178.53	343,282.69
	Short-term pre-financing	601,178.53	343,282.69
	<i>ST pre-financing with consolidated EC entities</i>	0.00	0.00
Short-term receivables		1,116,682.29	1,044,260.13
	Current receivables	956,227.88	876,630.17
	Long term receivables falling due within a year		
	Sundry receivables	106,561.90	88,402.07
	Other	53,892.51	79,227.89
	-Accrued income	0.00	0.00
	-Deferred charges	53,892.51	79,227.89
	<i>Deferrals and Accruals with consolidated EC entities</i>	0.00	0.00
	<i>Short-term receivables with consolidated EC entities</i>	0.00	0.00
Cash and cash equivalents		1,909,222.57	1,217,189.12
TOTAL CURRENT ASSETS		3,627,083.39	2,604,731.94
TOTAL		7,480,413.96	6,614,088.71

		2012	2011
LIABILITIES			
A. CAPITAL		4,326,419.81	4,527,236.24
Reserves			
Accumulated surplus/deficit		4,527,236.24	5,010,532.98
Economic result of the year - profit+/loss-		-200,816.43	-483,296.74
B. Minority interest			
C. NON CURRENT LIABILITIES		0.00	0.00
Employee benefits		0.00	0.00
Provisions for risks and charges		0.00	0.00
Other long-term liabilities		0.00	0.00
	Other long-term liabilities	0.00	0.00
	<i>Other LT liabilities with consolidated EC entities</i>	0.00	0.00
	<i>Pre-financing received from consolidated EC entities</i>	0.00	0.00
	<i>Other LT liabilities from consolidated EC entities</i>	0.00	0.00
TOTAL NON CURRENT LIABILITIES		4,326,419.81	4,527,236.24
D. CURRENT LIABILITIES		3,153,994.15	2,086,852.47
Provisions for risks and charges		74,665.36	74,665.36
Accounts payable		3,079,328.79	2,012,187.11
	Current payables	191,217.84	204,651.82
	Long-term liabilities falling due within the year	0.00	0.00
	Sundry payables	13,603.17	6,544.11
	Other	1,671,325.20	1,637,876.43
	- Accrued charges	1,671,325.20	1,637,876.43
	- Deferred income	0.00	0.00
	<i>Deferrals and accruals with consolidated EC entities</i>	0.00	0.00
	<i>Accounts payable with consolidated EC entities</i>	1,203,182.58	163,114.75
	<i>Pre-financing received from consolidated EC entities</i>	1,153,772.89	112,309.67
	<i>Other accounts payable against consolidated EC entities</i>	49,409.69	50,805.08
TOTAL CURRENT LIABILITIES		3,153,994.15	2,086,852.47
TOTAL		7,480,413.96	6,614,088.71

1.2. ECONOMIC OUTTURN ACCOUNT

	2012	2011
Revenues from administrative operations	144,647.89	168,817.70
Other operating revenue	18,547,068.40	18,216,944.13
TOTAL OPERATING REVENUE	18,691,716.29	18,385,761.83
Staff and administrative expenses	-12,671,611.10	-13,009,625.99
Staff expenses	-10,439,419.14	-10,814,850.89
Fixed asset related expenses	-460,324.89	-469,274.00
Administrative expenses	-1,771,867.07	-1,725,501.10
Operational expenses	-6,216,491.54	-5,855,470.85
Other operational expenses	-6,216,491.54	-5,855,470.85
TOTAL OPERATING EXPENSES	-18,888,102.64	-18,865,096.84
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	-196,386.35	-479,335.01
Financial revenues	366.16	0.00
Financial expenses	-4,796.24	-3,961.73
Movement in pensions (- expense, + revenue)		
SURPLUS/(DEFICIT) FROM NON OPERATING ACTIVITIES	-4,430.08	-3,961.73
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	-200,816.43	-483,296.74
Extraordinary gains (+)		
Extraordinary losses (-)		
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS	0.00	0.00
ECONOMIC RESULT OF THE YEAR	-200,816.43	-483,296.74

2. STATEMENT OF CHANGES IN CAPITAL

Capital	Reserves		Accumulated Surplus / Deficit	Economic result of the year	Capital (total)
	Fair value reserve	Other reserves			
Balance as of 31 December 2011			5,010,532.98	-483,296.74	4,527,236.24
Changes in accounting policies 1)					0.00
Balance as of 1 January 2012 (if restated)	0.00	0.00	5,010,532.98	-483,296.74	4,527,236.24
Other 2)					0.00
Fair value movements					0.00
Movement in Guarantee Fund reserve					0.00
Allocation of the Economic Result of Previous Year			-483,296.74	483,296.74	0.00
Amounts credited to Member States					0.00
Economic result of the year				-200,816.43	-200,816.43
Balance as of 31 December 2012	0.00	0.00	4,527,236.24	-200,816.43	4,326,419.81

3. CASH-FLOW TABLE (INDIRECT METHOD)

	2012	2011
Cash Flows from ordinary activities		
Surplus/(deficit) from ordinary activities	-200,816.43	-483,296.74
Operating activities		
<u>Adjustments</u>		
Amortization (intangible fixed assets) +	15,538.94	19,046.98
Depreciation (tangible fixed assets) +	444,785.95	450,227.02
Increase/(decrease) in Provisions for risks and liabilities	0.00	74,665.36
Increase/(decrease) in Value reduction for doubtful debts	0.00	0.00
(Increase)/decrease in Stock	0.00	0.00
(Increase)/decrease in Long term Pre-financing	0.00	0.00
(Increase)/decrease in Short term Pre-financing	-257,895.84	-249,809.49
(Increase)/decrease in Long term Receivables	0.00	0.00
(Increase)/decrease in Short term Receivables	-72,422.16	-146,046.47
(Increase)/decrease in Receivables related to consolidated EC entities	0.00	0.00
Increase/(decrease) in Other Long term liabilities	0.00	0.00
Increase/(decrease) in Accounts payable	27,073.85	175,000.74
Increase/(decrease) in Liabilities related to consolidated EC entities	1,040,067.83	-1,491,091.07
(Gains)/losses on sale of Property, plant and equipment		
Net cash Flow from operating activities	996,332.14	-1,651,303.67
Cash Flows from investing activities		
Increase of tangible and intangible fixed assets (-)	-304,298.69	-133,051.37
Proceeds from tangible and intangible fixed assets (+)		
Net cash flow from investing activities	-304,298.69	-133,051.37
Net increase/(decrease) in cash and cash equivalents	692,033.45	-1,784,355.04
Cash and cash equivalents at the beginning of the period	1,217,189.12	3,001,544.16
Cash and cash equivalents at the end of the period	1,909,222.57	1,217,189.12

4. ANNEX

1. Introduction

Cedefop adopted its own financial rules in the framework of the reform of budgetary and financial management introduced by the new Financial Regulation ⁽¹⁾ applicable to the general budget of the European Communities, which came into force on 1 January 2003 (Decision of 31 March 2003 of the Management Board). The Financial Rules were amended on 16 March 2006 and replaced on 5 June 2009 by new Financial Rules adopted by the Governing Board (Decision DIR/2009/261) to take into account the changes in the amended framework Financial Regulation adopted by the Commission on 9 July 2008. Moreover, like the other bodies referred to in Article 185 of the general Financial Regulation, Cedefop applies the accounting rules referred to in Article 133 of said Regulation to allow its accounts to be consolidated with those of the Commission.

In accordance with Article 222 of Regulation (EC, Euratom) No 2342/2002 of the Commission of 23 December 2002, laying down the implementing rules for Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities, as last amended by Commission regulation (EC, Euratom) No 478/2007 of 23 April 2007, all assets entered in the Centre's balance sheet are those with a purchase value equal to or higher than the accounting threshold and with a utilisation value higher than one year.

The depreciation of assets is calculated *pro rata temporis* from the time the asset enters into service, whereas its inclusion in the inventory takes place on the basis of its date of delivery.

Note: the above references to the general Financial Regulation and its Implementing Rules and to Articles thereof, concern the relevant texts applicable until 31.12.2012. References to the new general Financial Regulation and its Rules of Application that entered into force on 01.01.2013 and to the corresponding Articles thereof, as well as to the future new framework Financial Regulation, will be updated in the Provisional Accounts 2013.

¹ Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002

The accounting threshold depends on the date of purchase of the asset (see table below).

Ref.	from	To	Amount
Regulation (EC, Euratom) No 2342/2002	1.1.2003		€420
Commission Regulation (EC) No 1687/2001 of 21 August 2001	31.8.2001	31.12.2002	€420
Decision 2000/716/EC	1.1.2000	30.8.2001	€420
Decision 97/594/EC	1.1.1997	31.12.1999	ECU 400

These assets were depreciated.

The straight line depreciation method was used. The depreciation rates applied are those applied at the Commission, namely:

- ☒ land and buildings: 25 years;
- ☒ plant and equipment: 4 or 8 years;
- ☒ furniture: 10 years;
- ☒ transport equipment: 4 years;
- ☒ IT equipment: 4 years.

2. Remarks relating to fixed assets

A. Intangible fixed assets

Development costs of new software systems have not been capitalised as they fall below the Agency's threshold of EUR 150 000. They are estimated to be in the region of EUR 35 000.

	Software
<u>A. Purchase value:</u>	
Previous financial year	358,888.12
Additions	37,180.49
Withdrawals or transfers from other headings	-228,533.70
<i>At the end of the financial year:</i>	167,534.91
<u>B. Depreciation:</u>	
Previous financial year	341,451.75
Additions	15,538.94
Withdrawals or transfers from other headings	-228,533.70
<i>At the end of the financial year:</i>	128,456.99
Net book value (A – B)	39,077.92

B. Tangible fixed assets

	Land and buildings	Plant and equipment	Furniture	Transport equipment	IT equipment	Other tangible assets	Total
<u>A. Purchase value:</u>							
Previous financial year	6,680,900.66	749,667.79	315,279.64	56,876.15	1,427,970.02	204,810.82	9,435,505.08
Additions		33,234.80		34,646.00	197,306.40	1,931.00	267,118.20
Transfer from other headings							-
Withdrawals or transfers from one heading to another	-	-187,546.84	-38,436.27	-22,124.35	-418,835.04	-34,626.54	-701,569.04
<i>At the end of the financial year:</i>	<i>6,680,900.66</i>	<i>595,355.75</i>	<i>276,843.37</i>	<i>69,397.80</i>	<i>1,206,441.38</i>	<i>172,115.28</i>	<i>9,001,054.24</i>
<u>B. Depreciation:</u>							
Previous financial year	3,047,224.02	732,311.78	289,978.97	56,398.50	1,166,536.70	156,211.12	5,448,661.09
Additions	253,377.76	9,555.27	7,960.56	3,009.12	162,379.17	8,504.07	444,785.95
Transfer from other headings							-
Disposals or transfers from one heading to another		-187,546.84	-38,436.27	-22,124.35	-418,835.04	-34,626.54	-701,569.04
<i>At the end of the financial year:</i>	<i>3,300,601.78</i>	<i>554,320.21</i>	<i>259,503.26</i>	<i>37,283.27</i>	<i>910,080.83</i>	<i>130,088.65</i>	<i>5,185,656.95</i>
Net book value (A – B)	3,380,298.88	41,035.54	17,340.11	32,114.53	296,360.55	42,026.63	3,809,176.24

In November 2011 repair works were started to address the building disorders within Cedefop's premises. These repair works are planned to be completed by summer 2013. The cost (estimated amount: Euro 1.500.000) is borne by the Greek Government. No entry has been made in the accounts.

C. Stocks

Cedefop no longer includes a valuation for its stock of publications as their market valuation is negligible.

D. Short-term pre-financing

Pre-financing is a payment intended to provide the beneficiary with a cash advance. The advance is repaid or used for the purpose for which it was provided during the period defined in the agreement. If the beneficiary does not incur eligible expenditures he has the obligation to return the pre-financing advance to Cedefop. The amount of the pre-financing is reduced (wholly or partially) by the acceptance of eligible costs and amounts returned.

At year-end outstanding pre-financing amounts are valued at the original amount(s) paid, less: amounts returned, eligible amounts cleared and value reductions.

Most pre-financing derives from ReferNet activities where grant pre-financings (representing 60 % of the maximum amount of the grant specified in the agreements) are normally paid by Cedefop within 45 days following the signing of the grant agreement, as defined in art.5 of the grant agreements.

E. Short term receivables

Consisting of:

- a) current receivables, chiefly of VAT charges to be recovered from Member States,
- b) sundry receivables, being advances on missions and school fees,
- c) deferred charges, being expenses paid in 2012 but relating to 2013.

Analysis of Accounts Receivable		
	2012	2011
VAT charges to be recovered from all EU countries	952 849.49	874 569.82
Staff related advances including school and mission advances	106 561.90	88 402.07
Deferred charges i.e. expenses paid in advance e.g. insurance	53 892.51	79 227.89
Other small sundry advances	3 378.39	2 060.35
	<hr/>	<hr/>
	1 116 862.29	1 044 260.13
	<hr/>	<hr/>

F. Long term provision

There are no long term provisions in the 2012 accounts.

G. Provisions for risks and charges

Provisions for risks and charges are recognised when CEDEFOP has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. In 2012 it was not necessary to make any provision.

In 2011 a provision was made for salary increases refused, relating to the inflationary increase in salary of EUR 74 665.36. Associated with this increase was a potential saving to the Agency following the downward calculation of the weighting factor. This saving was not included in the accounts but was estimated to be EUR 103 611 and was considered as a contingent asset. The 2011 salary increase is still unresolved and the provision remains in the accounts. A similar inflation adjustment for 2012 also remains unpaid at the end of 2012. The agency has chosen not to make a provision for this likely cost as it will be more than offset by the 2012 reduction in the weighting factor.

