

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

## **Annexes to Final Report**

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# **Annex One: The Evaluation Terminology used in the study**

# The Basic Evaluation Terminology Used

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- **Relevance:** To what extent are the programme's objectives relevant in relation to the evolving needs and priorities at national and EU level?
- **Coherence:** To what extent are the elements of the Agency's intervention logic internally coherent and consistent with EU policies of implementing a European area of lifelong learning?
- **Utility:** Did the programme have an impact on the target groups or populations in relation to their needs?
- **Efficiency:** How were the resources (inputs) turned into outputs or results?
- **Effectiveness:** How far has the programme contributed to achieving its specific and global objectives (see below for definitions of objectives)?
- **Organisational set up and decision making:** is the organisation's organisational, budgetary and governance regime configured robustly enough to contribute to the effectiveness and efficiency of its operations?
- **Internal management system:** To what extent do CEDEFOP's management systems and processes contribute to the efficiency and effectiveness of its operation?
- **Complementarity:** To what extent do CEDEFOP's objectives and activities complement those of other public or private national, international or private organisations or bodies?
- **Added value:** To what extent, compared to other possible options of carrying out research and reporting on EU VET developments does delegating activities to CEDEFOP provide added value?
- **Sustainability:** To what extent can the changes (or benefits) be expected to last?

## *Objectives*

- Operational objectives are expressed in terms of outputs (e.g. the provision of training courses to the long-term unemployed);
- Specific objectives are expressed in terms of results (e.g. the improvement, through training, of the employability of the long term unemployed);
- Global objectives are expressed in terms of impacts (e.g. a reduction in unemployment among the previously long term unemployed)

## *Inputs, outputs*

- Inputs: these are the financial and human resources inputted and the opportunity costs involved.
- Operations: this aspect refers to the activities through which inputs are transformed into outputs. They encompass activities but also management and monitoring of the Centre.
- Outputs: these are the products delivered by the Centre under the actions subject to evaluation.
- Results: assess the extent to which objectives were met.
- Impact: are the long term effects of the Centre's activities in meeting the needs it set out to address.

## **Annex Two: Summary of key evaluation questions**

Key Evaluation Questions under each evaluation theme	Sub-questions	Indicators/Descriptors	Judgement/Success Criteria i.e. on what basis will judgement be formed on each question	Source of information: -Target Group addressed - Documentation used	Data collection methods C: case studies D: document review F: focus groups I: In-depth interviews W: web survey
<b>Relevance</b>					
1. To what extent were/are the objectives, priorities and activities of CEDEFOP in line with the evolution and developments of EU policy in the field of vocational training (e.g. Copenhagen process) and with changes in EU policy instruments (such as OMC, Leonardo da Vinci)?	<ul style="list-style-type: none"> <li>- Support provided for the OMC and the development of common indicators, benchmarks, etc.</li> <li>- Support provided within the Copenhagen process and contribution made to the Copenhagen process objectives</li> <li>- Cooperation with other networks and/or organisations, such as Eurydice and Eurostat (contribution to measuring progress in education and training)</li> <li>- Role of CEDEFOP In the field of VET in Europe</li> <li>- Role of CEDEFOP networks such as ReferNet in the Copenhagen process, as highlighted in the Maastricht Communiqué</li> </ul>	<ul style="list-style-type: none"> <li>Degree of support given by CEDEFOP to the Commission in the context of the Copenhagen process</li> <li>Degree of cooperation with other institutions</li> <li>Importance &amp; utility of CEDEFOP networks in the Copenhagen process</li> <li>Evidence and/or feedback from policy makers and/or stakeholders that research results/ approaches developed by CEDEFOP and CEDEFOP networks were transferred into policy and practice at European level</li> <li>Measures jointly agreed/ taken by CEDEFOP with other networks and/or organisation used to inform policy development</li> </ul>	<ul style="list-style-type: none"> <li>Aims and tasks defined in CEDEFOP's legal basis meet today's needs in the area of VET</li> <li>Majority of stakeholders perceived CEDEFOP as a key player in the field of VET in Europe</li> <li>Majority of stakeholders reported a positive contribution of CEDEFOP's work on their VET policies and practices</li> <li>Majority of stakeholders stating the relevance of CEDEFOP's co-operation with networks and/or organisations for VET development</li> <li>Majority of stakeholders stating the importance and utility of the CEDEFOP networks in the Copenhagen process</li> </ul>	<ul style="list-style-type: none"> <li>Commission</li> <li>CEDEFOP Staff</li> <li>Governing Bureau</li> <li>Governing Board</li> </ul>	D,I, F

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2. To what extent are the objectives, priorities and activities of CEDEFOP in line with the needs of the addressees/beneficiaries of its activities?	<ul style="list-style-type: none"> <li>- Internal evaluation procedures for CEDEFOP products &amp; services are adequate</li> <li>- Methods followed for gauging 'customer satisfaction'</li> <li>- Processes for involving target audiences in the development of products &amp; services</li> </ul>	<ul style="list-style-type: none"> <li>Utility of methods followed for gauging "customer satisfaction"</li> <li>Levels of user satisfaction</li> <li>Level of involvement of stakeholders in decision-making</li> <li>Level of involvement of target audiences in CEDEFOP product development</li> <li>Extent to which activities address identifiable problems</li> </ul>	<ul style="list-style-type: none"> <li>Majority of users feel satisfied with the methods used to gauge their satisfaction on activities and products</li> <li>Majority of the users stating a good level of satisfaction with the activities/products</li> <li>Clear involvement of stakeholders in the decision-making process</li> <li>Increased level of involvement in CEDEFOP product development</li> <li>Majority of activities addressing identified needs</li> </ul>	<ul style="list-style-type: none"> <li>Commission</li> <li>Governing Board</li> <li>CEDEFOP Staff</li> <li>Intermediary bodies and other users/beneficiaries</li> </ul>	I, F, W
3. To what extent are CEDEFOP's activities and priorities the most appropriate for achieving its objectives? Should the priorities be revised? Should certain existing	<ul style="list-style-type: none"> <li>- Processes for reassessing and revising priorities</li> <li>- Consistency of CEDEFOP's annual and medium-term priorities</li> </ul>	<ul style="list-style-type: none"> <li>Degree of coincidence of Annual objectives and Medium-Term objectives with EU VET policy priorities</li> <li>Degree of clarity and focus of operational objectives</li> </ul>	Professional judgement of the evaluators based on the Increased alignment of the work programmes with Cedefop's mandate & strategic framework	<ul style="list-style-type: none"> <li>Commission</li> <li>Governing Board</li> </ul>	D, I, F

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activities be discontinued or modified? Should new activities be launched?	<p>with its legal basis and with Community strategies and priorities in the VET field</p> <p>- Appropriateness of CEDEFOP's activities and outputs in supporting the Centre's objectives</p>	Extent to which activities fulfil the objectives set	<p>Increased alignment of the CEDEFOP activities with the Copenhagen priorities</p> <p>Majority of activities fulfilling their objectives</p>	<p>members</p> <p>CEDEFOP Staff</p> <p>Annual Work Programmes</p> <p>and Medium Term Priorities, Annual Budgets</p>	
<b>Coherence</b>					
4. To what extent are the elements of the Agency's intervention logic internally coherent and consistent with EU policies of implementing a European area of lifelong learning?	<p>- Internal coherence and consistency between CEDEFOP intervention logic and EU policies</p> <p>- Hierarchy of CEDEFOP objectives, as expressed in documents ranging</p>	Degree of consistency of internal documents with EU policy guidelines	<p>Professional judgement of level of internal coherence between CEDEFOP intervention logic and EU policies</p> <p>Adequate reflection of changes of policy and operating context in the</p>	<p>Commission</p> <p>CEDEFOP Staff</p>	D, I



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	<p>from the statutory Regulation to the Annual Work Programme</p> <ul style="list-style-type: none"> <li>- Appropriateness of CEDEFOP's resources, responsibilities and competences in view of its objectives</li> <li>- Consistency with the EU goals set in Lisbon and Barcelona and the priorities set for VET in Copenhagen, Maastricht and Helsinki.</li> </ul>		<p>MTPs.</p> <p>Adequate level of resources, responsibilities and competences to fulfil its objectives reported</p>		
<b>Effectiveness</b>					
<p>5. To what extent was CEDEFOP successful in achieving the objectives and intended outputs, results and impacts (as specified in the intervention logic section of the report)?</p>	<p>To what extent have CEDEFOP's activities</p> <ul style="list-style-type: none"> <li>- had a positive effect on the work of practitioners involved with access to learning, mobility and social inclusion?</li> <li>- supported the promotion and development of VET and in-service training</li> <li>- contributed to enabling and valuing learning,</li> </ul>	<p>Quantitative record of results achieved, e.g. numbers of reports produced, presence at exhibitions, membership and activity of physical and virtual networks</p> <p>Increase in the number and variety of products and services offered</p>	<p>CEDEFOP included as key player in EU policy dialogue</p> <p>CEDEFOP considered as a "Centre of expertise on VET"</p> <p>Majority of stakeholders/target groups stating that CEDEFOP's activities contribute to raising the level of information/capacity for analysis on VET</p>	<p>Commission</p> <p>Governing Board members</p> <p>Intermediary bodies and other users/benefici</p>	<p>D, I, C</p>