H. Accounts payable

Consisting of:

a) current payables, relating chiefly to invoices received from suppliers at the end of 2012 to be processed in 2013,

b) sundry payables, payables relating to amounts to be paid from assigned revenue or to staff costs e.g. withheld taxes,

c) accrued charges, expenses relating to 2012 where no invoice has been received by 31/12/2012 or the estimated value of works performed by suppliers as part of a legal commitment,

Analysis of accrued charges	2012	2011
Accrued charges for invoices	1,446,626	1,427,362
Accrued charges for untaken leave	224,700	210,514
Total	1,671,326	1,637,876

d) amounts payable to consolidated entities, being chiefly pre-financing received from the Commission i.e. funds received from the Commission which have still to be either disbursed or committed and interest accrued on Cedefop bank accounts. The total to be paid increased from EUR 163 115 in 2011 to EUR 1 175 865 in 2012. This figure consists of:

- i) The surplus on the budget outturn account in 2012, EUR 5 733
- ii) EUR 40 remaining from the EUR 250 000 assigned revenue relating to costs arising from building problems,
- iii) The 2011 and 2012 grants received (EUR 2 178 000) less the amounts disbursed (EUR 659 999.60) or recognised as accrued expenditure (EUR 370 000.40), leaving a balance of EUR 1 148 000.
- iv) Interest accrued on Cedefop's bank accounts in 2012, EUR 22 092 (EUR 50 805 in 2011).

I. Contingent Liabilities

Contingent liabilities at the end of 2012 amounted to EUR 4 842 800 (EUR 5 666 773 in 2011) representing standing financial commitments to suppliers not appearing on the balance sheet.

J. Pension Obligations

Cedefop's staff are members of the European Communities Pension Scheme which is a defined benefit pension plan.

A defined benefit plan is a pension plan that generally defines an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age and years of service. Cedefop's staff contribute 10.25% of their basic salaries to the pension scheme and an additional 20.5% contribution is

made by the European Commission. The cost to the European Commission is not reflected in the agency's accounts.

Future benefits payable to Cedefop staff under the European Communities Pension Scheme are accounted for in the accounts of the European Commission. No provisions for such pensions are made in these accounts.

3. Notes relating to the Economic Outturn Account

A. Revenue

Revenue and corresponding receivables are measured at the fair value of the consideration received or receivable and are accounted for in the period to which they relate. Cedefop's main source of revenue is the annual subsidy from the European Commission. Calculation of this revenue is based on the results of the budgetary outturn account. A positive outturn is shown as a liability and returned to the Commission the following year. As the disbursement or commitment of funds is a factor in the budgetary outturn it also forms part of the final calculation of revenue.

The amount received from the Commission is thus reduced by EUR 5 733 (representing the balance on the Budget Outturn Account for 2012) when calculating the revenue.

The table below shows a detailed breakdown of the other sources of revenue.

Analysis of Revenue in the Economic Outturn Account

Funds received from the Commission	16,933,000	
Less net surplus on the Budgetary Outturn Account	-5,733	
		16,928,167
Grant Income		
Contribution Agreement n° 30-CE-0383519/00-39	660,000	
Accrued expenses on above grant	370,000	
Balance payment C. A 30-CE-0383519/00-39	81,000	
DG EAC Grant relating to building repairs	43,513	
		1,154,513
Other Donors		
Norway	434,104	
Iceland	13,947	
Reimbursements	16,338	
		464,389
		18,547,068
Revenue from Administrative operations		
Canteen	143,955	
Sales of Publications	692	
		144,648
Financial Income		
		366
	Total Income	18,692,082

B. Expenditure

Expenditure and corresponding payables are measured at their fair value and accounted for in the period to which they relate.

Cedefop's statements follow the format used by the Commission and divide expenses into three categories: Administrative expenses, Operational Expenses and Financial expenses.

a) Administrative expenses. These are subdivided into three sub-categories:

- i) staff expenses, these costs essentially (although not entirely) correspond to Title 1 budget lines. Staff expenses are sometimes considered "administrative expenses"; it should be noted that approximately 66% of these costs relate to operational personnel and should be interpreted as operational costs.
- ii) fixed asset expenses, relating to depreciation costs (see above for further details).
- iii) other administrative expenses, essentially following the Title 2 budget costs. These include such items as utilities, telecommunications, IT and building upkeep.

b) Operational expenses corresponding to Title 3 costs. The 2012 figure of EUR 6 216 491 is slightly higher than the corresponding 2011 figure of EUR 5 855 471. The report on Budgetary and Financial Management above gives a description of the various operational areas Cedefop is committed to. A large part of these costs relate to commissioning research, organising study visits, meetings and publication costs for the dissemination of Cedefop's research and policy work. As mentioned in the administrative expenses these costs do not include the personnel costs of staff engaged in operational work.

c) Financial expenses relating to bank charges.

C. Economic Result for the Year

The deficit of EUR 200 816 (1% of Revenue) is in the same region as last year's deficit of EUR 483 297 (2.6% of Revenue), total Revenue and Expenditure not showing any significant difference year on year.

4. Reconciliation between budgetary outturn and economic outturn

Cedefop's financial statements are prepared on an accruals basis, where transactions are recorded in the period to which they relate. The result for the year using this basis is indicated in the economic outturn account. However, the agency uses a modified cash accounting system for preparing the budget outturn account and its other budgetary reporting. In this system only the payments made and revenues received in the period are recorded, together with payment appropriations that are carried forward.

The difference between the budgetary outturn and the economic outturn is made up as follows:

Reconciliation of the accrual based result with the budget result

	2012	2011
Economic result	-200,816.43	-483,296.74
<i>Adjustment for accrual items (items not in the budgetary result but included in the economic result)</i>		
Adjustments for Accrual Cut-off (reversal 31.12.N-1)	-1,637,876.43	-1,150,954.72
Adjustments for Accrual Cut-off (cut-off 31.12.N)	1,671,325.20	1,348,133.82
Unpaid invoices at year end but booked in charges	211,477.96	179,199.32
Depreciation of intangible and tangible fixed assets	460,324.89	469,274.00
Provisions	0.00	74,665.36
Value reductions	26.01	20,743.81
Recovery Orders issued in 2012 and not yet cashed	-2,789.68	-2,060.35
Prefinancing given in previous year and cleared in the year	343,282.69	93,473.20
Prefinancing received in previous year and cleared in the year	-43,513.00	-1,096,430.30
Payments made from carry over of payment appropriations	759,307.63	776,785.40
Decrease in prepayments to suppliers & reverse N-1 invoices	-153,863.94	0.00
<i>Adjustment for budgetary items (item included in the budgetary result but not in the economic result)</i>		
Asset acquisitions (less unpaid amounts)	-304,298.69	-133,051.37
New pre-financing paid in 2012 and remaining open as at 31.12.2012	-601,178.53	-343,282.69
New pre-financing received in 2012 remaining open as at 31.12.2012	1,153,733.39	68,757.17
Budgetary recovery orders issued before 2012 and cashed in the year	1,471.61	2,671.99
Payment appropriations carried over to 2013	-3,065,603.93	-2,174,032.27
Cancellation of unused carried over payment appropriations from previous year	100,157.67	73,824.45
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	1,314,566.97	2,344,337.09
Total	5,733.39	68,757.17
Budgetary result	5,733.39	68,757.17

5. The distribution by grade of occupied posts in the 2012 establishment plan

Annex A

	Categories Grades	Permanent posts	Temporary posts
	AD 16	-	-
	AD 15	-	
	AD 14	-	1
	AD 13	-	2
	AD 12	6	4
	AD 11	1	7
	AD 10		9
	AD 9	-	2
	AD 8	-	2
	AD 7	-	7
	AD 6	-	7
	AD 5	-	1
		7	42
	AST 10	3	1
	AST 9	-	1
	AST 8	2	-
	AST 7		7
	AST 6	4	-
	AST 5	4	10
	AST 4	1	11
	AST 3	-	3
	AST 2	-	2
	AST 1	-	-
		14	35
		21	77
		Total	98
		Vacant	3
Some permanent posts are occupied by staff on temporary contracts, which explains the differences with the table on page 11.			

ANNEX 4

Definition of materiality criteria



ACTING DIRECTOR

DIR/RB(2013)00871
Thessaloniki, 13 May 2013

NOTE

Annex 4 - Definition of materiality for Cedefop

REFERENCE: standing instruction for Cedefop's Annual Activity 2012 – RB(2013) 00316 – 13 March 2013

Introduction:

Materiality criteria define the elements for determination of significant weaknesses that should be subject to a formal reservation in the assurance declaration of the Authorising Officer in the context of the Annual Activity Report.

The definition of the following criteria has been informed by the EC Guidelines for defining materiality and the references made in the standing instructions for the Annual Activity Report of the Commission.

The decision whether a weakness is significant remains a matter of judgement of the Authorising Officer (by Delegation). In this judgement the overall impact of a weakness needs to be identified and an assessment needs to be made on whether the issue is material enough so that would have an influence on the decisions or conclusions of the users of the assurance declaration. Further consideration may in some cases also take the tolerability of risks of error into account.

Assessment criteria:

In consequence judgement needs to be based on a qualitative and a quantitative assessment. In addition, reputational events may be considered.

The qualitative assessment of a weakness (deficiency) should first consider if the type of deficiency falls within the scope of the assurance declaration which refers to the use of resources, sound financial management, and legality and regularity of transactions.

Second, in considering the significance

- nature and scope of the weakness,
- duration of the weakness,
- the existence of mitigating actions reducing the impact of the weakness,
- the existence of corrective actions (action plans and financial corrections) which have had measurable impact

should be taken into account.

Third, in quantitative terms it is necessary to quantify the financial impact which may refer to the monetary value of the identified problem; or the amount considered erroneous; or the amount considered at risk.

The proposed standard quantitative materiality threshold is **2 %**.

Considerations:

Related to Cedefop's overall budget 2013 the 2 % threshold would define an amount of about EUR 358 000.

Considering potential cases this amount seems too high. Thus, the (standard) quantitative threshold should be set at **EUR 200.000**.

Cedefop activities are defined in a much more detailed way than EC activities and usually have much lower financial resources at their disposal. Thus, actually to introduce a materiality threshold at activity level does not really make much sense at all. In fact most weaknesses or deficiencies conceivable would refer to generic services and procedures which should be compared with the Cedefop budget.

In conclusion:

The Cedefop standard quantitative materiality threshold is set at **EUR 200 000**.

Deviations from this materiality threshold must be fully justified in the Annual Activity Report.

It is however necessary to underline that some deficiencies also below this threshold may be deemed significant on the basis of the qualitative assessment.

In addition, it may be considered that specific reputational events on the basis of specific assessments may give rise to a reservation.



Christian F. Lettmayr
Acting Director

ANNEX 5 – a

List of calls for tender (by procedure)



European Centre for the Development
of Vocational Training

LIST OF CALLS FOR TENDER 2012

Name	Theme	Contract / Purchase Order No	Contractor	Amount
RESTRICTED				
2012				
RPP/RES/GMA/Medical services/001/12	Provision of medical services for Cedefop staff	2012-FWC7/RPP/RES/GMA/Medical-services/001/12	Dr Georgia Skouli	100,000.00 (4 years)
RPP/CID/AMC/TranslationServices/002/12	Translation Services (8 lots)			ONGOING
OPEN PROCEDURES				
2012				
AO/ECVL/JB-SPEV/Qualifications_EQF_level_5/001/12	'Qualifications at level 5 of the European Qualifications Framework (EQF)'	2012-0091/AO/ECVL/JB-SPEV/Qualifications_EQF_level_5/001/12	Consortium PANTEIA-3S	177,425.00
AO/AREA/ARANI/Sectoral Based Anticipatory System/002/12	'A short-term Sectoral-Based Anticipatory System for labour market trends and skill needs'	2012-FWC4/AO/RPA/ARANI/Sectoral Based Anticipatory System/002/12	HENDYPLAN SA, LU	276,900.00 (4 years)
AO/RPA/AZU-VKVET/Skill-forecast/003/12	Mid-term skills supply and demand forecast	2012-FWC11/AO/RPA/AZU-VKVET/skill-forecast/003/12	University of Warwick	1,527,379.00 (4 years)
AO/ECVL-RES/PHT-ASIA/Europass/004/12	'Development and maintenance services for Europass web resources'	2012-FWC2/AO/ECVL-RES/PHT-ASIA/Europass/004/2012	Quality & Reliability S.A., GR	1,080,000.00 (4 years)
AO/ECVL/LZAH/EvaluatingECVET/005/12	Methodologies for evaluating ECVET implementation	2012-0108/AO/ECVL/LZAH-ILEMO/EvaluatingECVET/005/12	RAMBOLL MANAGEMENT CONSULTING - DK	140,620.00
AO/CID/ID/Layout and design/006/12	Layout and design for Cedefop print and electronic media	2013-FWC1/AO/CID/ID/Layout and design/006/12	NIKOU-LIAKOS-CHARALAMBOPOULOS O.E (BEETROOT)	405,000.00 (4 years)
AO/CID/DRC/English editing services/007/12	'English editing services'	2012-FWC9/AO/CID/DRC/English Editing services/007/12	Gary Horsley	72,000.00 (4 years)
AO/RES/ASAIN/Building Maintenance Services/008/12	'Building Maintenance Services'	2012-FWC8/AO/RES/ASAIN/Maintenance Services/008/2012	AKTOR FACILITY MANAGEMENT -GR	765,000.00 (4 years)
AO/RES/ASAIN/ Recover-Phase 2/009/12	'Audio-Visual & Conference Infrastructures Systems' Delivery, Installation, & Supporting Services'	2012-0098/AO/RES/ASAIN/RECOVER 2/009/2012	Telmaco S.A. – Production & Trade of Electronics, GR	316,882.90 (4 years)
AO/ECVL/ILEMO-LZAH/PartnershipsForLifelongLearning/010/12	'Partnerships for lifelong learning in Europe: Towards greater permeability'	2012-0176/AO/ECVL/ILEMO-LZAH/PartnershipsForLifelongLearning/010/12	University of Bremen-DE	180,825.00
AO/RPA/KPOUL-JVLOO-GRUSSO/SkillsObsolescenceSurvey/011/12	Skills obsolescence and skill mismatch among European workers: Data collection	2012-FWC12 AO/RPA/KPOUL-JVLOO-GRUSSO/SkillsObsolescenceSurvey/11/12	Market & Opinion Research International t/a Ipsos MORI	825,464.00 (3 years)
AO/RES/ITK/DB-ADMIN/012/12	'ICT services – Database Administration - Sybase and MS SQL'	2012-FWC06/AO/RES/ITK/DB-ADMIN/012/2012	CAPDATA Consulting, FR	211,080.00 (4 years)
AO/RES/ITK/ISIWA/013/12	'ICT support of interactive web applications'	2012-FWC10/AO/RES/ITK/ISIWA/013/12	BILBOMATICA - ES	253,000.00 (4 years)