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	<p>training and teaching methods</p> <p>- contributed to significant developments and improvement of exchanges and cooperation between the social partners and other relevant actors</p>	<p>Increase in the quality of products and services offered over the years</p> <p>% of stakeholders/ target groups stating that CEDEFOP's activities have influenced or led to changes in their policies and practices</p>	<p>developments.</p> <p>Majority of stakeholders/ target groups stating that CEDEFOP's activities have influenced or led to changes in their policies and practice</p> <p>EU policy concepts and phrases appearing more frequently in the design of national policies, strategies &amp; programmes</p> <p>Adequate quality assurance systems in place to control the quality of products and services</p> <p>Cedefop widely considered as a disseminator of research and information and as a strategic player in EU VET policy.</p>	<p>aries</p> <p>CEDEFOP Staff</p> <p>Documentation: Annual reports, Court of Auditors' reports and information on outputs provided directly from CEDEFOP to the evaluation team</p>	

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6. To what extent do CEDEFOP's activities and outputs meet the expectations of its target groups?	Expectations of target groups (related to the objectives set out above)	% of identified target groups indicating that Cedefop activities and outputs meet their expectations	Majority of identified target groups indicating that CEDEFOP activities and outputs meet their expectations	Commission Governing Board Intermediary Bodies Other Users/Beneficiaries Cedefop Staff	I, F, W, C
<b>Efficiency</b>					
7. To what extent, in terms of financial and human resources deployed, has CEDEFOP generated outputs and produced impacts at a reasonable cost?	<ul style="list-style-type: none"> <li>- Adequacy of the number and profiles of staff to CEDEFOP's tasks and work plan</li> <li>- Levels of direct and indirect costs of CEDEFOP's main activities</li> <li>- Costs of outputs such as publications, databases, conferences and seminars, proportion of budget consumed by overheads</li> <li>- Response to enlargement and the challenge of covering 10 additional countries and the enlargement's impact on the Centre's human and financial resources</li> </ul>	<p>Centre's management costs compared to costs of other agencies</p> <p>Costs of outputs: (eg cost per study visit, cost per product and cost per person participating in each network), compared to costs of similar activities offered by others</p> <p>Proportion of budget consumed by overheads; numbers of scientific staff vs administrative staff</p> <p>Increase in staff and budget with increase of tasks and following enlargement</p>	<p>Favourable comparison of management costs of Cedefop in relation to other EU agencies</p> <p>Cost of products and services represent 'value for money' and compare favourably to costs of similar outputs produced by others (eg by the private sector or by other EU agencies)</p> <p>Appropriate balance of direct and indirect costs reported</p>	<p>Commission Governing Board CEDEFOP Staff</p> <p>Documentation: DG Budget Working Document on Management Costs and Analytical Accounts of decentralized EU Agencies, EC 2001; annual budgets and financial accounts; annual reports;</p>	D, I, C

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			Majority of respondents reporting a positive response to the challenge of enlargement	etc.	
8. To what extent do CEDEFOP's procedures in the areas of human and financial resources management affect the efficiency of its operations?	<ul style="list-style-type: none"> <li>- Extent to which the new Financial regulations adopted in March 2003 support the efficient execution of activities</li> <li>- Extent to which the new Staff Regulations support the efficient execution of the Centre's tasks.</li> <li>- Effect of the introduction of middle-management and the new Directorate on efficiency</li> <li>- Balance between permanent staff, staff on short-term contracts &amp; national experts</li> <li>- Clear strategy and processes for the development of in-house skills and expertise</li> </ul>	<p>Transparency of recruitment policies</p> <p>Staff perceptions and levels of staff satisfaction</p> <p>Progress achieved in the Centre's human resources development policy</p> <p>Balance of staff on short-term/permanent contracts</p> <p>Degree of 'corporate loyalty'</p>	<p>Majority of respondents perceiving the recruitment policies and process as transparent</p> <p>Majority of respondents reporting good levels of satisfaction with the HR policies</p>	<p>CEDEFOP Staff</p> <p>Documentation: Multi Annual Staff Policy Plans, Staff turnover, Annual Reports, Court of Auditors' reports</p>	I, F
<b>Organisational set up and decision making</b>					
9. To what extent do CEDEFOP's organisational and budgetary structure and	- In which way the organisational structure of CEDEFOP (hierarchy, division of responsibilities,	Effect of organisational and budgetary changes introduced since 2001	Majority of interviewees considered that the coordination mechanisms	CEDEFOP Staff  Governing	I, F

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governance regime contribute to the effectiveness and efficiency of its operations?	introduction of middle-management) contributes to the effectiveness and efficiency of its operations - Coordination mechanisms with the Commission services (for example, in relation to the preparation of the medium-term priorities and annual work programme) - CEDEFOP contribution to Commission work - Assessment of the preparation of the medium-term priorities - The functioning of Governing Board and the Bureau	Size of the Governing Board after enlargement and effect on efficiency  Clarity in the division of tasks between the Bureau and the Board and channels of information between them  Level of cooperation/ dialogue between:  a. Centre staff and the Commission b. Centre staff and the Governing Board.  Involvement of expert staff in the Board's political and strategic discussions  Reduction of time spent by Board on admin issues & increased focus on political and strategic discussions	with the Commission services are effective and efficient  Majority of interviewees reported that CEDEFOP contributes to Commission work and responds to Commission ad hoc requests promptly and adequately  Shared opinion of interviewees that the preparation of the medium-term priorities is inclusive (not too top-down)  Shared opinion of interviewees that the priorities retain flexibility without losing strategic focus  Shared opinion of interviewees that the Governing Board and the Bureau strike a reasonable balance between the need to retain an effective decision making body and the need to ensure stakeholders	Board Bureau members  Documentation: Minutes of the meetings of the Governing Board	

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			<p>representation, involvement and commitment</p> <p>Majority of respondents reported that the Governing Board provides strategic direction and sets clear priorities for the Centre</p> <p>Majority of respondents considered that the Centre implements these priorities in an effective and efficient way and there is good follow up.</p>		
<b>Internal management system</b>					
10. To what extent do CEDEFOP's management systems and processes contribute to the efficiency and effectiveness of its operation?	<ul style="list-style-type: none"> <li>- The effect of the organisational change of appointing heads of areas as middle-managers and of introducing a management team</li> <li>- Structure and division of tasks within the organisation</li> <li>- Assessment of the appropriateness of work programmes and</li> </ul>	<p>Concrete improvements brought about by new management arrangements</p> <p>Levels of communication both <i>within</i> and <i>between</i> CEDEFOP Areas</p> <p>Existence of specific, measurable and realistic performance targets and indicators</p> <p>Existence of targets for individual</p>	<p>Positive evidence of concrete improvements brought about by the new managements arrangements. Majority of respondents reported Improved efficiency and effectiveness</p> <p>Majority of respondents perceiving a clear structure and division of tasks within the organisation</p>	<p>CEDEFOP Staff</p> <p>Documentatio n: web usage, visibility indicators, annual reports etc.</p>	D, I, F

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	<ul style="list-style-type: none"> <li>monitoring system</li> <li>- Activities (and resources) focus on priority objectives</li> <li>- The outputs of monitoring and evaluation procedures are fed back to decision-making</li> <li>- Cooperation between the various units within the Centre</li> <li>- Communication within and between Units and I awareness of who is responsible for what within the Centre</li> </ul>	staff members	<p>Majority of respondents reporting an increased level of communication both within and between CEDEFOP areas</p> <p>Positive evidence of Work Programmes incorporating specific, realistic and verifiable objectives and appropriate indicators</p> <p>The monitoring system enables CEDEFOP to collect relevant data on inputs, outputs, results and impacts</p> <p>Majority of respondents reporting a good level of communication within and between Units and clear allocation of responsibilities</p>		
11. To what extent do CEDEFOP's internal and external communications and dissemination strategies contribute to its effectiveness and efficiency of its	<ul style="list-style-type: none"> <li>- Internal communication system to communicate information and decisions to staff</li> <li>- External communication</li> </ul>	<p>Clear internal information strategy</p> <p>Level of the Centre's external visibility and public profile</p> <p>Clarity in the allocation of responsibilities for dissemination</p>	Majority of respondents reporting the existence of well-structured internal communication system to communicate information and decisions to staff	<p>Governing Board</p> <p>Intermediary Bodies</p>	I, C, W

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operations?	<p>strategy and its contribution to achieving CEDEFOP'S objectives (the 2001 evaluation had identified some scope for improvement of the information and communication strategy of CEDEFOP).</p> <ul style="list-style-type: none"> <li>- Allocation of resources between web and print publications activities</li> <li>- Language policy adopted for publications</li> <li>- Results of the dissemination strategy</li> <li>- Web-based applications (ETV, virtual communities etc)</li> <li>- Impact of dissemination and communication activities</li> </ul>	<p>Clarity in the targeting of the dissemination strategy</p> <p>Websites and web-fora are accessible, easily navigated, up-to-date and comprehensive</p> <p>% of external stakeholders who have a good opinion of outputs and consider CEDEFOP a good <i>brandname</i></p>	<p>Majority of respondents perceiving an improvement in the definition of the external communication strategy and its positive contribution to achieving CEDEFOP'S objectives</p> <p>Reported high level of understanding amongst staff, Board members and external stakeholders as to the objectives of CEDEFOP</p> <p>Reported appropriate balance of resources between web and print publications activities</p> <p>Majority of respondents considering the language policy adopted for publications appropriate</p> <p>Majority of respondents confirm that the results of the dissemination strategy are fed into the work planning</p> <p>Majority of respondents</p>	<p>Other Users/Beneficiaries</p> <p>CEDEFOP Staff</p>	