Name	Theme	Contract / Purchase Order No	Contractor	Amount
AO/RPA/ALSTI/Analysis of CVTS and AES/014/12	Analysis of the Continuing Vocational Training and Adult Education Surveys	2012-0156/ AO/RPA/ALSTI/Analysis of CVTS and AES/014/12	3s research laboratory	149,991.00
AO/ECVL/IPS/Teaching methods in VET/015/12	“Teaching and learning methods in initial vocational education and training: European trends and challenges”	2012-0154/AO/ECVL/IPS/Teaching methods in VET/015/2012	The University of Warwick	212,964.00
AO/RES/ASAIN/PaintingServices/016/12	Painting Services for the Cedefop building	2012-0186/AO/RES/ASAIN/PaintingServices/016/12	G. GIAGLIS - TEXNIKI ERGOLIPTIKI SA	44,400.00
AO/RES/GMA/DIR_DEPT_PreSelection/017/12	Professional assistance in the pre-selection for a new Director and Deputy Director for Cedefop	2012-FWC13/AO/RES/GMA/DIR-DEPT-PreSelection/017/12	HUDSON BELGIUM NV	172,380.00 (4 years)
AO/RES/ASAIN/BMS/018/12	Building Management System (BMS) - Delivery, Installation, & Supporting Services			CANCELLED
AO/ECVL/TB/Quality Approaches/019/12	“Quality approaches in Learning and Training patterns in European small firms”	2012-0183/AO/ECVL/TB/Quality Approaches/019/2012	Consortium: FBB-Kubix-Scienter-BME	173,350.00
AO/CID/CF/ConferenceOrganiser/020/12	Provision of services from a professional Conference Organiser	2013-FWC3/AO/CID/CF/ConferenceOrganizer/020/12	ARTION	900,000.00 (4 years)
AO/RES/TK-AMC/ICT-Training/021/12	‘Provision of ICT training to Cedefop staff’			UNFRUITFUL
AO/RPA/GRUSSO-ABARA/Narrative of learning of the low skilled/022/12	‘Narrative of career/ labour market related learning of low skilled workers’	2013-0047	The University of Warwick	253,000.00
AO/RPA/NSOFRO-AZU/Full-Scale-European-Employer-Survey/ 023/12	Implementation of an employer survey on skill needs in Europe	2013-FWC4/AO/RPA/NSOFRO-AZU/Full-Scale-European-Employer-Survey/023/12	IPSOS MORI	4,000,000 (4 years)
NEGOTIATED				
2012				
NP/CID/CMUGH/DinnerParliament/001/12	Provision of dinner at European Parliament on 25/01/2012	2012-0015	SODEXO	1,176.00
NP/RES/SAN/SSL CERTIFICATES/002/12	Acquisition of SSL Certificates	2012-0057	GMO GLOBAL SIGN	1,151.00
NP/RES/SAN/POWER INJECTORS/003/12	Acquisition of Power Injectors	2012-0056	TECHNICOM S.A.	1,134.00
NP/RPA/AZU/Skills for the Future Catering/004/12	Catering Services in Brussels EESC 22-03-2012	2012-0030	SODEXO	776.20
NP/RES/DN/RESTAURANT GRILL/005/12	Purchase of Grill for Restaurant	2012-0797	PROBANAS SOT. & SIA A.E.	1,931.00
NP/RES/DN/RESTAURANT POS/006/12	Purchase of POS for Restaurant	2012-0060	S. TSOBANOGLOU	3,000.00
NP/RES/DN/RESTAURANT WORKING CLOTHES/007/12	Purchase of Working Clothes for Restaurant			UNFRUITFUL
NP/RES/GMA-TPE/EnglishSchooling/008/12	English Schooling	2012-FWC3/NP/RES/GMA-TPE/EnglishSchooling/008/12	PINEWOOD - GR	352,000.00 (4 years)
NP/RES/ASAIN/PIPES/009/12	Purchase of Metallic Pipes	2012-0077	P. PAPADOPOULOS & SIA O.E.	7,579.60
NP/RPA/AZU/Employer-survey-meetings/010/12	Two meetings for Employer Survey	2012-0062 and 2012-0063	SODEXO	2,326.97
NP/RES/GMA-TPE/InternationalBaccalaureate/011/12	Provision of English International Baccalaureate	2012-FWC5/NP/RES/GMA-TPE/InternationalBaccalaureate/011/12	PINEWOOD - GR	88,000.00 (4 years)
NP/RES/SAN/MobileTelephonyServices/012/12	Mobile Telephony Services for Cedefop			UNFRUITFUL

Name	Theme	Contract / Purchase Order No	Contractor	Amount
NP/CID/NT/Online/OfflinePromotion/013/12	Online and offline marketing promotion	2012-0145 & 2012-0146	DODS LTD - UK	25,000.00
NP/RES/ASAIN/ENGINEERING SERVICES/013/12 (same No used twice by oversight)	Engineering Services	2012-0096 and 2012-0097	C. PAPPAS & Grafelio Meleton B. Konstantinidis & SINERGATES E.E.	3,000
NP/CID/NT/MultimediaCommunications/014/12	Multimedia Communications	2012-0107	HONEYBEE - GR	7,800.00
NP/RPA/SBO/BagsReferNet10/015/12	Acquisition of ReferNet promotional material	2012-0089	Arsis	750.00
NP/RES/TMA/INSURANCE FOR MINIBUS/016/12	Acquisition of Insurance for Minibus	2012-1149	EUROPAIKI PISTI	1,777.72
NP/RES/KZIOG/Security bars/017/12	Purchase of new security bars	2012-0094	SCAN A.E.B.E.E.	2,560.00
NP/RES/AP/PAPER/018/12	Supply of A4 and recycled paper	2012-0221	A&G Paper	8,600.00
NP/RPA/SBO/Speaking-guest/019/12	Speaking guest for ReferNet 10-year event	2012-0106	Mrs Fabienne Goux-Baudiment	2,000.00
NP/RES/KD/Accountant services/020/12	Accountant services for taxes retention	2012-0210	A.Tsimpas	2,400.00 (4 years)
NP/RPA/MHRAB/cateringIVE/Tattractiveness/021/12	Catering Services in Brussels EESC 09-10-12	2012-0100	SODEXO	1,189.33
NP/CID/JB/ALEPH/022/12	Upgrade of integrated library system ALEPH to version 20 on ALEPH DIRECT			Postponed to 2013
NP/RES/KZIOG/Carpets/023/12	Purchase of new carpets and related services for Europa conference room and all CEDEFOP translation booths and related corridors			UNFRUITFUL
NP/RPA/KPOUL-GRUSS/Questionnaire on skills obsolescence /024/12	Support for preparation of first draft questionnaire for Cedefop survey on skills obsolescence and mismatch	2012-0226	Stichting LIBER/ROA	3,000.00
NP/RPA/KPOUL-GRUSS/Questionnaire on skills mismatch/025/12	Support for preparation of first draft questionnaire for Cedefop survey on skills obsolescence and mismatch	2012-0225	ESRI	2,850.00
NP/RES/ASAIN/Supply & Installation of Furniture/026/2012	'Supply & Installation of Furniture'	2012-0208	DROMEAS	26,862.00
NP/RES/DN/Restaurant working clothes & dishware/027/12	Purchase of working clothes and replacement of dishware for restaurant	2012-0153	PANTONI-Prodomos Antoniadis	1,500.63
NP/RES/SAN/MobileTelephonyServices/028/12	Mobile Telephony Services for Cedefop	2012-FWC15/NP/RES/SAN/ MobileTelephonyServices/028/12	WIND HELLAS	60,000.00 (4 years)
NP/RES/KZIOG/Fire extinguisher refill/029/12	Refill of fire vessel with FM200 extinguishing material	2012-0281	ASTORIA ABETE	1,400.00
NP/RES/AP/OfficeSupplies/030/12	Purchase of Office Supplies	2013-FWC2/NP/RES/AP/ OfficeSupplies/030/12	KYVOS - PISKIOULIS -GR	43,000.00 (4 years)
NP/RES/JK/End of year party/031/12	End of year party for Cedefop's staff	2012-0164	POLIS Convention Center SA	5,980.26
NP/RES/KZIOG/Carpets/032/12 (RELAUNCH)	Purchase of new carpets and related services for Europa conference room and all CEDEFOP translation booths and related corridors	2012-0310	BIOKARPET	9,960.80
NP/RES/KZIOG/Shelter for motorcycles/033/12	Purchase and installation of a motorcycle shelter	2012-0282	SALONICA PORTS	900.00
NP/RES/SAN/Wireless antenna/034/12	Purchase of antennas	2012-0284	OUROULIS K. & SIA E.E	2,714.76
NP/RES/SAN/Wireless antenna installation/035/12	Installation of antennas	2012-0285	TRHAKON - PARASXOUDIS- SALAXORA	610.00

Name	Theme	Contract / Purchase Order No	Contractor	Amount
NP/RES/AP/Grit spreader/036/12	Purchase of a grit spreader	2012-0205	PARKOTECHNIKI	1,500.00
NP/RES/ASAIN/Lokes/037/12	Purchase of 2 locks for the Archives room	2012-0204	POLYVAKAS-LOUTRIDIS	840.00
NP/RES/ASAIN/Garden furniture/038/12	Repair and maintenance services for Cedefop's garden furniture			UNFRUITFUL
GRANT PROCEDURES				
2012				
GP/RPA/referNet-FPA/001/12	FPA and ReferNet action 2012 IE-ES		SEPE	29,080.00
GP/RPA/referNet-SGA/002/12	SGA ReferNet action 2013 28 countries		23 institutions	776,465.24
GP/RPA/referNet-FPA/003/12	FPA and ReferNet action 2012 IE		FAS	33,625.00
GP/RPA/ReferNet-SGA/004/12	SGA ReferNet action 2013 5 countries - relaunch		3 institutions	168,110.00

ANNEX 5 – b

List of contracts 2012 and running
framework contracts

ANNUAL LIST OF CONTRACTS 2012						
<div><div></div><div>European Centre for the Development of Vocational Training</div></div>						
Contract Number	Contract Type	FWC #	DESCRIPTION OF CONTRACT	PROCEDURE	CONTRACTOR	AMOUNT
2012-0001	Order Form	2010-FWC4	Provision of ISP Connectivity at 8 Mbps_ OF2 - ITPN 2012/01	AO/RES/SAN/ISP01/809 signed on 17/11/10	FORTHNET	13,500.00 €
2012-0004	Order Form	2010-FWC7	PB-DEV-OnSite-QF3/ITPN05	AO/RES/ITK/PowerBuilder development/014/10	LOGISMOS	24,000.00 €
2012-0005	Order Form	2006-FWC10	Order Form No 12 - Servers and storage	AO/E/IT/SERVER-STORAGE/004/06	PC SYSTEMS	7,288.00 €
2012-0006	Order Form	2010-FWC11	Order Form No 7 - Cleaning Services	AO/RES/ASAIN/CleaningServices/010/10	FMS	25,018.00 €
2012-0007	Order Form	2007-FWC3	Order Form No 21 - Building Maintenance	AO/E/CTF/Bldg/Maintenance/034/06	COFELY HELLAS	23,867.99 €
2012-0008	Order Form	DI/6820	Order form 15 - Software Acquisition Channels		COMPAREX NEDERLAND B.V.	17,627.67 €
2012-0009	Contract		Sybase Maintenance 2012	Exception request 015/2011	RELATIONAL TECHNOLOGY	6,225.07 €
2012-0010	Order Form	2011-FWC1	Order Form No 6 - RedDot Annual Maintenance Fee	AO/RES/ICT/ITK/Livelink-RedDot/015/10 - Lot 2	Intit AG für Digitale Kommunikation	34,471.40 €
2012-0011	Order Form	2010-FWC9	Order Form No 6 - Livelink Annual Maintenance Fee	AO/RES/ICT/ITK/Livelink-RedDot/015/10 - Lot 1	BILBOMATICA S.A.	28,562.74 €
2012-0012	Order Form	2010-FWC12	Order form 3 - Medical services to Cedefop staff	AO/RES/GMA/Medical-services/011/10	PAPACHRISTOU-CLARKE	10,600.00 €
2012-0014	Order Form	2007-FWC3	Order Form No 22 - Building Maintenance	AO/E/CTF/Bldg/Maintenance/034/06	COFELY HELLAS	3,000.00 €
2012-0015	Purchase Order		Dinner Parliament 25/01/12 for 32 persons		SODEXO	1,176.00 €
2012-0016	Order Form	2008-FWC4	Editing - 1167/11 - 2012_RPA_02 - Skills mismatch in enterprises	AO/D/DAB/Editing/003/07 Lot 1	AC MARKETING HORSLEY	749.70 €
2012-0017	Order Form	2012-FWC1	Order Form No 01 - FPN 2012/003 Security Services	AO/RES/ASAIN/Security&AssociatedServices/006/11	MEGA SPRINT GUARD A.E.	97,387.36 €
2012-0018	Order Form	2011-FWC5	Order Form No 3 - Spanish Language Courses	AO/RES/AMC/LanguageCourses/007/10 - Lot 6	ANASTASIOU ANESTIS & SIA E.E.	3,360.00 €
2012-0019	Order Form	2008-FWC4	Editing - 008/12 2012_RPA_02 - sectoral perspectives on the benefits of VEI	AO/D/DAB/Editing/003/07 Lot 1	AC MARKETING HORSLEY	1,219.75 €
2012-0020	Order Form	2008-FWC6	Order Form No 21 - ITPN 10 Web Development Services	AO/Cedefop/ITK/WebDevelopmentServices/006/03	EUROPEAN DYNAMICS	13,206.62 €
2012-0021	Order Form	2011-FWC6	Order Form No 2 - French Language Courses	AO/RES/AMC/LanguageCourses/001/11-Lot 1	NASIADES CHRISTOS	4,464.00 €
2012-0022	Order Form	2009-FWC50	Order Form No 12 - ITPN 2012/09 Toners	AO/RES/SAK/Paper-Toners/003/09-Lot 2	G. VASDEKIS - M. GALANI & SIA O.E.	9,296.25 €
2012-0023	Order Form	2008-FWC4	Editing - 4001/12 2012_RPA_27 Skillsnet Newsletter 2011	AO/D/DAB/Editing/003/07 Lot 1	AC MARKETING HORSLEY	157.60 €
2012-0025	Order Form	2008-FWC23	Order Form No 6 - ICT Training	AO/RES/ITK-AMC/IT Training Services/024/08	ILEARN A.E.	5,600.00 €
2012-0026	Order Form	2008-FWC4	Editing - 020/2012 Publication RPA	AO/D/DAB/Editing/003/07 Lot 1	AC MARKETING HORSLEY	386.75 €
2012-0027	Order Form	2011-FWC2	Order Form No 3 - English language courses	AO/RES/AMC/LanguageCourses/007/10 - Lot 1	ANASTASIOU ANESTIS & SIA E.E.	4,800.00 €
2012-0028	Order Form	2010-FWC5	Order Form No 6 - ICT Services/Lot 1 - ITPN 2012 / 12	AO/RES/SAN/ICT Services/013/09	BLUESTREAM SOLUTIONS	136,000.00 €
2012-0029	Order Form	2009-FWC6	Order Form No 4 - ITPN 2012/13	NP/RES/SAN/Mime-Sweeper/003/09	SPACE HELLAS	1,350.00 €
2012-0030	Contract		Catering services for conference 'Skills for the future' on 22/03/12	NP/RPA/AZU/Skills for the Future Catering/004/12	SODEXO	776.20 €
2012-0031	Order Form	2011-FWC1	Order Form No 7 - Red Dot Services	AO/RES/ICT/ITK/Livelink-RedDot/015/10-Lot 2	Intit AG für Digitale Kommunikation	41,670.00 €
2012-0032	Order Form	2008-FWC14	Order Form No 5 - ITPN 2012 / 17	AO/RES/ICT/DB-ADMIN/019/08	CAP - DATA	6,850.00 €
2012-0033	Order Form	2008-FWC15	Order Form No 8 - ITPN 2012 / 17	AO/RES/ICT/DB-ADMIN/019/08	CAP - DATA	24,360.00 €
2012-0034	Order Form	DI/06720	Order Form No 3 - ITPN 2012 / 14	DI/06720	ECONOCOM PRODUCTS & SOLUTIONS BELUX	53,212.40 €
2012-0035	Order Form	2010-FWC6	Order Form No 7 - ITPN 2012 / 11	AO/RES/SAK/Helpdesk/009/10	LOGISMOS	47,460.00 €
2012-0036	Order Form	2006-FWC10	Order Form No 13 - ITPN 2012 / 20	AO/E/IT/Server-storage/004/06	PC SYSTEMS	4,094.00 €
2012-0037	Purchase Order		Renewal of E-line Metro Ethernet services - ITPN 2012/18	OTE E-line Metro Ethernet	OTE AE	18,600.00 €
2012-0038	Order Form	2010-FWC11	Order Form No 8 - FPN 2012 / 06	AO/RES/ASAIN/CleaningServices/010/10	FMS - FACILITY MANAGEMENT SERVICES	74,609.00 €
2012-0039	Order Form	2009-FWC55	Order Form No 8 Europass Workpackage 8	AO/ECV1-RES/PHIT-L7/Europass/011/2009	QUALITY & RELIABILITY S.A.	139,600.00 €
2012-0040	Contract		Maintenance of Xerox Machines	Note to AOD/RES/ICT/SAN/2012/021	XEROX HELLAS A.E.E.	3,703.00 €
2012-0041	Specific Contract	DI/06376 of EC	Eurolook	FWC No DI/06376-00 for Support and Consulting Services for Technical Informatics Staff, signed by the Commission and the Contractor on 30/04/2008 and its Amendment No 5	DOKUMENTA S.A.	12,476.80 €
2012-0042	Order Form	2007-FWC3	Order Form No 23 - FPN 2012/008 - Building Maintenance	AO/E/CTF/Bldg/Maintenance/034/06	COFELY HELLAS	40,916.50 €
2012-0044	Order Form	DI/6940	Order form 2 - 1500 - sheet finisher for Xerox printer-ITPN/2012/22	DI/6940	GETSYS LUXEMBOURG	2,312.69 €
2012-0045	Contract		Guidance in employers' age management strategies	AO/ECV1-MH/A Guidance in age management strategies/019/11	PANTHEA B.V.	179,850.00 €
2012-0046	Order Form	2011-FWC3	Order Form No 3 - German language courses	AO/RES/AMC/LanguageCourses/007/10 - Lot 3	ANASTASIOU ANESTIS & SIA E.E.	4,200.00 €
2012-0047	Order Form	2011-FWC4	Order Form No 3 - Italian language courses	AO/RES/AMC/LanguageCourses/007/10 - Lot 3	ANASTASIOU ANESTIS & SIA E.E.	4,200.00 €
2012-0048	Order Form	2011-FWC7	Order Form No 2 - Greek language courses	AO/RES/AMC/LanguageCourses/007/10 - Lot 2	ANASTASIOU ANESTIS & SIA E.E.	7,500.00 €
2012-0049	Order Form	2008-FWC23	Order Form No 7 - ICT Training Services	AO/RES/ITK-AMC/IT TrainingServices/024/08	ILEARN A.E.	1,530.00 €
2012-0050	Order Form	2010-FWC11	Order Form No 9 - FPN 2012/010 - Cleaning Services	AO/RES/ASAIN/CleaningServices/010/10	FMS - FACILITY MANAGEMENT SERVICES	1,000.00 €

Contract Number	Contract Type	FWC #	DESCRIPTION OF CONTRACT	PROCEDURE	CONTRACTOR	AMOUNT
2012-0051	Order Form	2007-FWC3	Order Form No 24 - FPN 2012/011 - Building Maintenance	AO/E/CTF/Building/Maintenance/034/06	COFELY HELLAS	2,000.00 €
2012-0052	Order Form	DI/6820	Order form 16 - ITPN 2012/1 Sacha II	DI/6820	COMPAREX NEDERLAND B.V.	15,719.73 €
2012-0053	Order Form	2008-FWC6	Order Form No 22 - ITPN 24 - Web Development Services	AO/Codetop/ITK/WhDevelopmentServices/06/08	EUROPEAN DYNAMICS	15,810.00 €
2012-0054	Order Form	2010-FWC9	Order Form No 7 - ITPN 2012/026 - Livelihood Services	AO/RES/ICT/ITK/Livelihood-RedDot/015/10 - Lot 1	BLOMATIC S.A.	64,266.24 €
2012-0055	Order Form	2010-FWC9	CRM Technical Support - ICT services 07/ITPN-23	AO/RES/SAN/ICT services/013/09 (Lot 1)	BLUESTREAM SOLUTIONS	16,600.00 €
2012-0056	Contract		Acquisition of 25 Ethernet Power Injectors - ITPN 2012/16	NP/RES/SAN/Power Injectors/003/12	TECHNICON S.A.	1,134.00 €
2012-0057	Contract		Acquisition of SSL Certificates ITPN 2012/15	NP/RES/SAN/SSL Certificates/002/12	GMO GLOBAL SIGN LTD.	1,151.00 €
2012-0058	Order Form	2010-FWC8	Europass Experience Tool and ESP - OF4 / ITPN 25	AO/RES/SAN/ICT Services/013/09	DOTSOFT A.E.	12,515.00 €
2012-0059	Specific Contract	2007-FWC3	Specific Agreement No 16 - FPN 2012/12 - Building Maintenance	AO/E/CTF/Building/Maintenance/034/06	COFELY HELLAS	656.98 €
2012-0060	Contract		Acquisition of POS for the restaurant	NP/RES/DN/Restaurant POS/006/12	TISOPANGLOU & SONS	3,000.00 €
2012-0061	Order Form	2009-FWC2	Press Clippings	AO/CID/MWI/Books-Senials-Electronic resources-Press clippings/022/08	KANTAR	6,291.40 €
2012-0062	Contract		Two meetings on Employer Survey on 24-25/05/2012 in Brussels		CONSEIL CENTRAL DE L' ECONOMIE	1,211.97 €
2012-0063	Contract		Two meetings on Employer Survey on 24-25/05/2012 in Brussels		SALONS CARLTON GELAIDE MICHEL	865.00 €
2012-0064	Order Form	2011-FWC9	Order Form No 2 - ITPN 2012/027 Server Storage	AO/RES/SAK/Server-Storage/016/11	PC SYSTEMS	4,922.00 €
2012-0065	Contract		Complementary commitment on 2012/01/60 Employer survey meetings 24-25/05/12		SALONS CARLTON GELAIDE MICHEL	250.00 €
2012-0067	Order Form	DI/7020	Microsoft Licenses (01/06/12 - 31/05/13) / ITPN 30	Amendment 8 to Framework Contract DI/07020	HEWLETT PACKARD BELGIUM B.V./S.P.R.L.	19,143.54 €
2012-0069	Specific Agreement	2012-FPA1	Grant Agreement ReferNet action 2012 for Spain	FPA1/GP/RPA/ReferNet-FPA/001/12	SER VICIO PUBLICO DE EMPLEO ESTATAL	29,080.00 €
2012-0070	Order Form	2010-FWC12	Medical officer services until end of August 2012	AO/RES/GMA/Medical-services/011/10	PAPACHRISTOU-CLARKE	7,420.00 €
2012-0071	Order Form	2009-FWC1	Network equipment & associated services OF5/ITPN	AO/RES/SAN/Network Equipment/027/08	SPACE HELLAS	7,500.00 €
2012-0072	Order Form	2008-FWC6	Order Form No 23 - ITPN 29 - Web Development Services	AO/Codetop/ITK/WhDevelopmentServices/06/08	EUROPEAN DYNAMICS A.E.	35,857.08 €
2012-0073	Order Form	2012-FWC1	Order Form No 2 - FPN 2012/014 - Security Services	AO/RES/ASAIN/Security&AssociatedServices/006/11	MEGA SPRINT GUARD A.E.	117.48 €
2012-0074	Order Form	2011-FWC1	Order Form No 8 - Red Dot Services	AO/RES/ICT/ITK/Livelihood-RedDot/015/10-Lot 2	Ilint AG für Digitale Kommunikation	49,710.00 €
2012-0075	Order Form	2011-FWC6	Order Form No 3 - French language courses	AO/RES/AMC/LanguageCourses/001/11 - Lot 1	NASIADIS CHRISTOS	4,464.00 €
2012-0076	Order Form	2007-FWC3	Order Form No 25 - FPN 2012/016 - Building Maintenance	AO/E/CTF/Building/Maintenance/034/06	COFELY HELLAS	780.00 €
2012-0077	Contract		Purchase of metallic pipes	NP/RES/ASAIN/PIPES/009/12	PAPADOPOULOS PRAXIS	7,579.60 €
2012-0078	Order Form	2009-FWC50	Order Form No 13 - ITPN 2012/032 - Towers and other printer consumables	AO/RES/SAK/Paper-Toners/003/09-Lot 2	VASDEKIS - GALANIS	6,955.71 €
2012-0079	Order Form	2008-FWC23	Order Form No 8 - ICT Training Services	AO/RES/ITK-AMC/IT-TrainingServices/024/08	ILEARN A.E.	4,680.00 €
2012-0080	Order Form	2009-FWC35	Order Form No 9 Europass Workpackage 9	AO/ECVL-RES/PHT-L1/Europass/011/09	QUALITY & RELIABILITY S.A.	126,990.00 €
2012-0081	Order Form	2011-FWC9	Order Form No 3 Servers Storage	AO/RES/SAK/Server-Storage/016/11	PC SYSTEMS	3,520.00 €
2012-0082	Order Form	2012-FWC2	Order Form No 1 - Europass Work Package 1	AO/ECVL-RES/PHT-ASIA/Europass/004/12	QUALITY & RELIABILITY S.A.	99,615.00 €
2012-0083	Order Form	2008-FWC3	Mobile telephony services July-November 2012-ITPN 2012/33	AO/E/CTF/Mobile-Telephony Services/011/07	WIND HELLAS TELEKOMONIES	6,000.00 €
2012-0084	Order Form	2008-FWC6	Order form No 24-Web Development Services	AO/RES/ITK/WhDevelopment Services/06/08	EUROPEAN DYNAMICS A.E.	15,479.25 €
2012-0085	Order Form	2012-FWC3	Order form No 1-English Schooling	NP/RES/GMA-TPE/EnglishSchooling/008/12	PINEWOOD SCHOOLS	49,533.54 €
2012-0086	Order Form	DI/6820	Order form No 17 Sacha software licences - ITPN	DI/6820	COMPAREX NEDERLAND B.V.	15,384.50 €
2012-0087	Order Form	2011-FWC5	Order form No 4 Spanish language courses	AO/RES/AMC/LanguageCourses/007/10 - Lot 6	AA & PARTNERS	3,560.00 €
2012-0088	Order Form	2012-FWC5	Order Form No 14B	NP/RES/GMA-TPE/InternationalBaccalaureate/011/12	PINEWOOD SCHOOLS	7,719.00 €
2012-0089	Purchase Order		Purchase of 200 promotional bags for ReferNet 10 years anniversary	NP/RPA/SBO/Bags/ReferNet10y/015/12	ARSIS	750.00 €
2012-0090	Order Form	2011-FWC1	Order form 9 for RedDot CMS maintenance and support services	AO/RES/ICT/OTK/Livelihood-RedDot/015/10	Ilint AG für Digitale Kommunikation	25,346.25 €
2012-0091	Contract		Qualifications at level 5 of the EQF	AO/ECVL/JB-SPEV/Qualifications EQF Level 5/001/12	PANTEIA B.V.	177,425.00 €
2012-0092	Contract		PowerBuilder licences		RELATIONAL TECHNOLOGY	6,400.00 €
2012-0093	Service Contract		Energy Audit, Recommendations and Energy Efficiency Certification of Codetop's Building	NP/RES/ASAIN/Energy Efficiency/029/11 - RELAUNCH	CHRISTOFORIDIS ANASTASIOS	5,800.00 €
2012-0094	Order Form		Security Bars	NP/RES/KZ/OG/Security Bars/017/12	SCAN	2,560.00 €
2012-0095	Order Form	2011-FWC1	Order Form No 10 - RedDot Services	AO/RES/ICT/ITK/Livelihood-RedDot/015/10-Lot 2	INIT	50,510.00 €
2012-0096	Contract		Engineering Services	NP/RES/ASAIN/Engineering Services/013/12	PAPAS CHRISTOS	1,500.00 €
2012-0097	Contract		Engineering Services	NP/RES/ASAIN/Engineering Services/013/12	GRAFFEO MELETON KONSTANTINIDIS	1,500.00 €
2012-0098	Contract		Audio-visual & conf Infrastructure Systems: Delivery, Inst. & supp. services	AO/RES/ASAIN/Recover Phase 2/009/2012	TELMACO	316,882.90 €
2012-0099	Order Form	2009-FWC52	Order Form No 6 - FPN 2012/022 - Gardening Services	AO/RES/ASAIN/Gardening/009/09	TOURTOURIS DIMITRIOS	15,650.00 €