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			<p>feel that the Web-based applications are user friendly</p> <p>Majority of respondents are aware of the impact of dissemination and communication activities</p>		
<b>Utility</b>					
<p>12. To what extent do the results and impacts of CEDEFOP's activities actually meet the needs and expectations of its stakeholders and intended beneficiaries? What are the expectations of the target audiences in terms of results and impacts of the Centre's activities and are the expectations being met?</p>	<p>- Contribution of CEDEFOP's activities in the field of VET to the promotion of a European area of lifelong learning - CEDEFOP's support to its main stakeholders, ie the Commission, Member States and the social partners. - Usefulness of CEDEFOP's outputs for its target groups</p>	<p>Levels of user and stakeholder satisfaction</p> <p>Extent to which the Commission makes use of Cedefop in the shaping and implementation of EU VET policy priorities</p>	<p>Positive evidence that CEDEFOP's activities in the field of VET are contributing to the promotion of a European area of lifelong learning</p> <p>Majority of interviewees representing the main stakeholders reporting a high level of satisfaction with the support provided by CEDEFOP</p> <p>Majority of interviewees from target groups stating that CEDEFOP's outputs are proving useful</p> <p>Active role in shaping and implementing EU VET</p>	<p>Governing Board members</p> <p>CEDEFOP Staff</p> <p>Intermediary Bodies and other Users/beneficiaries</p> <p>ETF and other partner institutions/age</p>	<p>I, C, F, W</p>

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			policy priorities	ncies	
13. To what extent have the activities of CEDEFOP resulted in any unintended results and impacts (both beneficial and deleterious)?		<p>% of Cedefop stakeholders (or the VET community) who believe that Cedefop activities have resulted in unintended results</p> <p>Nature of unintended results</p> <p>Scale of unintended results</p>	The extent to which Cedefop's stakeholders (or the VET community) say that Cedefop's activities have resulted in unintended results and impacts beyond the desired ones	<p>Commission</p> <p>Governing Board members</p> <p>CEDEFOP Staff</p> <p>Users/beneficiaries</p>	I, C, F, W

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<b>Complementarity</b>					
14. To what extent do CEDEFOP's objectives and activities complement those of other public and private actors, and in particular those of ETF, relevant services of the Commission, other EU institutions, Member States, social partners and any other national, international or private organisations or bodies?	<ul style="list-style-type: none"> <li>- Mechanisms in place to ensure updated coordination and/or cooperation with ETF and other relevant public and private actors</li> <li>- Mechanisms in place to understand whether some activities are better performed by the Centre alone or in cooperation with other organisations and if so, what forms of cooperation should be adopted</li> </ul>	<p>Degree to which CEDEFOP has a distinctive role in its field (that complements that of other bodies)</p> <p>Degree of replication/overlap of CEDEFOP with objectives and activities of other relevant bodies (target being little or no overlap)</p>	<p>High degree of clarity in roles and responsibilities of CEDEFOP, ETF and other partners institutions /agencies reported</p> <p>Majority of respondents feel that CEDEFOP uses its potential for international cooperation without duplicating actions taken elsewhere</p>	<p>Commission</p> <p>CEDEFOP Staff</p> <p>ETF and other partner institutions/agencies</p>	D, I
15. What is the strategic position of Cedefop in the European VET field?	What is Cedefop's standing in relation to other bodies conducting research and providing information in the VET field?	Perception of Cedefop amongst stakeholders with regard to its relative standing (one body amongst many or as a leading institution) and its USPs	<p>Overall assessment of strategic position based on professional judgement</p> <p>Majority of stakeholders perceiving Cedefop to have a strong relative standing in the European</p>	<p>Governing Board members</p> <p>CEDEFOP</p>	D, F, I, W

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	<p>What is the strength of Cedefop's 'unique selling points'?</p> <p>What is Cedefop's reputation in the VET community of researchers and practitioners?</p> <p>Has Cedefop established a strong 'community of interest'?</p>	<p>Strength of the reputation of Cedefop for the quality of its contribution to the European VET field amongst stakeholders</p> <p>Stakeholders' perception of the strength of Cedefop's 'community of interest'</p>	<p>VET field and strong USPs</p> <p>Majority of stakeholders perceiving Cedefop to have a strong reputation in the European VET field</p> <p>Majority of stakeholders perceiving Cedefop to have a strong 'community of interest'</p>	<p>Staff</p> <p>Intermediary Bodies</p> <p>Users/beneficiaries</p> <p>ETF and other partner institutions/agencies</p> <p>Commission</p>	
<b>Added value</b>					
16. To what extent, compared to other possible options of carrying out research and reporting on EU VET developments does delegating activities to	<ul style="list-style-type: none"> <li>- The delegation of a number of activities in the area of VET to CEDEFOP</li> <li>- Value of delegating tasks to CEDEFOP</li> </ul>	Types and degree of added value that CEDEFOP delivers which would not be deliverable in the absence of the Centre	Majority of respondents considering the delegation of a number of activities in the area of VET to CEDEFOP to be cost-effective	Commission  Governing Board	C, I

Key Evaluation Questions under each evaluation theme	Sub-questions	Indicators/Descriptors	Judgement/Success Criteria i.e. on what basis will judgement be formed on each question	Source of information: -Target Group addressed - Documentation used	Data collection methods C: case studies D: document review F: focus groups I: In-depth interviews W: web survey
CEDEFOP provide added value?	<ul style="list-style-type: none"> <li>- Nature of responses given by CEDEFOP to ad-hoc information/ service requests made by Commission, Member States and Social Partners</li> <li>- Involvement of stakeholders and proximity to final beneficiaries achieved through the delegation of tasks to CEDEFOP</li> <li>- Impact of the delegation of tasks to CEDEFOP on networks for the gathering and exchange of information and best practices established</li> <li>- Development of specialised expertise or know-how</li> <li>- Effect on the perceived credibility of the Centre's activities/outputs enhanced over time</li> <li>- Flexibility in the implementation of outsourced tasks</li> </ul>		<p>Majority of respondents reporting that the delegation of tasks to CEDEFOP allows building expertise and know-how</p> <p>Majority of interviewees rating the responses given by CEDEFOP to ad-hoc information/ service requests made by stakeholders as timely and high-quality</p> <p>Reported increase involvement of stakeholders and greater proximity to final beneficiaries achieved through the delegation of tasks to CEDEFOP</p> <p>Majority of respondents reporting a positive impact on the work of the networks for the gathering and better exchange of</p>	<p>Intermediary Bodies</p> <p>CEDEFOP Staff</p> <p>ETF and other partner institutions/agencies</p>	

Key Evaluation Questions under each evaluation theme	Sub-questions	Indicators/Descriptors	Judgement/Success Criteria i.e. on what basis will judgement be formed on each question	Source of information: -Target Group addressed - Documentation used	Data collection methods C: case studies D: document review F: focus groups I: In-depth interviews W: web survey
			<p>information and best practices established as a result of delegation of tasks to CEDEFOP</p> <p>Increased credibility of the Centre's activities/outputs enhanced over time</p> <p>Identified additional and/or more effective ways of stakeholder involvement</p> <p>Improved flexibility in the implementation of outsourced tasks achieved</p>		
17. To what extent does the centre ensure that its resources are appropriately used by the different stakeholders, in particular the Commission, the Member States and the social partners? How does the Centre determine the relevance of the services/products it provides to its target audiences?	<ul style="list-style-type: none"> <li>- Relevance of the expertise and know-how of the Centre for Commission services, Member States and Social partners</li> <li>- Mechanisms in place to ensure use of resources by stakeholders and relevance of services/products to target groups</li> </ul>	<p>Degree to which stakeholders use resources available by the Centre</p> <p>Degree to which Commission, Governments and Social partners think products/services are relevant to their needs</p>	<p>Majority of interviewees representing the main stakeholders reported that they use the Centre's resources regularly</p> <p>Majority of interviewees rating the expertise and know-how of the Centre as accessible and useful</p> <p>Favourable impact achieved on the budgetary framework of the European</p>	<p>Commission Governing Board Intermediary Bodies CEDEFOP Staff ETF and other partner institutions/agencies</p>	C, I

Key Evaluation Questions under each evaluation theme	Sub-questions	Indicators/Descriptors	Judgement/Success Criteria i.e. on what basis will judgement be formed on each question	Source of information: -Target Group addressed - Documentation used	Data collection methods C: case studies D: document review F: focus groups I: In-depth interviews W: web survey
			Union thanks to outsourcing these tasks to the Agency as compared to possible alternative options of implementing the Community policy in question.		
18. To what extent does Cedefop deliver high value added activities?		<p>Extent to which Cedefop activities are high value added</p> <p>Perception of stakeholders as to the extent to which activities are high value added</p> <p>Extent to which there is scope to increase the added value of activities</p>	<p>Majority of stakeholders perceiving activities to have a high added value</p> <p>Majority of stakeholders perceiving that there is scope to increase the added value of activities</p>	<p>Intermediary Bodies</p> <p>Users/beneficiaries</p> <p>ETF and other partner institutions/agencies</p> <p>Commission</p>	C, D, I, W

## **Annex Three: The Operational Methodology for the Evaluation**



# The Operational Methodology

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The Inception Report gives a comprehensive account of the evaluation methodology, the evaluation grid and the key research questions under each evaluation theme, as well of the reconstructed intervention logic. We provide a summary of these elements here.