Contract Number	Contract Type	FWC #	DESCRIPTION OF CONTRACT	PROCEDURE	CONTRACTOR	AMOUNT
2012-0100	Contract		Catering services workshop 1VET attractiveness at EESC	NP/RPA/MHRA/B Catering/VETattractiveness/021/1/2	SODEXO	1,189,33 €
2012-0101	Order Form	2008-FWC22	Order Form No 11 - FPN 2012/24 - Office Supplies	RPP/E/ICT/OfficeSupplies/001/07	PSKOULIS THEODOROS	1,487,79 €
2012-0103	Order Form	2012-FWC4	Order Form 1 (WA1) Model Design, development and feasibility assessment	AO/RPA/ARANI/Secordant Based Anticipatory System/002/1/2	HENDYPLAN SA	138,800.00 €
2012-0104	Order Form	2009-FWC50	Order Form No 14 - ITPN 2012/39 - Toner and other printer consumables	AO/RES/SAK/Paper-Toners/003/09/Lot 2	VASDEKIS - GALANIS	7,817,10 €
2012-0105	Contract		Accountant services for Sept 2012-Aug 2013	NP/RES/KD/AccountantServices/020/1/2	TSIMPAS ANTONIOS	600.00 €
2012-0106	Contract		Services of a speaking guest for ReferNet 10-year event	NP/RPA/SBO/Speaking-guest/019/1/2	PROGECTIVE	2,000.00 €
2012-0107	Contract		Multimedia Communication - Audiovisual Production	NP/CID/NT/MultimediaCommunication/014/1/2	OPTIKOAKOUSTIKI EPIKOINONIA	7,800.00 €
2012-0108	Contract		Methodologies for evaluating EC/VET Implementation	AO/ECV/LAZAH/LEMO/EvaluatingECVET/005/1/2	RAMBOLL MANAGEMENT CONSULTING	140,620.00 €
2012-0109	Order Form	2010-FWC11	Order Form No 10 - FPN 2012/26 - Cleaning Services	AO/RES/AS/AIN/CleaningServices/010/1/0	FMS	1,700.00 €
2012-0111	Grant	2012-FPA1	Specific Grant Agreement ReferNet action 2013 IE	FPA1/GP/RPA/ReferNet-FPA/003/1/2	FAS	32,500.00 €
2012-0112	Order Form	2007-FWC3	Order Form No 26 - FPN 2012/27 - Building Maint.	AO/E/ICT/BuildingMaintenance/034/06	COFELY HELLAS	5,712.07 €
2012-0113	Contract		Supply of Paper	NP/RES/AP/PAPER/018/1/2	A & G PAPER ABBE	8,190.00 €
2012-0114	Order Form	2010-FWC11	Order Form No 11 - FPN 2012/028 - Cleaning Services	AO/RES/AS/AIN/CleaningServices/010/1/0	FMS	3,000.00 €
2012-0115	Order Form	D106720	Order form 4 - ITPN 2012/40	RPP/RES/GMA/Medical-services/001/1/2	SKOULI GEORGIA	1,522,29 €
2012-0116	Order Form	2012-FWC7	Order form 1 - Medical services to Cedefop staff			5,500.00 €
2012-0117	Specific Agreement	2007-FWC3	Specific Agreement No 18 - FPN 2012/29 - Building Maintenance	AO/E/ICT/BuildingMaintenance/034/06	COFELY HELLAS	540.00 €
2012-0118	Order Form	2006-FWC10	Order form 14 - ITPN 2012-38 - Server-storage	AO/E/IT/Server-storage/004/06	PC SYSTEMS	7,680.00 €
2012-0119	Contract		Questionnaire on skills mismatch	NP/RPA/K/POUL-GR/US/Questionnaire on skills mismatch/025/1/2	ESRI	2,850.00 €
2012-0120	Contract		Questionnaire on skills obsolescence	NP/RPA/K/POUL-GR/US/Questionnaire on skills obsolescence/024/1/2	LIBER ROA	3,000.00 €
2012-0121	Grant	2011-FPA1	ReferNet action 2013 in AT	GP/RPA/ReferNet-FPA/001/1/1	INSTITUT FOR BILDUNGSFORSCHUNG DER WIRTSCHAFT	33,605.50 €
2012-0122	Grant	2011-FPA3	ReferNet action 2013 in CZ	GP/RPA/ReferNet-FPA/001/1/1	NATIONAL TRAINING FUND	33,625.00 €
2012-0123	Grant	2011-FPA2	ReferNet action 2013 in FI	GP/RPA/ReferNet-FPA/001/1/1	FINNISH NATIONAL BOARD EDUCATION	33,625.00 €
2012-0124	Grant	2011-FPA5	ReferNet action 2013 in DE	GP/RPA/ReferNet-FPA/001/1/1	BUNDESINSTITUT FÜR BERUFEBILDUNG	43,620.00 €
2012-0125	Grant	2011-FPA6	ReferNet action 2013 in HU	GP/RPA/ReferNet-FPA/001/1/1	CORVINUS UNIVERSITY OF BUDAPEST	33,620.00 €
2012-0126	Grant	2011-FPA7	ReferNet action 2013 in IT	GP/RPA/ReferNet-FPA/001/1/1	ISTITUTO PER LO SVILUPPO DELLA FORMAZIONE PROFESSIONALE DEI LAVORATORI	43,620.00 €
2012-0127	Grant	2011-FPA8	ReferNet action 2013 in LT	GP/RPA/ReferNet-FPA/001/1/1	KVALIFIKACIJŲ PROFESINIO MOKYMO PLETROS CENTRAS	23,615.00 €
2012-0128	Grant	2011-FPA9	ReferNet action 2013 in LU	GP/RPA/ReferNet-FPA/001/1/1	INSTITUT NATIONAL POUR LE DEVELOPPEMENT DE LA FORMATION PROFESSIONNELLE CONTINUE	23,615.00 €
2012-0129	Grant	2011-FPA10	ReferNet action 2013 in NL	GP/RPA/ReferNet-FPA/001/1/1	STICHTING EXPER TISE CENTRUM BEROEPSONDERWIJS	33,625.00 €
2012-0130	Grant	2011-FPA11	ReferNet action 2013 in PL	GP/RPA/ReferNet-FPA/001/1/1	COOPERATION FUND	43,620.00 €
2012-0131	Grant	2011-FPA12	ReferNet action 2013 in RO	GP/RPA/ReferNet-FPA/001/1/1	INSTITUTUL NATIONAL DE CERCETARE STINTIFICA IN DOMENIUL MUNICIPII SI PROTECTIEI SOCIALE	33,624.50 €
2012-0132	Grant	2011-FPA13	ReferNet action 2013 in SE	GP/RPA/ReferNet-FPA/001/1/1	SKOLVERKET	33,625.00 €
2012-0133	Grant	2011-FPA14	ReferNet action 2013 in SK	GP/RPA/ReferNet-FPA/001/1/1	STATNY INSTITUTE ODBORNEHO VZDELAVANIA	33,625.00 €
2012-0134	Grant	2011-FPA1	ReferNet action 2013 in BE	GP/RPA/ReferNet-FPA/001/1/1	INSTITUT BRUXELLOIS FRANCOPHONE	33,625.00 €
2012-0135	Grant	2011-FPA2	ReferNet action 2013 in CY	GP/RPA/ReferNet-FPA/001/1/1	HUMAN RESEARCH DEVELOPMENT AUTHORITY OF CYPRUS	23,615.00 €
2012-0136	Grant	2011-FPA4	ReferNet action 2013 in EE	GP/RPA/ReferNet-FPA/001/1/1	INNOVE FOUNDATION	16,530.50 €
2012-0137	Grant	2011-FPA5	ReferNet action 2013 in FR	GP/RPA/ReferNet-FPA/001/1/1	CENTRE INFO	42,671.24 €
2012-0138	Grant	2011-FPA7	ReferNet action 2013 in LV	GP/RPA/ReferNet-FPA/001/1/1	ACADEMIC INFORMATION CENTRE	22,589.00 €
2012-0139	Grant	2011-FPA8	ReferNet action 2013 in MT	GP/RPA/ReferNet-FPA/001/1/1	MALTA QUALIFICATIONS COUNCIL A/C MQC PROJECT	23,380.00 €
2012-0140	Grant	2011-FPA9	ReferNet action 2013 in PT	GP/RPA/ReferNet-FPA/001/1/1	DIRECCAO-GERAL DO EMPREGO E DAS RELACOES DE TRABALHO	33,624.50 €
2012-0141	Grant	2011-FPA10	ReferNet action 2013 in SI	GP/RPA/ReferNet-FPA/001/1/1	CENTRE OF REPUBLIC OF SLOVENIA	23,615.00 €
2012-0142	Grant	2011-FPA11	ReferNet action 2013 in NO	GP/RPA/ReferNet-FPA/001/1/1	DIRECTORATE FOR EDUCATION AND TRAINING	33,625.00 €
2012-0143	Grant	2012-FPA12	ReferNet action 2013 in ES	GP/RPA/ReferNet-FPA/001/1/1	SERVICIO PUBLICO DE EMPLEO ESTATAL	43,620.00 €
2012-0144	Order Form	2010-FWC6	Order form 8 Helpdesk and Telecom services - ITPN 2012/41	AO/RES/SAK/Helpdesk/009/1/0	LOGISMOS	23,395.00 €
2012-0145	Contract		Online marketing promotion	NP/CID/NT/OnlineOfflinePromotion/013/12-Lot 1	DODS PARLIAMENTARY COMMUNICATIONS LTD.	3,000.00 €
2012-0146	Contract		Offline marketing promotion	NP/CID/NT/OnlineOfflinePromotion/013/12-Lot 2	DODS PARLIAMENTARY COMMUNICATIONS LTD.	9,500.00 €
2012-0147	Order Form	2011-FWC1	Order Form No 11 - ITPN 2012/48 - Red Dot Services	AO/RES/ICT/ITK/LivelihoodData/015/0/Lot 2	Ilirid AG for Digitale Kommunikation	6,905.00 €
2012-0148	Order Form	2010-FWC3	Order Form No 8 ITPN 2012/49	AO/RES/SAN/ICT Services/013/09 - Lot 1	BLUESTREAM SOLUTIONS	70,590.00 €