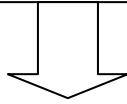
## **Recovery of the intervention logic**

The inception stage of the study focused on reconstructing Cedefop's intervention logic setting out what the Centre intended to achieve. The reconstruction of the intervention logic was based on initial desk research, discussions during the evaluation kick-off meeting in Thessaloniki and on initial interviews with Cedefop representatives and external commentators. The reconstructed intervention logic was presented in the inception report of the study and was discussed and validated by the evaluation steering group.

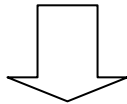
Reconstructing the intervention logic has presented certain challenges for the evaluators. As described in the main body of the report, the period covered by the evaluation is one of change, both in the policy environment and for Cedefop itself. The evaluation covers no fewer than three sets of Medium Term Priorities (MTPs), and significant changes have occurred from 2005 onwards. To address this issue, we have re-constructed a single intervention logic for the period as a whole rather than trying to construct different intervention logics for different time periods. The categories used have been designed to encompass what Cedefop has been trying to achieve since 2001.

The reconstructed logic is presented in the figure below and shows the objectives to which Cedefop works on the left hand side, then its inputs and operations and finally its intended effects on the right hand side. The inception report offers further details on the reconstructed intervention logic.

**GLOBAL OBJECTIVE:**  
To assist in developing and promoting VET at European level



**SPECIFIC OBJECTIVES:**  
1) To provide support as a reference centre for VET issues.  
2) To contribute to and support the implementation of the EU VET policy priorities



**OPERATIONAL OBJECTIVES:**  
1) To carry out research in European VET systems and issues  
2) To provide technical and scientific advice and support  
3) To report, ie to collect, analyse and process VET-related information at European level  
4) To disseminate VET information and data  
5) To promote co-operation, the exchange of information and best practice

**IMPACTS.**

- Improvement in quality and quantity of European cooperation on VET matters
- Existence of an authoritative VET knowledge base at European level
- Better, more informed VET policies and practices (eg Europass)
- Improved awareness, knowledge and understanding of EU policy priorities among organisations & policy makers throughout the EU
- Higher credibility and acceptability of decisions taken to implement community policy as a result of Cedefop activity
- The needs of final beneficiaries addressed in the most efficient and effective manner



**RESULTS:**

- Improved flow of information and increased opportunities for the exchange of experience and good practice between stakeholders.
- Improved information services on VET available to organisations & individuals
- Objective, reliable, comparable and easily accessible information and data at European level
- Sound and independent scientific advice on specific technical or scientific issues in the VET field



**INPUTS:**

- Annual budget
- Other income
- Human Resources
- Buildings
- Legal Framework



**OUTPUTS:**

- 1) Exchanges** (including study visits, one-off bilateral exchanges meetings etc)
- 2) Networks** (including various networks and working groups, the virtual communities etc)
- 3) Products** (including websites, databases, research reports, studies, newsletters etc)

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## The Web Surveys

Overall, the evaluation collected the views of over 100 people through face to face or telephone interviews and through the focus groups. Roughly 650 respondents filled in the two web surveys launched during the evaluation.

### *The user survey*

The brief for the evaluation required a wide survey of users to be carried out. The aim of this survey was to draw on the views of individual practitioners, researchers and policymakers who make use of Cedefop services - gathering basic information about the respondents and also capturing their opinion of the Centre and its activities.

During the kick-off and inception phase of the evaluation, it was agreed to target the survey of users of Cedefop products and services to:

- the members of the Cedefop Virtual Communities (VCs) with approx 3,500 active members,
- the European Training Village (ETV) newsletter subscribers (of approx. 3,300 members). The ETV website has provided registration-free access to most of its content since April 2006 but registration remains for services such as the ETV Newsletter.
- the European Research Overview (ERO) Call mailing list, a mailing list of approx. 400 researchers from across Europe, animated by Cedefop.

Selecting this population of approximately 8000 users was seen as the most efficient means to collect the widest possible range of views from users. It was agreed that the user survey questionnaire would be predominantly made up of a series of closed questions, with a small number of open questions requiring text answers for the evaluation team to analyse. The full questionnaire of the survey is included in Annex Two.

### *The Population Surveyed and Estimating Response Rate Biases*

Following approval for the methodology from the Steering Group, Cedefop was invited to send out the user survey. This went to a total of 7553 e-mail addresses (made up of 3586 "virtual communities" subscribers, 3336 ETV newsletter subscribers and 361 members of the ERO-Call database<sup>1</sup>). From the point of view of the research team it was critical to be able to take a view of the broad shape of the "population at risk" (PAR) for the survey - that

<sup>1</sup> CEDEFOP were unable to retrieve the e-mail addresses of virtual community subscribers because messages are sent automatically through the system and not through a separate list that CEDEFOP holds. However, CEDEFOP estimates that 80% of the virtual community subscribers will come from governments, universities and research organisations

is of the available population that would have been expected to respond had they all chosen to. It is important to gain some estimation of what "shape" of responses it would be reasonable to have expected from this population at large to identify any obvious missing elements in the pattern of replies we finally received.

To capture a view of this, Cedefop provided the evaluation team with a mailing list of 3539 e-mail addresses where there was attached data enabling us to identify a country of origin and, using the email address, some of the more easily identifiable respondent groups such as universities or government agencies. The list was assembled from the contacts of the ETV and ERO call databases. On this basis we were able to make some estimate of the sort of "shape" that the responses to the web survey might be expected to replicate and gives a guide to situations where it might be necessary to consider some kind of bias influencing the results. We use this "sample of the population at risk" (SPAR) as the base for the analysis in the following sections. It is important to remember that this represents only 47 percent of the total invitations to participate in the survey and that we are making the *a priori* assumption that, other things being equal, it is a sound representation of the shape of the overall 7557 possible "hits". There are some other significant things we do not know about the shape of the population of 7557. There is, for example, an argument that it may be made up of an inner core of those contacts that constitute the "real" actual clients of Cedefop and perhaps, beyond that, a "penumbra" of contacts whose voice it is still very important to hear. Beyond that, however, it is also possible to envisage an "outer ring" whose contacts are known but whose presence in the list is on the basis of some "one-off" enquiry or perhaps a more casual connection. Should this "outer" group turn out to be very large it would have a bearing on how the overall response rate to the survey should be judged.

### *Responses and Populations by National Grouping*

The nationalities of the "sample of the population at risk" (SPAR) and the responses received are shown in the table below. As a basis on which to interpret the representativeness of the data as between the SPAR and the responses received, we plotted the quotient values gained by dividing the percentage of responses by the percentage in the estimated SPAR. A quotient of 1.0 represents an exact fit and those above 1.0 show where the responses over-represent the expectation on the basis of SPAR share and a quotient less than 1.0 shows an under-estimation. On balance the figure we found a good match over the nationality variable but there are four examples (Slovakia, Slovenia, Estonia and Czech Republic) where the SPAR offers up very small numbers and where the percentage response rate is correspondingly higher. A better measure is the median response rate that stands at 26.4 percent. Ten percent of the SPAR list and 12 percent of the survey responses come from "third countries" (that is from

countries outside the 27 EU member states, Norway and Iceland): In particular, there are 81 responses from Australia, 49 from Switzerland, 32 from Canada. The majority come from Universities and research institutions. This is consonant with the reports from the interviews that researchers from third countries use Cedefop websites to obtain information on European VET systems and practices. Examining the survey responses received, the greatest absolute numbers came from the larger old EU member states - Germany, France, Italy and Spain but also from Greece and Belgium.

The examination of responses also showed that the penetration of Cedefop to users in New Member States may be relatively low but these few users are very engaged, since most of them responded to the survey.

### *Responses and Populations by User Groupings*

While arraying the responses nationally gives us some notion of the spread of responses in relation to the SPAR so that we can look for evidence of goodness of fit and possible structural bias, we need to try to go wider to other user categories. However, looking at the e-mail addresses in the SPAR we are faced with a significant loss of information - since 940 of them are assigned to national mainstream ISPs without further detail. Cedefop suggests that most of these will be private individuals or students interested in Cedefop information for their work or studies. We have, however, tried to go further. Looking more closely at the residual 2599 email addresses in the SPAR, Cedefop has been able to help us in classifying the 1066 easiest to identify addresses as belonging to each of the following categories: universities and other educational structures (445 addresses), government ministries and their agencies (315 addresses), research organisations (179 addresses), practitioners (113) and social partners (12).