Contract Number	Contract Type	FWC #	DESCRIPTION OF CONTRACT	PROCEDURE	CONTRACTOR	AMOUNT
2012-0149	Order Form	2012-FWC8	Order Form No 1 Regular Maintenance Services FPN 32	AO/RES/ASAIN/Maintenance Services/008/12	AKTOR FACILITY MANAGEMENT	28,486.64 €
2012-0150	Order Form	2012-FWC8	Order Form No 2 Uniform/Energ. Maint. Serv. FPN 33	AO/RES/ASAIN/Maintenance Services/008/12	AKTOR FACILITY MANAGEMENT	1,000.00 €
2012-0151	Order Form	2012-FWC8	Order Form No 3 Part & Consumables FPN 34	AO/RES/ASAIN/Maintenance Services/008/12	AKTOR FACILITY MANAGEMENT	8,600.00 €
2012-0152	Order Form	2009-FWC51	Order Form 4 Siemens PBX maintenance/ITC_1/ITPN 2012/45	NP/Res/SAN/PBX-Maintenance/002/09	SIEMENS A.E.	6,125.00 €
2012-0153	Contract		Restaurant working clothes and dishware	NP/RES/DN/Restaurant working clothes and dishware/027/12	PRODROMOS VAS, ANTONIADIS	1,500.63 €
2012-0154	Contract		Teaching and learning methods in initial VET: European trends and challenges	AO/ECVL/IPS/Teaching methods in VET/015/2012	THE UNIVERSITY OF WARWICK	212,964.00 €
2012-0155	Contract		Purchase of salt - 2nd delivery	NP/RES/BGA/Salt/012/11	ALATI DADAKARIDI AE	700.00 €
2012-0156	Contract		Analysis of the Continuing Vocational Training and Adult Education Surveys	AO/RPA/ALSTI/Analysis of CVTS and AES/014/12	SS RESEARCH LABORATORY	149,991.00 €
2012-0157	Order Form	2012-FWC9	Editing - 157 - 2012_RPA_ Trends in VET policy in Europe_ 2010/12	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	1,186.95 €
2012-0158	Order Form	2012-FWC9	Editing - 151 - 2012_ECVL_13 - Findings from study visits	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	907.10 €
2012-0159	Order Form	2012-FWC2	Europass Work Package 2	AO/ECVL-RES/PHT-ASIA/Europass/004/12	QUALITY & RELIABILITY S.A.	150,515.00 €
2012-0160	Order Form	2011-FWC3	Order Form No 4 - German language courses	AO/RES/AMC/LanguageCourses/007/10/Lot 3	AA & PARTNERS	2,240.00 €
2012-0161	Order Form	2011-FWC4	Order Form No 4 - Italian language courses	AO/RES/AMC/LanguageCourses/007/10/Lot 5	AA & PARTNERS	2,240.00 €
2012-0162	Order Form	2011-FWC5	Order Form No 5 - Spanish language courses	AO/RES/AMC/LanguageCourses/007/10/Lot 6	AA & PARTNERS	1,400.00 €
2012-0163	Order Form	2011-FWC9	Server-Storage OF 4 - ITPN 2012/47	AO/RES/SERVER-STORAGE/016/11	PC SYSTEMS	26,528.00 €
2012-0164	Contract		End of year party	NP/RES/JK/END OF YEAR PARTY/031/12	POLIS CONVENTION CENTRE S.A.	4,862.00 €
2012-0165	Order Form	2012-FWC9	Editing - 159 - 2012_RPA_23 - Quantifying skill needs in Europe	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	897.90 €
2012-0166	Order Form	2012-FWC13	Order Form No 1 - Director PreSelection	AO/RES/GMA/DIR-DEPT-PreSelection/017/12	HUDSON BELGIUM	45,375.00 €
2012-0167	Grant	2011-FPA2	ReferNet action 2013 in BG	GP/RPA/ReferNet-SGA/004/12	NATIONAL AGENCY FOR VOCATIONAL EDUCATION AND TRAINING	33,618.00 €
2012-0168	Grant	2011-FPA15	ReferNet action 2013 in UK	GP/RPA/ReferNet-SGA/004/12	ECCTIS LIMITED	43,620.00 €
2012-0169	Grant	2011-FPA16	ReferNet action 2013 in IS	GP/RPA/ReferNet-SGA/004/12	ECCTIS LIMITED	23,614.50 €
2012-0170	Order Form	2012-FWC9	Editing modifications - 157 2012_RPA_21 - Trends in VET policy report	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	48.25 €
2012-0171	Order Form	2012-FWC10	Order Form No 1 - Web Applications	AO/RES/IT/KSIWA/013/12	BILROMATICA S.A.	27,875.00 €
2012-0172	Order Form	2012-FWC6	DB Services OF 1 - ITPN 2012/52	AO/RES/ITK/DB-ADMIN/012/12	CAP - DATA	8,600.00 €
2012-0174	Contract		Refill fire extinguisher	NP/RES/KZIOG/Refill fire extinguisher/029/12	ASTORIA ABETE	1,400.00 €
2012-0175	Contract		Shelter for motorcycles	NP/RES/KZIOG/Shelter for motorcycles/033/12	KYRROULENI - SALONICA PORTS	900.00 €
2012-0176	Contract		Partnerships for LLL in Europe: Towards greater permeability	AO/ECVL/IEMO-LZAH/PartnershipsForLifeLongLearning/010/12	BREMEN	180,825.00 €
2012-0177	Contract		Purchase of a wireless antenna	NP/RES/SAN/Wireless antenna/034/12	OUROLIKIS K. & SIA E.E.	2,714.76 €
2012-0178	Order Form	2011-FWC1	Order Form No 13 - Red Dot Services	AO/RES/ICT/ITK/Livelihood/015/10/Lot 2	Joint AG für Digitale Kommunikation	15,132.50 €
2012-0179	Order Form	2011-FWC1	Order Form No 14 - Red Dot Services	AO/RES/ICT/ITK/Livelihood/015/10/Lot 2	Joint AG für Digitale Kommunikation	66,280.00 €
2012-0180	Order Form	20009-FWC7	Order Form No 4 - Annual maintenance of fire equipment	NP/RES/ASAIN/FireEquipment/016/0	ZARIFOPOULOS	459.25 €
2012-0181	Order Form	2009-FWC52	Order Form No 7 - FPN 2012/0039 - Gardening Services	AO/RES/ASAIN/Gardening/009/09	TOURTOURIS DIMITRIOS	2,708.60 €
2012-0182	Contract		Installation wireless antenna	NP/RES/SAN/Wireless antenna installation/035/12	PARASXOUDIS - SALAXORA OE	610.00 €
2012-0183	Contract		Quality Approaches in Learning and Training patterns in European small firms	AO/ECVL/TB/Quality Approaches/019/2012	FBB GMBH	173,350.00 €
2012-0184	Order Form	2010-FWC11	Order Form No 13 - FPN 2012/043 - Cleaning Services	AO/RES/ASAIN/CleaningServices/010/10	FMS	1,500.00 €
2012-0185	Order Form	2012-FWC10	Order Form No 2 - ITPN 2012/051 - Web Applications	AO/RES/ITK/ISIWA/013/12	BILROMATICA S.A.	18,420.00 €
2012-0186	Contract		Painting Services for the Gedgep building	AO/RES/ASAIN/PaintingServices/016/12	GIAGLIS TEKNIKI EROGLIPTIKI	44,400.00 €
2012-0187	Contract		Proxy System - ITPN 2012/56	NP/RES/SAN/PROXY/013/10	SPACE HELLAS	6,668.00 €
2012-0188	Order Form	2008-FWC24	Network equipment & Associated Services OF 6 ITPN 2012/59	AO/RES/SAN/NETWORK EQUIPMENT/027/08	SPACE HELLAS	9,937.50 €
2012-0189	Order Form	2010-FWC5	ICT Services OF 2 / ITPN 2012/60	AO/RES/SAN/ICT Services/013/09/Lot 3	SPACE HELLAS	15,600.00 €
2012-0190	Order Form	DI/06690	Order form 3 Gartner 2013 subscription for IT leaders adviser	DI/06690	GARTNER IRELAND LIMITED	13,413.24 €
2012-0192	Order Form	DI/6940	Order form 3 supply and installation of printers	DI/6940	GETSYS LUXEMBOURG ASS	48,750.07 €
2012-0193	Order Form	DI/6820	Order form 18 acquisition of STATA multiprocessor	DI/6820	COMPAREX NEDERLAND B.V.	3,800.08 €
2012-0194	Order Form	2012-FWC7	Order form 2 - Medical services to Cedefop staff	AO/RPP/RES/GMA/Medicalservices/001/12	SKOULI GEORGIA	5,000.00 €
2012-0196	Order Form	2011-FWC7	Order Form No 3 - Greek language courses	AO/RES/AMC/LanguageCourses/001/11/Lot 2	AA & PARTNERS	1,350.00 €
2012-0197	Order Form	DI/7030	NATACHA Order Form No 1 - ITPN 2012/58	DI/7030-Natacha II - Dimension Data	DIMENSION DATA BELGIUM	66,511.24 €
2012-0198	Order Form	2012-FWC15	Order Form No 1 - ITPN 2012/062 - Mobile Telephony Services	NP/RES/SAN/MobileTelephonyServices/028/12	WIND HELLAS TELEKINOINOMIES	14,000.00 €

Contract Number	Contract Type	FWC #	DESCRIPTION OF CONTRACT	PROCEDURE	CONTRACTOR	AMOUNT
2012-0199	Order Form	2012-FWC9	Editing-165-2012_ECVL_03-Competence requirements for trainers	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	947.50 €
2012-0200	Order Form	2012-FWC9	Editing-171-2012_ECVL_15-Development of NQF in Europe	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	2,275.50 €
2012-0201	Order Form	2012-FWC9	Editing-173-2012_ECVL_16-Monitoring ECVET implementation	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	399.75 €
2012-0202	Order Form	2012-FWC9	Editing-2012 RPA 19 - Benefits of VET in Europe	AO/CID/DRC/English Editing Services/007/12	AC MARKETING HORSLEY	723.75 €
2012-0203	Order Form	2012-FWC11	Order form 1 Mid-term skills supply and demand forecast	AO/RPA/AZL-VK/VET/Skill-forecast/003/12	THE UNIVERSITY OF WARWICK	399,985.00 €
2012-0204	Contract		Locks	NP/RES/AP/LOCKS/037/12	POLYVAKAS - LOUTRIDIS O.E.	840.00 €
2012-0205	Contract		Grit spreader	NP/RES/AP/Grnt spreader/036/12	PARKOTEXNIKI	1,500.00 €
2012-0206	Order Form	2012-FWC12	Order form 1 skill obsolescence and mismatch	AO/RPA/KPOUL-JV/LOO-GR/USO/SkillsObsolescenceSurvey/1/12	MARKET & OPINION RESEARCH INT'L LTD.	948,964.00 €
2012-0207	Contract		Supply & Installation of Furniture	NP/RES/AS/IN/Supply & Installation of Furniture/026/12	DROMEAS	26,862.00 €
2012-0208	Contract		Carpets	NP/RES/KZ/DOG-CARPETS/032/12	BLOKARPET AE	9,960.80 €

LIST OF RUNNING FRAMEWORK CONTRACTS - 2012

Area	No	Contractor	Lot	Subject	Type	Procedure	Signed	Current Expiry Date (or per last renewal)	Forecasted Duration	Renewal Mode	Total Amount
A R P E A	2008-FWC7	University of Warwick	5	Not Benefits and skill mismatch	Service	Open	07/11/2008	06/11/2012	4 years	1+1+1+1 automatic	183,600.00
	2008-FWC9	IAN WALKER	1	Not Benefits and skill mismatch	Service	Open	23/10/2008	23/10/2012	4 years	1+1+1+1 automatic	146,600.00
	2008-FWC10	SEIOR	2	Not Benefits and skill mismatch	Service	Open	23/10/2008	23/10/2012	4 years	2+1+1 automatic	187,000.00
	2008-FWC11	University of Swansea	7	Not Benefits and skill mismatch	Service	Open	02/10/2008	02/10/2012	4 years	2+1+1 automatic	264,000.00
	2008-FWC12	University of Warwick		Forecasting skill supply and demand	Service	Open	10/12/2008	06/12/2012	4 years	2+1+1 automatic	1,900,000.00
	2009-FWC56	TNS INFRATEST HOLDING		Developing and piloting an employer survey on skills needs in Europe	Service	Open	20/12/2009	20/12/2012	4 years	1+1+1+1 automatic	1,306,860.00
	2011-FWC10	FBIS	1	Financing Vulnerable groups	Service	Open	22/12/2011	21/12/2012	4 years	1+1+1+1 automatic	476,800.00
	2012-FWC4	HENDYPLAN SA		A short term Sectoral-Based Anticipatory System for labour market trends	Service	Open	31/07/2012	30/07/2014	4 years	2+1+1 automatic	276,900.00
	2012-FWC 2	Quality & Reliability SA		Development and maintenance services for Europass	Service	Open	09/07/2012	08/07/2013	4 years	1+1+1+1 automatic	1,150,000.00
	2009-FWC2	TNS SAS (KANTAR)		Electronic Press Clipping Service	Service	Open	31/03/2009	30/03/2013	4 years	1+1+1+1 automatic	68,000.00
A R C E A V I	2009-FWC3	SWETS		Subscription and delivery of serials Service	Service	Open	31/03/2009	30/03/2013	4 years	1+1+1+1 automatic	160,000.00
	2009-FWC4	SWETS		Access to electronic resources Service	Service	Open	31/03/2009	30/03/2013	4 years	1+1+1+1 automatic	80,000.00
	2009-FWC5	LPR Services		Event Support Services	Service	Open	31/03/2009	30/03/2013	4 years	2+2 amendment	80,000.00
	2009-FWC7	MAX CG GEGHEIM (1st Contractor)	10	Translation Services from German into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC8	MAX CG GEGHEIM (2nd Contractor)	10	Translation Services from German into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC9	Germatec SA-AXI (1st Contractor)	11	Translation Services from Greek into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC10	INDIST Communication SA (2nd Contractor)	12	Translation Services from English into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC11	Germatec SA-AXI (1st Contractor)	12	Translation Services from English into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC12	MAX CG GEGHEIM (2nd Contractor)	12	Translation Services from English into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC13	INDIST Communication SA (2nd Contractor)	12	Translation Services from English into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
A R C E A V I	2009-FWC14	ELDON Bureau Limited (4th Contractor)	12	Translation Services from English into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC15	CLINGL AG/EXC 3pt (1st Contractor)	12	Translation Services from English into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC16	CLINGL AG/EXC 3pt (1st Contractor)	12	Translation Services from Spanish, Italian, Portuguese into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC17	INDIST Communication SA (1st Contractor)	13	Translation Services from Spanish, Italian, Portuguese into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC18	Claudia Mendez (2nd Contractor)	13	Translation Services from Spanish, Italian, Portuguese into French	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC19	Linda Grawitz (1st Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC20	Schweizer & Spelling (2nd Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC21	Stefan Pfeifer (3rd Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC22	Gernold Fischer (4th Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC23	Amshel Noring (5th Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
A R C E A V I	2009-FWC24	Bettina Winterfeldt (6th Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC25	Tielbild (7th Contractor)	7	Translation Services from English into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC26	Linda Grawitz (1st Contractor)	8	Translation Services from French into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC27	Schweizer & Spelling (2nd Contractor)	8	Translation Services from French into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC28	Gernold Fischer (3rd Contractor)	8	Translation Services from French into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC29	Stefan Pfeifer (4th Contractor)	8	Translation Services from French into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC30	Amshel Noring (5th Contractor)	8	Translation Services from French into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC31	Silke Graefelhoff (6th Contractor)	8	Translation Services from French into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	252,000.00
	2009-FWC32	Schweizer & Spelling (1st Contractor)	9	Translation services from Spanish, Italian, Portuguese into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC33	Intertext (2nd Contractor)	9	Translation services from Spanish, Italian, Portuguese into German	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
A R C E A V I	2009-FWC34	CPSL-CELER PAWLOWSKY (1st Contractor)	1	Translation services from Spanish into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC35	PEER Group (2nd Contractor)	1	Translation services from Spanish into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC36	Tielbild (1st Contractor)	2	Translation Services from German into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	120,000.00
	2009-FWC37	PEER Group (2nd Contractor)	2	Translation Services from German into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	120,000.00
	2009-FWC38	Amshel Noring (3rd Contractor)	2	Translation Services from German into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC39	Lexicon (1st Contractor)	3	Translation Services from Greek into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	2009-FWC40	PEER Group (1st Contractor)	4	Translation Services from French into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	104,000.00
	2009-FWC41	PEER Group (1st Contractor)	4	Translation Services from French into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	104,000.00
	2009-FWC42	PEER Group (1st Contractor)	4	Translation Services from French into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	104,000.00
	2009-FWC43	PEER Group (1st Contractor)	4	Translation Services from French into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	104,000.00