Adding value to the Cedefop recognition exercise, the evaluation team went on to classify the remaining 1533 addresses in the SPAR by conducting an Internet search of each organisation name indicated in each email address. From this we found a much larger number of what might be called “practitioners” in the set. These we saw as coming from a total of 866 interpretable email addresses that included businesses, consultants, training associations, VET info portals, EU project promoters and so on. Even though it has not been possible to classify all of the available email addresses – largely due to language and search engine constraints - the evaluation team identified another 35 Universities and other educational organisations, 84 policy makers, 171 researchers and 19 social partners. We see these data as preliminary at this stage and we propose to work over them more closely as the project progresses. We are, however, comfortable on the basis of what we already know that we shall have recovered an acceptable level of response overall and

that, there is a reasonable basis on which to go forward to the data reporting stage of the project.

Comparing the sample of the population at risk (SPAR) and the responses received this time, the proportion of survey responses received from policy makers and social partners appears to be broadly in line with their weight in the population at risk. The major discrepancies appear to be under the category of “researchers” where a much higher proportion responded than the proportion identified in the population at risk and in the category of “practitioners” where the weight of responses received from practitioners is lower than would have been expected considering their weight in the survey population. We would not wish to lend too much weight to this.

The evaluation interim report provides further details on the population surveyed, the responses received, as well as the limitations of this web survey exercise and an assessment of the response rate.

### *Web Survey of Intermediary Bodies (IBs) working with Cedefop*

The IB survey was launched on the 15<sup>th</sup> and 16<sup>th</sup> May through an email invitation agreed by the steering group. The response of IBs to the survey was initially low. Following the interim Steering Group meeting in Brussels in July 2007, where it was pointed out that there was a very low response rate from ReferNet coordinators, the Governing Board members were asked to encourage Refernet coordinators to complete the IB survey. The evaluation team subsequently telephoned and emailed ReferNet Consortium Leaders in the countries that had not responded during August 2007. As a result of this follow up, seven additional responses were received by ReferNet Consortium Leaders by the end of August.

The responses received to the IB survey, at the point when it was decided to close the survey in order to take account of its results in time for drafting the final report, are described in the Table below.

#### **IB Survey Responses**

Type of IB organisation	Population invited to respond to the survey	Responses Received (as of 31 August)
LEONARDO DA VINCI National Liaison Office (NLO)/ Technical Assistance for the Study Visits Programme (TSAs) <sup>1</sup>	30 NLOs (email invitation sent out by CEDEFOP on 15 &16 May) 25 TSAs (email invitation sent out by CEDEFOP on 5th of June)	14 NLOs 9 TSAs
Europass Centres	35 organisations (email invitation sent out by CEDEFOP on 15 &16 May)	10
Refernet Correspondents	27	12
TTNet members	There are 22 national TT networks. Exact number of invitations sent out to be confirmed by Cedefop	20
TOTAL	139	67
Quality network members	Cedefop did not send out invitations for this network to complete the survey.	1
Other	n/a	1

<sup>1</sup> TSAs are individuals or agencies that assist NLOs in some countries in implementing the study visits

This gives a response rate of 48% (67 responses out of 139 invitees), approaching the target of 50% discussed during the Interim Steering Group meeting in Brussels. If we consider that some of the individuals contacted have a dual role in certain countries (eg Study Visits' NLO sits within the same organisation as the Refernet consortium leader or some TNet members are also members of the ReferNet consortium in their country), the response rate can be considered to have met the target.

However, when analysing the responses, it transpired that only three of the responses from National Europass Centres were completed in full. For the remaining ones, the majority of questions were incomplete. For this reason, we have not made reference to the responses of the Europass Centres as a group. We have only taken into account the three valid responses when analysing the aggregated responses to the survey.

### **Analysis of qualitative comments by web survey respondents**

In terms of analysing the qualitative information provided as text comments by respondents in both web surveys, the methodology involved a careful scanning of all text replies. Where a comment provided helpful and constructive advice it was copied into a text file. Once that process was completed the text file was processed, and each comment was given an interim 'heading' – this involved the heading text being placed at the beginning of the comment. When that was completed the text was sorted by paragraphs so that all comments for a particular heading were together. The entire file was then reviewed, checking first for headings with small numbers of comments. These comments were then considered under other headings, but if the comments were coherent and cohesive the heading was retained. Several re-sorts and reviews then resulted in the comments being grouped under headings, which helped the evaluation identify areas where CEDEFOP can focus on modifying activities so that they deliver value to customers and inform the evaluation's recommendation for action. Analysing the text answers also showed that the perceptions of some users lead to expectations of CEDEFOP that are beyond both its core remit and its realistic capacity to deliver on the expectations. We have provided a selection (bullets with italicised text) of the text comments provided by web survey respondents throughout the main body of the study's final report.



## Cedefop web survey of wider community of users - Survey questionnaire

Section 1 for the extended survey of users		
Section 1	About you	
1.1	Title First Name Surname	-----
1.2	Country	-----
1.3	Name of your organisation	-----
1.4	Type of respondent Please choose one option from the drop-down list	Researcher Practitioner Policy Maker Social Partner Other
1.5	What is your involvement with Cedefop?	[Text]

Section 2 About Cedefop																						
2.6	Is there a need that Cedefop meets? If yes, what is this need?	[Text]																				
2.7	If no, please explain why	[Text]																				
2.8	Do you think that Cedefop has a good reputation / 'brand-name' in the EU VET 'market'? For example, when you hear of a Cedefop product (publication, conference etc) do you expect that it will be of good quality?	Good reputation Neither good nor bad Poor reputation Don't know																				
2.9	Q11: How does the quality of Cedefop outputs compare to that of other institutions you are aware of? Cedefop output quality compares:																					
	<table border="1"> <thead> <tr> <th>Outputs include:</th> <th>favourably</th> <th>About the same</th> <th>Unfavourably</th> <th>Don't know</th> </tr> </thead> <tbody> <tr> <td>Products (i.e. publications, research reports, studies, newsletters, websites, etc)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Networks (covering both 'real' and 'virtual' networks)</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Exchanges (such as the study visits and bilateral exchanges)</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Outputs include:	favourably	About the same	Unfavourably	Don't know	Products (i.e. publications, research reports, studies, newsletters, websites, etc)					Networks (covering both 'real' and 'virtual' networks)					Exchanges (such as the study visits and bilateral exchanges)					
Outputs include:	favourably	About the same	Unfavourably	Don't know																		
Products (i.e. publications, research reports, studies, newsletters, websites, etc)																						
Networks (covering both 'real' and 'virtual' networks)																						
Exchanges (such as the study visits and bilateral exchanges)																						

## Section 2 About Cedefop

2.10	Do you think that Cedefop has been successful in establishing a 'community of interest' for its products and services?	Not at all Not very much To a small extent To a great extent Don't know
2.11	To what degree do you feel that Cedefop activities contribute to: Improved flow of VET information and increased opportunities for the exchange of experience and good practice. Improved information services on VET being available to organisations & individuals across Europe Objective, reliable, comparable VET information and data being available to organisations & individuals across Europe Availability of sound and independent scientific advice on specific technical or scientific issues in the VET field Efficient and effective implementation of Community programmes and/or EU policy initiatives in the VET field	For each bullet point: Not at all Not very much To a small extent To a great extent Don't know
2.12	To what extent do you feel that you are involved in the development of Cedefop's products and services?	Not at all Not very much To a small extent To a great extent
2.13	In your view, do the products and services of Cedefop meet the needs of its users?	Not at all Not very much To a small extent To a great extent Don't know
2.14	How often do you use the following Cedefop products and services? a. The European Training Village b. Cedefop's virtual communities c. The Cedefop website d. Cedefop publications e. Study Visits f. Library and documentation service	For each bullet point, indicate: Very often (every month or more often) Relatively often (a few times a year) Infrequently (less than once a year) Never Don't know
2.15	What prevents you from using Cedefop products and services more frequently?	[Text]

## Section 2 About Cedefop

2.16	<p>To what extent would you agree or disagree with the following statements about Cedefop's services and products:</p> <ul style="list-style-type: none"> <li>a. The websites and web-forums are accessible and easy to navigate</li> <li>b. The research reports are informative and useful</li> <li>c. The virtual communities support dialogue and exchanges of information</li> <li>d. The Community study visits programme provides an opportunity to exchange information and discuss issues of common interest with others from different backgrounds and from other Member States</li> <li>e. The library and documentation service provides comprehensive and up-to-date information</li> </ul>	<p>For each bullet point:</p> <ul style="list-style-type: none"> <li>Strongly disagree</li> <li>Disagree</li> <li>Agree</li> <li>Strongly agree</li> <li>Don't know</li> </ul>
2.17	<p>In your opinion, to what extent is Cedefop successful in achieving the objectives described below?</p> <ul style="list-style-type: none"> <li>a. Carrying out research in European VET systems and issues</li> <li>b. Providing technical and scientific advice</li> <li>c. Collecting and analysing VET-related information at EU level</li> <li>d. Disseminating VET information and data across Europe</li> <li>e. Promoting co-operation, exchanges and transfer of best practice</li> <li>f. Supporting the implementation of the EU VET policy priorities</li> </ul>	<p>For each bullet point:</p> <ul style="list-style-type: none"> <li>Not at all</li> <li>Not very much</li> <li>To a small extent</li> <li>To a great extent</li> <li>Don't know</li> </ul>
2.18	<p>Please briefly explain why you think Cedefop is achieving its objectives or not. If possible, please provide specific examples or references justifying your answer.</p>	[Text]
2.19	<p>In your view, what is the main impact that Cedefop has in relation to the work that you do and that could not be achieved otherwise?</p>	[Text]
2.20	<p>Are there specific activities within the following Cedefop broad tasks that should be discontinued or modified?</p> <ul style="list-style-type: none"> <li>a. Carrying out research</li> <li>b. Providing technical and scientific advice</li> <li>c. Collecting and analysing VET-related information at EU level</li> <li>d. Disseminating VET information</li> <li>e. Promoting co-operation, exchanges and transfer of best practice</li> <li>f. Supporting the implementation of the EU VET policy priorities</li> <li>f. Other [Please specify]</li> </ul>	<p>For each bullet point:</p> <ul style="list-style-type: none"> <li>Discontinued</li> <li>Modified</li> <li>Don't know</li> <li>Remain the same</li> </ul>
2.21	<p>Please specify why certain activities should be discontinued or modified and in what way?</p>	[Text]
2.22	<p>What new Cedefop activities, if any, should be launched?</p>	[Text]

**Section 2 About Cedefop**

2.23	To what extent do you think that Cedefop expertise and know-how is accessible and useful to you and to other stakeholders in the VET field in your country?	Not at all Not very much To a small extent To a great extent Don't know
2.24	To what degree do you feel that the results and impacts of Cedefop's activities meet your expectations?	Not at all Not very much To a small extent To a great extent Don't know
2.25	In your view, have Cedefop's activities resulted in any unintended results and impacts beyond the desired ones?	[Text]
2.26	From your experience, to what extent do you think that the dissemination and communication activities of Cedefop are appropriate to enable organisations and individuals across Europe gain higher awareness and knowledge of VET systems and practices?	Not at all Not very appropriate Appropriate to some extent Very appropriate Don't know
2.27	Do you know of any organisations or individuals that could/should be using Cedefop services but are not currently doing so? If so, please specify who are these organisations or individuals, if you know why they are not using the services and how they could be more involved.	[Text]
2.28	Any other comments?	[Text]
2.29	We are intending to undertake telephone interviews and a small number of case studies. Would you be interested in participating in this part of the study? If you choose the 'Yes' option, please also supply your email and a daytime telephone number where we can contact you for a brief interview.	Yes No Would like more information
2.30	Your e-mail address:	-----
2.31	Your daytime telephone number: Please include the international and area codes.	-----
	Thank you	

## Cedefop web survey of Intermediary Bodies - Survey questionnaire

Section 1		About you
1.1	Title First name Surname	-----
1.2	Country	Include drop-down list
1.3	Name of your organisation	-----
1.4	Type of respondent  Please choose one option from the drop-down list	NLO ReferNet Cell Europass Information Centre TTNet member Quality Network member Other
1.5	What is your involvement with CEDEFOP?	[Text]

Section 2		About CEDEFOP
2.1	Is there a need that Cedefop meets? If yes, what is this need?	[Text]
2.2	If no, please explain why	[Text]
2.3	Do you think that Cedefop has a good reputation / 'brand-name' in the EU VET 'market'? For example, when you hear of a Cedefop product (publication, conference etc) do you expect that it will be of good quality?	Good reputation Neither good nor bad Poor reputation Don't know
2.4	How does the quality of Cedefop outputs compare to that of other institutions you are aware of? Outputs include: a) Products (ie publications, research reports, studies, newsletters, websites, etc) b) Networks (covering both 'real' and 'virtual' networks) c) Exchanges (such as the study visits and bilateral exchanges)	Quality compares: Favourably About the same Unfavourably Don't know
2.5	What is your opinion of the value of Cedefop and its services to the VET community?	Very low Moderate to low Moderate to high Very high Don't know

Section 2	About CEDEFOP	
2.6	Do you think that Cedefop has been successful in establishing a 'community of interest' for its products and services?	Not at all Not very much To a small extent To a great extent Don't know
2.7	To what degree do you feel that Cedefop activities contribute to: Improved flow of VET information and increased opportunities for the exchange of experience and good practice. Improved information services on VET being available to organisations & individuals across Europe Objective, reliable, comparable VET information and data being available to organisations & individuals across Europe Availability of sound and independent scientific advice on specific technical or scientific issues in the VET field Efficient and effective implementation of Community programmes and/or EU policy initiatives in the VET field	For each bullet point: Not at all Not very much To a small extent To a great extent Don't know
2.8	To what extent do you feel that you are involved in the development of Cedefop's products and services?	Not at all Not very much To a small extent To a great extent
2.9	In your view, do the products and services of Cedefop meet the needs of its users?	Not at all Not very much To a small extent To a great extent Don't know
2.10	In your opinion, to what extent is Cedefop successful in achieving the objectives described below? a. Carrying out research in European VET systems and issues b. Providing technical and scientific advice c. Collecting and analysing VET-related information at EU level d. Disseminating VET information and data across Europe e. Promoting co-operation, exchanges and transfer of best practice f. Supporting the implementation of the EU VET policy priorities	For each bullet point: Not at all Not very much To a small extent To a great extent Don't know
2.11	If you think Cedefop is successful in achieving some or all of their objectives, please briefly explain why. Please provide specific examples and references if possible.	[Text]
2.12	In your view, what is the main impact that Cedefop has in relation to the work that you do and that could not be achieved otherwise?	[Text]

Section 2	About CEDEFOP	
2.13	<p>Are there specific activities within the following Cedefop broad tasks that should be discontinued or modified?</p> <ul style="list-style-type: none"> <li>a. Carrying out research</li> <li>b. Providing technical and scientific advice</li> <li>c. Collecting and analysing VET-related information at EU level</li> <li>d. Disseminating VET information</li> <li>e. Promoting co-operation, exchanges and transfer of best practice</li> <li>f. Supporting the implementation of the EU VET policy priorities</li> <li>f. Other [Please specify]</li> </ul>	<p>For each bullet point: Discontinued Modified Don't know</p>
2.14	<p>Please specify why certain activities should be discontinued or modified and in what way?</p>	[Text]
2.15	<p>What new Cedefop activities, if any, should be launched?</p>	[Text]
2.16	<p>How would you grade the quality of support you receive from Cedefop?</p>	<p>Very low Moderate to low Moderate to high Very high</p>
2.17	<p>How would you rate your cooperation with Cedefop?</p>	<p>Very low Moderate to low Moderate to high Very high</p>
2.18	<p>Does Cedefop respond to your requests in a timely and satisfactory manner?</p>	<p>Not at all Not very much To a small extent To a great extent</p>
2.19	<p>To what extent do you think that Cedefop expertise and know-how is accessible and useful to you and to other stakeholders in the VET field in your country?</p>	<p>Not at all Not very much To a small extent To a great extent Don't know</p>
2.20	<p>To what extent would you agree or disagree with the following statements about the delegation of tasks to Cedefop?</p> <p>The delegation of tasks to Cedefop allows:</p> <ul style="list-style-type: none"> <li>a. building expertise and know-how</li> <li>b. greater involvement of stakeholders and greater proximity to final beneficiaries</li> <li>c. the functioning of comprehensive networks for the gathering and exchange of information and best practices</li> <li>d. acquisition of specialised expertise or know-how</li> <li>e. additional and/or more effective ways of stakeholder involvement</li> <li>f. more flexibility</li> </ul>	<p>For each bullet point: Disagree</p> <p>Neither agree nor disagree</p> <p>Agree</p> <p>Don't know</p>
2.21	<p>To what degree do you feel that the results and impacts of Cedefop's activities meet your expectations?</p>	<p>Not at all Not very much To a small extent To a great extent</p>

Section 2	About CEDEFOP	
2.22	In your view, have Cedefop's activities resulted in any unintended results and impacts beyond the desired ones?	[Text]
2.23	From your experience, to what extent do you think that the dissemination and communication activities of Cedefop are appropriate to enable organisations and individuals across Europe gain higher awareness and knowledge of VET systems and practices?	Not at all Not very appropriate Appropriate to some extent Very appropriate
2.24	Do you know of any individuals or organisations that could/should be using Cedefop services are not currently doing so? If so, please specify which they are	[Text]
2.25	Do CEDEFOP's objectives and activities complement those of other national and international actors in VET? (Other actors include, the European Training Foundation and other EU institutions, relevant services of the Commission, Member States, social partners and any other national, international or private organisations or bodies).	Not at all Not very much To a small extent To a great extent Don't know
2.26	Any other comments?	[Text]
2.27	We are intending to undertake telephone interviews and a small number of case studies. Would you be interested in participating in this part of the study? If you choose the 'Yes' option, please also supply your email and a daytime telephone number where we can contact you for a brief interview.	Yes No Would like more information
2.28	Your e-mail address:	-----
2.29	Your daytime telephone number: Please include the international and area codes.	-----
	Thank you	



## The Interviews

### *Interviews with external commentators and the user community*

These interviews initially explored the broad backdrop to the Intervention Logic that was set out in the Inception Report while subsequent interviews with key stakeholders covered the organisational and governance structures of the organisation as well as questions on relevance and utility.