Area	No	Contractor	Lot	Subject	Type	Procedure	Signed	Current Expiry Date (as per last renewal)	Foreseen Duration	Renewal Mode	Total Amount
2009-FWC23 2009-FWC43 2009-FWC44 2009-FWC45 2009-FWC46 2009-FWC47 2009-FWC48 2009-FWC53 2011-FWC1 2012-FWC9 2012-FWC9	5	PIER Group (1st Contractor)	5	Translation Services from Portuguese into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	6	PIER Group (1st Contractor)	6	Translation Services from Italian into English	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
	14	CPST-CELER PAWLOWSKY (1st Contractor)	14	Translation Services from English, French, German, Portuguese into Spanish	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	140,000.00
	14	CEler Solutions (2nd Contractor)	14	Translation Services from English, French, German, Portuguese into Spanish	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	
	14	Felipe Orsolin (3rd Contractor)	14	Translation Services from English, French, German, Portuguese into Spanish	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	
	15	ETC EUROPE (1st Contractor)	15	Translation Services from English, French, German, Spanish into Portuguese	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	105,000.00
	15	PHILOS (2nd Contractor)	15	Translation Services from English, French, German, Spanish into Portuguese	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	
	16	Lexicon (1st Contractor)	16	Translation Services from English, French into Greek	Service	Restricted with Publication	21/05/2009	20/05/2013	4 years	2+2 amendment	42,000.00
		SWETS		Supply of Books	Supply	Open	15/02/2010	14/02/2012	4 years	1+1+1+1 automatic	120,000.00
		RAGUSA Grafica Moderna S.R.L.		Printing of publications and promotional material	Service	Open	15/02/2010	14/02/2012	4 years	1+1+1+1 automatic	140,000.00
2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9 2012-FWC9		ON DEMAND AE		Photocopying / digital printing of material	Service	Open	20/11/2012	19/11/2013	4 years	2+1+1 automatic	40,000.00
		AC MARKETING (Gary Hosley)		English selling services	Service	Open	20/11/2012	19/11/2013	4 years	2+1+1 automatic	72,000.00
				RESOURCES / FACILITIES							
		KYVOS - Fotini Piskali		Office Supplies	Supply	Restricted with Publication	17/12/2008	16/12/2012	4 years	2+1+1 amendment	45,000.00
		TOUR COURS DIMITRIOS		Provision of Gardening Services	Service	Open	21/09/2008	20/09/2012	4 years	1+1+1+1 automatic	100,000.00
		ZARIFOLLOS S.A.		Supply and Services of Fire Equipment	Supply	Negotiated	23/12/2008	22/12/2012	4 years	1+1+1+1 automatic	5,312.00
		HELLAS HELLOS S.A.		Supply of Heating Oil	Supply	Open	02/11/2012	02/11/2012	4 years	1+1+1+1 automatic	16,000.00
		MARIA TAYRIDOU		Feasibility Study for CCTV System	Service	Negotiated	26/01/2010	25/01/2012	2 years	1+1 automatic	15,000.00
		PMS Facility Management Services		Cleaning Services for Celerop premises	Service	Open	21/02/2010	20/02/2012	4 years	1+1+1+1 automatic	45,000.00
		MICRA SPRINT		Security and Associated Services for the Celerop premises	Service	Open	14/07/2013	14/07/2013	4 years	1+1+1+1 automatic	870,000.00
2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8 2012-FWC8		ACTOR		Building Maintenance	Service	Open	08/11/2012	07/11/2013	4 years	1+1+1+1 automatic	765,000.00
				RESOURCES / ICT							
		IC Systems S.A.		Acquisition of servers and storage disk	Supply	Open	02/11/2008	01/10/2013	9 years	Amendment	475,000.00
		ELKARN		Training Services	Service	Open	19/12/2008	19/12/2012	4 years	1+1+1+1 automatic	60,000.00
		Space Hellas		Acquisition of Network Equipment and Associated Services	Supply	Open	09/03/2009	08/03/2013	4 years	1+1+1+1 automatic	500,000.00
				Software Subscription for 250 user license for Mime-Sweeper for	Supply	Negotiated	28/04/2009	27/04/2012	4 years	1+1+1+1 automatic	6,125.00
				Supply of users for photocopies	Supply	Open	03/09/2009	02/09/2012	4 years	1+1+1+1 automatic	200,000.00
		SIEMENS Enterprise Communications		Miners and related equipment including other IT consumables	Service	Negotiated	12/10/2009	11/10/2012	4 years	1+1+1+1 automatic	25,000.00
		BORTHNE S.A.		ISP Services - 4 Siemens PBX (up to 400)	Service	Open	17/11/2010	16/11/2012	4 years	1+1+1+1 automatic	64,464.00
		BLUE STREAM SOLUTIONS		Server and Desktop administration, consultancy and technical support	Service	Open	18/10/2010	17/10/2012	4 years	1+1+1+1 automatic	476,000.00
2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6 2012-FWC6				RESOURCES / ICT							
		LOGISMOS S.A.		HelpDesk Services	Service	Open	19/10/2010	18/10/2012	4 years	1+1+1+1 automatic	386,380.00
		LOGISMOS S.A.		PowerBuilder Development	Service	Open	06/12/2010	05/12/2012	4 years	1+1+1+1 automatic	157,000.00
		DOTSOFT S.A.		ICT Technical Project Management	Service	Open	20/12/2010	19/12/2012	5 years	1+1+1+1 automatic	120,000.00
		BILROMATICA S.A.		Levelink Services	Service	Open	17/12/2010	16/12/2012	4 years	1+1+1+1 automatic	465,000.00
		SPACE HELLAS S.A.		ICT Systems Security Services	Service	Open	20/12/2010	19/12/2012	4 years	1+1+1+1 automatic	116,000.00
		INIT AG		RealTime Services	Service	Open	09/02/2011	08/02/2013	4 years	1+1+1+1 automatic	870,000.00
		PC Systems A.E.		Servers-Storage	Supply	Open	23/11/2013	22/11/2013	4 years	2+1+1 automatic	455,000.00
		BILROMATICA S.A.		ICT Support of interactive web applications	Service	Open	23/11/2013	22/11/2013	4 years	1+1+1+1 automatic	25,300.00
		CAPDATA - Consulting SAS		ICT Services - database Administration - Sbase and MS SQL	Service	Open	08/11/2012	07/11/2013	4 years	1+1+1+1 automatic	211,080.00
2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12 2012-FWC12		ELIZABETH CLARKE		Provision of medical services	Service	Open	17/12/2010	16/12/2012	4 years	1+1+1+1 automatic	106,000.00
		AA & PARTNERS	1	Language courses English	Service	Open	26/01/2011	25/01/2013	4 years	1+1+1+1 automatic	39,000.00
		AA & PARTNERS	3	Language courses German	Service	Open	26/01/2011	25/01/2013	4 years	1+1+1+1 automatic	28,500.00
		AA & PARTNERS	5	Language courses Italian	Service	Open	26/01/2011	25/01/2013	4 years	1+1+1+1 automatic	23,000.00
		AA & PARTNERS	6	Language courses Spanish	Service	Open	26/01/2011	25/01/2013	4 years	1+1+1+1 automatic	23,000.00
		CHRISTOS NASIADIS	1	Language courses French	Service	Open	09/09/2011	08/09/2012	4 years	1+1+1+1 automatic	36,000.00
		AA & PARTNERS	2	Language courses Greek	Service	Open	09/09/2011	08/09/2012	4 years	1+1+1+1 automatic	68,000.00
		EUROSTAR AEBE		Travel Agency services	Service	Open	03/10/2011	03/10/2012	4 years	2+2 automatic	750,000.00
		PINEWOOD		Provision of English Schoolings	Service	Negotiated	13/07/2012	13/07/2012	4 years	1+1+1+1 automatic	352,000.00
		PIKEWOOD		Provision of English International Baccalaureate	Service	Negotiated	20/07/2012	19/07/2013	4 years	1+1+1+1 automatic	88,000.00
2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7 2012-FWC7		GEORGIA SKOULLI		Provision of medical services	Service	Restricted with Publication	12/10/2012	11/10/2013	4 years	1+1+1+1 automatic	100,000.00
		CHRISTOS TSIKALIDIS		Provision of services to Celerop restaurant	Service	Restricted with Publication	28/11/2012	28/11/2013	4 years	1+1+1+1 automatic	72,000.00
(1) 2006-FWC10 still running (until 01/11/2015) only as regards maintenance, support, etc.; for the supplies part, it is replaced by 2011-FWC9.											
(2) 2011-FWC9 replaces 2006-FWC10 as regards the supplies part; they will run in parallel until 01/11/2015 for maintenance, support, etc.											

ANNEX 6

Risk Management Plan (2012)

RMP 2012	Activity (Project)	Responsible	Criticality (impact)	Probability	Description of risks	Proposed actions to lower risk level (risk management)	Residual risk
1	Building repairs	Area resources/facilities - TBG	Yes	High	1. Substantial delay of works. 2. Damage of cabling and pipes in the surrounding area could also cause interruptions to work and potential loss of data. 3. Non-availability of funds for payment of the works, due to the financial crisis, could leave the building partially unoperational (no conference rooms, no DCC, few parking places, health and safety risks around the perimeter, semi-access and CCTV operation).	External contractor paid by third party. No direct control. Actions: Close monitoring of the works to be put in place. Information on problematic developments to supervising company and Greek government. Regular information to staff. (This risk had also been included in the RMP 2009 and 2010.)	Medium
2	Implementation of the European skills passport	Heads of Areas ECVL, Resources and Directorate (deadline: end 2012) ECVL/project manager ICT/project manager	Yes	High	It is a new project and it should be developed and deployed within a very tight time frame. Any delay in the decision-making process, procurement of external technical assistance or implementation could impact significantly on the cost, quality and timing of the project.	Close cooperation with DG EAC. Specifications and time-plans are agreed to clarify expectations and establish realistic work plans. Use of negotiated procedure, justified by the circumstances to accelerate procurement. Tight control of technical implementation to secure tight time plan. Quality control.	Medium
3	Monitoring short-term deliverables of Bruges communiqué	ECVL and RPA/project managers ReferNet coordinator Monitoring: Heads of Areas, Directorate	Yes	High	Various factors could prevent Cedefop from delivering an adequate analysis of progress: (a) Poor delivery of ReferNet partners; (b) Analysis and research do not deliver conclusive information; (c) Absence of substantial progress.	Close monitoring – information and reflection – of ReferNet contributions. Standardisation of input (streamlined questionnaire) and flexible approach to methodological problems. Agreements on communication of developments (EC, Cedefop, Member States).	Medium
4	Employer survey	RPA/Skill needs team	Yes	High	Very tight time schedule of pilot survey may negatively impact on results and decision on large-scale survey; in absence of survey limited possibility to identify and explain skill need changes with a negative impact on skill needs intelligence.	Close monitoring and information of contractor, involvement of project team in data analysis and information and involvement of EC partners.	Medium
5	Skills panorama	Head of Area/Directorate RPA/Skill needs team	Yes	High	The concept of the Skills panorama is developed by an EC contractor. Delay in defining the structure, scope and functions of the panorama may have an impact on the cost, quality and time schedule of the project. High expectations upon Cedefop, lack of clear definition of Cedefop's role and lack of adequate funding to support Cedefop's extra effort may impede Cedefop's ability to focus on its core tasks.	Close cooperation with DG Empl and DG EAC in steering the contractor. Clarification of expectations, specifications and time-plans to establish realistic work plans. Adequate funding is secured to support Cedefop's input and role in the panorama so its expertise can continue be concentrated on data analysis and production of skills intelligence.	Medium

Note: Overall responsibility for the monitoring of this risk management plan rests with the Internal Control Coordinator. The RMP is continually followed up and may be amended during the year in case of new risks emerging as critical and with medium to high probability.

ANNEX 7

Key decisions of the Governing Board
in 2012

Annex 7

KEY DECISIONS OF THE GOVERNING BOARD 2012

Cedefop's Governing Board met on 12 and 13 June 2012 in Thessaloniki. The meeting was chaired by Mr Hermann Nehls (Employees' Group – Germany). In 2012 the governance function was also exercised through ten written procedures.