It should be noted that 5 of the pre-selected interviewees did not take up our invitation to be interviewed in the context of the evaluation. Nevertheless, we have more than made up for those interviews not carried out by consulting with more interviewees in the context of the case studies than originally planned. This included for example the informal consultation with DGVTs that took place during the DGVT meeting held in Lisbon on 24 September 2007, where an evaluation team member attended to discuss DGVT's views on Cedefop's contribution to the Copenhagen process.

Further consultation with external commentators also took place through 12 interviews with users in the wider community, 12 interviews with Intermediary bodies working with Cedefop and the case study interviews and focus groups as described below. Annexe 3 sets out the schedule of interviews undertaken during the evaluation.

#### List of interviewees

Name of interviewee	Position	Date of interview	Interviewer
<b>24 CEDEFOP Staff*</b>			
Aviana Bulgarelli	Director	20 Dec, 9 May, 18 Sept	PEL, AM
Christian Lettmayr	Deputy Director	17 Jan, 9 May, 18 Sept	PEL, AM RS, AMN
Michael Kemmer	Internal Auditor	18 Sept 2007	PEL, AM
Steve Bainbridge	CEDEFOP Publications	24 July 2007	MJB, AM
Mara Brugia	Acting Head of Area A at the time of interview	20 Dec 2006	
Manfred Tessaring	Acting Head of Area B at the time of interview & Skillsnet case study	21 Dec 2006, Sept. 2007	
Marc Willem	Acting Head of Area C at the time of interview & ReferNet case study	20 Dec 2006, 24 July 2007	
Hélène Hamers	Finance and Procurement	11 May 2007	RS

Name of interviewee	Position	Date of interview	Interviewer
Ginette Mandrescheid	Human Resources	26 April 2007	AM
Simon Bensasson	CEDEFOP Head of Service, Public Relations	11 April 2007	AM
George Paraskevaidis	CEDEFOP Head of Service, Procurement	11 April 2007	AM
Lazaros Tossounidis	CEDEFOP Head of Service, ICT	11 April 2007	AM
Pascaline Descy	CEDEFOP Research	20 Dec 2006	AM, RS
Irina Jemeljanova	CEDEFOP Study Visits	21 Dec 2006, July 2007	AM, RS
George Kostakis	Study Visits case study	Sept 2007	AM
Michaela Fuerstein	Study Visits case study	Sept 2007	AM
Stephanie Werheim	Study Visits case study	Sept 2007	AM
Manuel Galvin Arribas and Loukas Zahilas	Sectoral approach and social dialogue	21 December 2006	AM, RS
Adriano Graziosi	ReferNet case study	Aug 2007	RS
Sarah Elson Rogers	ReferNet case study	Aug 2007	RS
Gyorgy Ispanski	ReferNet case study	Aug 2007	RS
Alena Zukersteinova	Skillsnet case study	Sept 2007	AM
Eleonora Schmid	Helsinki case study	Sept 2007	AMcC, MJB
<b>18 Board/Bureau members*</b>			
Matthew Higham	UNICE (Bureau)	19 April 2007	RS
Juraj Vantuch	Slovakia (Board)	19 April 2007	RB
Kristin Evensen	Norway (Bureau)	20 April 2007	RB
Romualdas Pusvaskis	Lithuania (Board)	April 2007	AMN
Marina Pankova	Latvia (Board)	April 2007	AMN
Petri Lempinen	Finland (Bureau)	April 2007	AMN
Tatjana Babrauskiene	Lithuania (Bureau)	10 May 2007	RS
Barbara Dorn	Germany (Board)	10 May 2007	RS
Erik Schmidt	Denmark (Board)	11 May 2007	AMN
Pierre Le Douaron	France (Board)	10 May 2007	AM
Peter Thiele	Germany (Bureau member and Chair 2003-2005)	11 May 2007	AM
Juan Menendez	Spain (Bureau)	30 April 2007	RB
Hans Detlev Kueller	Germany (Board)	30 April 2007	RB

Name of interviewee	Position	Date of interview	Interviewer
Jose Sanchez Ramirez	Governing Board member (Portugal)	10 April 2007	RS
Marta Ferreira	DGEAC, Head of Unit	23 January 2007	AMcC
Peter Baur	DGEAC, CEDEFOP Liaison officer	25 January 2007	PEL, AM
Tarja Tuominen	Governing Board member	12 April 2007	AMN
Franki Ord	Ex-Governing Board member	17 April 2007	RS
<b>15 external commentators</b>			
Michel Aribaud	EC, ECVET	April 2007	RS
Radek Maly	DG EMPL (Skillsnet case study)	10 Oct 2007	PEL
Xavier Matheu de Cortada	ETF	12 April 2007	RS
Jan Andersson	MEP	09 Oct 2007	PEL
Patrick Werquin	OECD	29 Aug 2007	AM
Xavier Matheu de Cortada	ETF	12 April 2007	RS
Patricia Wastiau-Schlüter	Eurydice	April 2007	RS
Carlo Scatoli	DGEAC, Europass	19 January 2007	RS
Gordon Clark	DGEAC, Head of Unit	22 January 2007	RS
Andre Richier	DG ENT, eSkills	24 January 2007	RS
Sergio Corti	DGEAC, Head of Unit	26 January 2007	PEL, AM
Fernanda Oliveira Reis	DGEAC, Quality in VET	25 January 2007	AM
Olga Strietska-Ilina	External expert, Skillsnet case study	Sept 2007	AMN
Rob Wilson	Institute for Employment Research at the University of Warwick, Skillsnet case study	Sept 2007	AM
Bernd Dworschak	FreQueNz network, Skillsnet case study	Sept 2007	AM
<b>12 users from the wider community**</b>			
4 practitioners		Aug-Sep 07	AM, RB
4 researchers		Aug-Sep 07	RB
4 policy makers		Aug-Sep 07	RB
<b>12 Intermediary Bodies**</b>			
4 National Europass Centres		Oct 2007	RB
5 Study Visit NLOs/TSAs		Oct 2007	RB, AM

Name of interviewee	Position	Date of interview	Interviewer
3 ReferNet consortium leaders		Aug 2007	RS
TOTAL: 81			

\* Additional staff members and Governing Bureau members were consulted through the Staff and Bureau focus group respectively.

\*\* Interviewees selected from the pool of respondents to the respective web survey

It did not prove possible to interview three of the selected board members and the Eurostat contact person despite the evaluation team's repeated efforts to set up interviews with these individuals.

The topic guides used as a basis for tailoring interviews are included below.

### Interview General Topic Guide

ECOTEC interviewers followed the topic guide of broad issues outlined below but during each interview built a more detailed questionnaire tailored to the position of each interviewee in relation to Cedefop.

<b>Relevance</b>
<ul style="list-style-type: none"> <li>- Extent to which the objectives of Cedefop meet today's needs in the area of VET, on the basis of concrete examples</li> <li>- Discussion to distinguish between the areas of the EU VET policy field, where Cedefop has led change, those where it has been a major influence, and those where it has had more of a passive support role</li> <li>- Extent to which Cedefop provides effective support within the Copenhagen process and in other VET-related policy themes (e.g. support provided in the past to mobility in the context of LDV, e-learning, LLL programme etc)</li> <li>- Extent of Cedefop's cooperation with other networks (e.g. Eurydice) and/or organisations (e.g. OECD, ETF, Eurostat, Dublin Foundation etc)</li> <li>- Strengths and weaknesses of the networks animated by Cedefop</li> <li>- Clarity of Cedefop's operational annual objectives; appropriateness of Cedefop's activities for achieving the objectives set in the annual work programme.</li> </ul>
<b>Coherence</b>
<ul style="list-style-type: none"> <li>- Appropriateness of Cedefop's financial resources and staff competences in view of its objectives</li> </ul>
<b>Effectiveness</b>
<ul style="list-style-type: none"> <li>- Internal evaluation and monitoring procedures for Cedefop products &amp; services.</li> <li>- Quality of products and services offered over the years</li> <li>- Processes that Cedefop follows for involving target audiences in the development of products &amp; services</li> </ul>

- Ways of gauging 'customer satisfaction' for CEDEFOP products & services.

### **Efficiency**

- Extent to which the cost of Cedefop's main activities and outputs represents value for money
- Response to EU enlargement
- Issues around the Centre's internal planning processes; budgetary processes and human resources issues.

### **Organisational set up and decision making**

- Contribution of Cedefop's organisational and budgetary structure to the effectiveness and efficiency of its operations.
- Contribution of Cedefop's governance regime to the effectiveness and efficiency of its operations
- Respective roles of the Governing Bureau and the Governing Board
- Levels of cooperation and dialogue between Cedefop, the European Commission, the Governing Board and Bureau.