At its meeting of 12 and 13 June 2012, the Governing Board:

- decided to prepare carefully the launch of the third procedure for the selection of a new director of Cedefop taking into consideration the experience gained from the two previous unfruitful procedures;
- adopted its [analysis and assessment of the Annual Activity Report 2011](#);
- adopted its [opinion on the final accounts of the Centre for 2011](#) (Decision of 21 June 2011);
- agreed to the procedure for preparing the work programme 2013 (enlargement of the Bureau);
- adopted the Pre-Selection Committee – Rules of Procedure (followed by a Corrigendum of July 2012);
- confirmed its decision on the appointment of the Acting Director and decided to promote the Acting Director (Decisions of 13 June 2012).

By delegation of the Governing Board, the Bureau approved at its meeting on 20 February 2012 the Internal Audit Service (IAS European Commission) Audit Plan for 2012.

In 2012, Cedefop's Governing Board adopted through the written procedure the following documents:

- [the breakdown of Cedefop's budget 2013 and the Establishment plan 2013](#) (written procedure launched in December 2011). The Establishment plan 2012 was amended on 27 April 2012 in line with OJ L 56 of 29 February 2012;
- [the work programme 2013](#) (written procedure launched in December 2011);
- the Estimate of Revenue and Expenditure 2013 and the Multi Annual Staff Policy Plan (MASPP) 2013-2015 (Corrigendum of MASPP on 21 May 2012);
- [the Annual Report 2011](#);
- the decision on not reopening Cedefop's Day Care Centre on 21 June 2012;
- the minutes of its meeting of 12 and 13 June 2012;
- the Decision on the appointment of the Acting Deputy Director of 23 October 2012;
- the vacancy notice for a director on 9 November 2012;

- the composition of the Pre-Selection Committee for the recruitment procedure of a new director on 15 November 2012;
- a [Supplementary and Amending Budget 1/2012 on 20 December 2012](#).

The Enlarged Bureau considered the Progress Report on the work programme 2012 and held an exchange of views on the draft work programme 2013 at its meeting on 4 and 5 October 2012.

The Bureau of Cedefop's Governing Board met on 20 February, 27 April, 6 June and 3 December 2012.

The Bureau reported to the Governing Board on main issues the Bureau dealt with since the Governing Board meeting in June 2012.

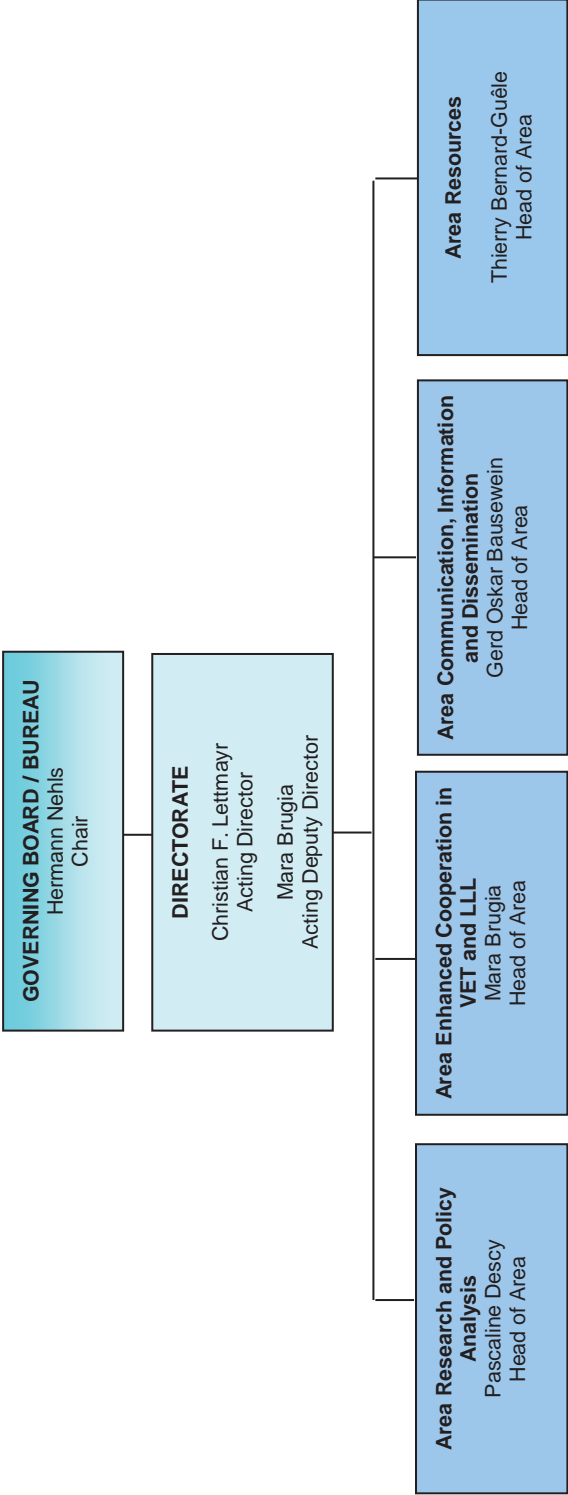
The written procedures for the adoption of the work programme 2013 and of Cedefop's budget 2013 (breakdown by budget line) were launched on 20 December 2012.

ANNEX 8

Organisation chart

Annex 8:

CEDEFOP organisation chart (situation on 31 December 2012)



ANNEX 9

Report of the Data Protection Officer



NOTE TO THE DIRECTOR

Progress Report January - December 2012

1. Introduction

The objective of this document is to report on the progress of data protection issues at Cedefop and, in particular, to present the activities carried out by their Data Protection Officers. This report covers the period January to December 2012.

2. Management summary

Protection of personal data is a high priority for Cedefop and compliance with all the processing operations is a necessary quality of proper governance and cooperation with the EDPS. Cedefop DPOs have continued this year the activities of promoting data protection, disseminating information, providing consultation and cooperation with the data protection stakeholders (controllers, data subjects, and the Staff Committee), and externally with the DPO network and the EDPS. To this end, the DPOs cooperated with the controllers as well as the staff in all the matters involving protection of personal data. The DPOs took an active position on consulting the EDPS for all the relevant matters as well as responded to communications and requests of the EDPS. The DPOs have attended the DPO network meetings and EDPS meetings. As far as the administrative work, the DPOs updated the inventory and register with the processing operations and notifications that were established this reporting period.

The consultations of the DPO on data protection addressed to the EDPS have returned valuable knowledge and have answered questions raised.

The DPOs played a key communication role in the follow up of the EDPS inspection that took place at the end of May and the beginning of June of 2011, and consequent follow up of the recommendations made by the EDPS.

Ensuring proper implementation of Regulation 45/2001 requires an effort and time dedication from controllers and services in parallel to their day to day

operations representing additional workload. The part-time job allocation of the DPOs is supplemented with the work of a full-time trainee, thus facilitating the continuation of data protection work at Cedefop. In addition, and according to a recommendation of the EDPS for providing additional resources to the Data Protection duties and tasks, Cedefop's acting Director appointed a 2nd part time DPO to the Data Protection duties of the Centre, Mr Jesús Bustamante was assigned to the DPO duties with an effect date of 1st of January 2012.

3. Activities

The activities of the DPOs for this year were concentrated in finalising the notifications of the processing operations under article 25 as well as 27. DPOs advised and provided information regarding data protection issues to staff, experts, project managers and senior management. In addition, they carried out the following activities:

The DPOs attended the following DPO network meetings and trainings:

1. Helsinki, 29-30/March 2012 (1,178.22€)
2. Frankfurt, 29-30 November 2012 (1,271.30€)¹

3.1 Figures and facts

DPOs submitted to the EDPS the following notifications to be processed under Article 27 for prior-checking cases:

Pending notifications with the EDPS

1. Leave management (Flexitime and Time recording) (2012-0265)
2. Proxy System (2011-1069) opinion was issued in Nov 2012
3. Part time work (Health) submitted to the EDPS 2012-0384.
4. Attestation procedure (2012-706)

Regular notifications have also been completed in the Register for the following processing operations that contain personal data:

1. CDFNOT036-Unemployment allowance (registered)
2. CDFNOT044-Accident insurance for non-statutory staff (examined)²
3. CDFNOT052-Library circulation (registered)
4. CDFNOT053-Posting of interviews on Cedefop website (draft)

¹ Both DPOs attended the DPO and DPO EDPS meeting of Frankfurt on the 29 and 30th of November

² The processing operation related to Accident insurance for non-statutory staff was examined in order to be notified to the DPO, the DPO considered that there was no processing of personal data related to this procedure, a gross number of staff subject to this procedure is used, no personal data was considered to have been collected related to this procedure. (see details of a note to the file 2012/005)

5. CDFNOT054-Reporting of Career transition and LLL (draft)
6. CDFNOT055-Requests for dissemination of publications(registered)
7. CDFNOT056-Europass Experience(draft)
8. CDFNOT057-Cedefop survey (registered)
9. CDFNOT 050-CCTV-Notification (final draft)

Consultation to the DPO:

1. Information on the posting of governing board members' personal data on the official Cedefop web site.
2. Participation on the ombudsman visit to the Centre and follow up
3. Fitness certificate issued by the Medical officer
4. VET interviews and use of voice recordings on the Cedefop web site.

3.2 Data Protection Register

In accordance with article 26 of Regulation 45/2001, the DPOs maintain a Data Protection Register where all processing operations are recorded. The DPOs are required to give access to the notifications of the processing operations of Cedefop to anyone requesting information. Thus, the register is made publicly available on the Intranet of Cedefop. It consists of a XML file called *inventory* (frequently updated), designed in order to make more accessible the search for a specific processing operation, and the *register* which consists of all processing operations of personal data which have been notified to the DPO. Each notification in the register consists of four folders: notification, legal Basis, information to the data subjects and annexes.

3.3 Follow-up of EDPS' recommendations

The DPOs have also undertaken the follow-up of the EDPS recommendations with the data controllers.

4. Information

Informing on data protection matters is one of the main duties of the DPOs. General information on data protection issues including rules and regulations are available on the DPO intranet page. Additionally, data controllers will find there information on their obligation to notify the DPOs for every processing operation that involves personal data, a template notification form and guidelines on how to fill in the notification.

Data subjects who feel that their rights have been infringed can find information on the Data Protection intranet page on the procedure for lodging a complaint before the European Data Protection Supervisor and the necessary form to be downloaded and sent.

The Data Protection officers may invite experienced DPO colleagues from other EU Institutions and bodies to make presentations related to Data Protection issues, have discussions and answer questions to the staff, the staff committee and the data controllers, an activity that depends on budget and external DPOs availability and willingness.

4.1 To controllers

According to article 4 (1) of GB of Implementing Rules Concerning Data Protection at Cedefop, the DPOs advise the data controllers on matters concerning the application of data protection provisions. Thus, the DPOs have had consultation meetings concerning especially the “e-mail this page” feature of the Cedefop Webportal, data protection issues related to Europass Mobility, consultation and meeting participation on the implementation of proxy system.

4.2 To data subjects

Informal meetings have taken place during the year with data subjects and data controllers in data protection related issues, all questions have been answered in a timely fashion.

4.2.1 Internal data subjects

A specific effort is continuously required from the controllers to clearly separate the process of notification to the DPO from the process of information to the data subjects.

4.2.2 External data subjects

The announcements and privacy statements placed on the Cedefop’s web site, procurement files, and selections procedures make external data subjects aware of our compliance with the Regulation, as well as the way Cedefop processes their data. Raising awareness for external data subjects is not an easy task. However, efforts will continue in this direction.

5. Cooperation

The cooperation program includes cooperation, on one hand, with the EDPS and the network of DPOs of EU institutions and bodies, and, on the other hand, with Cedefop services.

5.1 Cooperation with the EDPS and the network of DPOs

The DPO has the obligation to respond to the EDPS's requests but also to cooperate and consult with the EDPS whenever necessary. The DPOs consulted the EDPS regarding the contractual clauses for external contractors that process personal data on behalf of Cedefop. The outcome of the consultation as well as the EDPS's recommendation will be fully applied in the future by Cedefop in the relation with its processors.

As far as the cooperation with the DPO network, the DPOs had an active participation in the meeting of the data protection officers at Helsinki on 29-30/March and in Frankfurt, 29-30 November.

5.2 Cooperation with Cedefop services

An important task of the DPO is to cooperate, inform and raise awareness among the controllers about the data protection related matters, principles of data protection and processes that need to be notified. Information sessions, meetings and consultations are organized by the DPO whenever needed. The DPOs have actively participated in the meetings related to the implementation of a proxy system, drawing attention to the possible privacy infringement consequences and the ways of making such systems comply with data protection rules.

Additionally, the DPOs are open for a cooperation scheme as follows:

1. Staff Committee
2. Internal Audit Service of the European Commission
3. The Court of Auditors of the European Union

6. Resources

6.1 Human Resources

The dedication of time during the period of January-December 2011 has been 20% (~60 working days). During this period the DPO function was allocated time of one trainee, during this period, trainee Ms Anca Teleoian worked with the DPO between Oct. 2011 and Sep 2012, a total of 12 months. The EDPS recommended in their inspection report that additional resources are dedicated the Data Protection either in form of a full time DPO or by allocating additional resources to the part time DPO. The Directorate of Cedefop decided to appoint a 2nd DPO in a part time basis (of 20%) starting the 1.1.2012.

6.2 Budget

An estimated expenditure for the data protection activities during the specified period of this report can be summarized as follows:

Activity	Amount
Mission costs for DPO and EDPS meetings	2,449.52 €
Training cost	0 €
DPO ³ (AD10/6) ~2 months 12,170.92 € x 2 =	~ 24,345.84 €
DPO (AD8/2) ~2 months 9,177.75 € x 2 =	~ 18,355.50 €
Trainee ³ (12 months) 1,030.85 € x 12 =	12,370.20 €
Total	~ 57,521.06 €

7 Communication tools

The data-protection-officer@cedefop.europa.eu mail account is available for any questions or comments regarding data protection issues at Cedefop.



³ These are the average monthly figures based on the Human Resources (HR) numbers fed into the Activity Based Budget (ABB)