### **Internal management system**

- Effect of internal organisational changes
- Setting of performance targets and indicators
- Extent of communication within and between Areas

- Internal and external communications strategy

### **Utility**

- Extent to which Cedefop's activities and outputs meet the expectations of its target groups

### **Complementarity**

Cedefop's cooperation with other EU networks and institutions, the Commission, the Member States, social partners and any other national, international or private organisations or bodies

Cedefop's standing in relation to other bodies conducting research and providing information in the VET field in the EU. What are Cedefop's 'unique selling points'? What is Cedefop's reputation in the VET community of researchers and practitioners? Has Cedefop been able to establish a strong 'community of interest' for its products and services?

### **Added value of Cedefop products and services**

- Where do you think that Cedefop's added value lies? For example, Cedefop's Workprogramme 2007, outlines that the value added of Cedefop's activities will be to:

- raise awareness of developments and challenges in vocational education and training through comparative analyses;
- lead to clear proposals for practical policy implementation and for research;
- strengthen European cooperation;
- enable acceding and candidate countries to contribute to and benefit from European cooperation.

Do you think that the 'roles and responsibilities allocated to Cedefop allow the above and also the following?:

- building expertise and know-how
  - timely and high-quality responses to ad-hoc information/ service requests made by Commission, Member States and Social Partners
  - greater involvement of stakeholders and greater proximity to final beneficiaries
  - other added value (Prompts can include: it's independence from the Commission, the involvement of the social partners in the governing board, two characteristics that the Commission does not have)
- 
- Extent to which Cedefop's expertise and know-how is accessible and useful to Commission services, Member States and the Social partners

## Interview Topic Guide for Interviews with Users in the Wider Community

The ECOTEC interviewer talked through the specific text responses provided by each interviewee to the online survey and then covered additional questions as follows:

### **Relevance/Utility**

As a policy maker / VET researcher / VET practitioner: Are there any products (eg statistics) or services (eg networking platforms) that you would like Cedefop offer that are not currently available?

### **Visibility**

In your view, what is the level of visibility of Cedefop:

- a) in your country in general
- b) in the community of policy makers / VET researchers / VET practitioners throughout Europe

What is Cedefop's reputation with:

- policy makers in the Member States?
- the VET community of academics and researchers?
- VET practitioners?

### **Website:**

What are the strengths and weaknesses of the Cedefop websites in your view?

Are you able to easily locate information, publications etc on the website?

### **The Journal:**

Do you read the Journal?

If yes, can you indicate how you rate it as an academic publication and where it adds value?

If the Journal was available free of charge and on the internet, do you think that you would read it more?

In what formats and channels would you like to receive Cedefop information? (for example: free of charge, in html rather than pdf format, in the form of electronic news flashes etc)

**Cedefop Dissemination and Demonstrating Public Value**

Is there any scope for increasing the added value of Cedefop products and services?

What is the utility of Cedefop products and services for stakeholders in the New EU member states?

To what degree do you think Cedefop expertise and know-how is accessible to:

- policy makers in the Member States,
- to Social partners,
- to researchers
- to practitioners?

**Any other comments**

Do you have anything to add or other comments/suggestions to make

## **The Case Studies (Methodology and topic guides for each case study)**

### **Case Study Title: ReferNet**

#### **Rationale for selecting this case study**

This case study is an example of a large project from Cedefop with considerable high internal and external interest. ReferNet is an example of a structured, decentralised, networked system for collecting and disseminating information. It represents a transversal activity supporting other areas and external users. It is a decentralised Europe-wide network made up of national consortiums of organisations who are representative of VET institutions and bodies in each country. The network also contributes to a number of products such as VET-Bib, eKnowVet and ERO Base.

Each national consortium has a research capacity and is led by a national co-ordinator, responsible for setting up the consortium and ensuring delivery of the work. The network covers 29 countries (from 2007). Network activities focus on collecting and exchanging documentation and information on developments in VET policy and research. Dissemination and promotion of Cedefop work and products in member countries also falls within ReferNet's remit. ReferNet also provides opportunity for consortium members to broaden contacts with other European organisations.

Since its creation, ReferNet has become one of Cedefop's main data collection and reporting mechanisms. The Helsinki communiqué recently gave Cedefop a stronger role in monitoring and reporting on EU VET policy priorities, so there is a need to assess the role of the network and how it can be refined as a "tool for supporting policy development".

#### **Specific focus**

The focus of the case study is on the ReferNet task of collecting and analysing information - developing VET (Developments in the field of vocational education and training (VET) in Member States and in acceding and candidate countries).

Comment: It should be made clearer that this includes also the promotional activities of Refernet, i.e. their role to inform relevant actors in their countries about the resources and information on VET that are available at Cedefop, and to feed relevant information coming from Cedefop into the national systems.

One of Cedefop's core tasks is to report on EU national VET systems. It does this in a number of ways through periodicals and hard copy publications on research and policy. For descriptive information, Cedefop has a database to store information submitted by each Member State (plus Norway and Iceland). This eKnowVet database classifies



information according to key VET-related themes. The database is meant to be a key reference tool for researchers and policy makers seeking national and cross-national VET information.

ReferNet contributes to the database by providing 2 types of input annually: a thematic overview; and a detailed thematic analysis. The themes have been fixed since 2002. Contributions are input by ReferNet into an interface (with a direct link to the database and to the ETV). ReferNet contributions are defined in detail by templates created by Cedefop and all countries must follow this template. Information submitted is checked by Cedefop to ensure that it answers the questions specified in the template, they are also (to different degrees) edited for language and content. Information is published in the 'National VET Systems' section on the ETV under the responsibility of ReferNet. Information can be viewed thematically across two or more countries or by country. The information submitted is also used by Cedefop to produce comparative studies (also published on the ETV)."

### **Documentation reviewed**

- Refernet Operational Procedures and appendixes (provided)
- List of Members of National Consortia (provided)
- ReferNet 2006: grant procedures financial evaluation document (provided) (if possible, we would like to obtain the same document for the years 2002 and 2004)
- Examples of ReferNet Dissemination activities: Some examples already provided. More examples will be required.
- Yearly impact analysis (Work Programme 2006: Area D, Activity Field 3, Project E);
- Minutes of ReferNet Consortium leader meetings;
- Minutes of the Meetings of the ReferNet Working group (August and September 06 already provided)
- Minutes of the meetings of the Directors General for Vocational Training
- List of members of the Support Group

## Interviewees

- 1 Adriano Graziosi (Cedefop, Network Co-ordinator). Responsible for ReferNet administration, contractual issues, work programmes
- 2 Marc Willem (Cedefop, Acting Head of Area D Network Manager). Responsible for ReferNet management and contractual issues, work programmes and action plans.
- 3 György Ipanski (Cedefop, EknowVet). Responsible for eKnowVet content (thematic overviews and detailed thematic analysis) for some countries, including UK and BE
- 4 Sarah Elson-Rogers (Cedefop, EknowVet). Responsible for eKnowVet content (thematic overviews and detailed thematic analysis) for some countries
- 5 Four Consortium leaders from 4 countries to be interviewed. The final selection of countries to be interviewed will take into account the balance between new and old member states as well as consortium characteristics such as the size, composition and type of organisation leading the consortium.

## Case study topic guide

Please note that interview questions will be tailored to each interviewee. The table below includes general questions that the case study will explore.

Evaluation Theme	Case Study Questions under this theme
<p><b>Relevance</b> (the extent to which the Centre's objectives are pertinent to needs and issues to be addressed)</p>	<p>What is the role of the ReferNet in the field of VET? Is it recognised as a reporting mechanism in the field of VET? Is it recognised at the national level as an information provider for VET developments in other European countries and/or on EU level?</p> <p>The extent to which activities fit with the Copenhagen process in terms of raising the visibility and profile of VET, facilitating a better understanding in the European Information Society and monitoring VET developments</p> <p>How are the needs of the main stakeholders identified? (European and national level). How are the national priorities communicated and taken into account?</p> <p>How does the network contribute to the different Cedefop's activities and projects?</p> <p>How is the quality/validity of the information monitored? (also exploring issues around who "validates" the information provided)</p> <p>To what extent are the EU level reports relevant to the meetings of the DGVT?</p> <p>Relevance/legitimacy of the partners involved in the consortia - How representative of the VET field in each country are the consortia? What level of</p>

Evaluation Theme	Case Study Questions under this theme
	<p>access do they have to national sources of information?</p>
<p><b>Effectiveness</b> (the extent to which the objectives set are achieved)</p>	<p>How is the network managed for all the different stages (tendering process, implementation and evaluation)? Is the network efficiently managed?</p> <p>What is the role of the Support Group? Should this role be formalised? Should the structure be changed?</p> <p>How is the work-programme and overall operating framework defined?</p> <p>What are the contractual obligations of the ReferNet consortium leaders? How are these being fulfilled?</p> <p>How is the information supplied by the network then processed, translated and used by Cedefop?</p> <p>How do the activities contribute to thematic networking and thematic cooperation?</p> <p>How is quality and relevance of the research for policy and practice being monitored? How is quality being ensured?</p> <p>How is the network being extended to include the new MS and candidate countries (e.g. induction meetings)?</p>
<p><b>Efficiency</b> (the extent to which the desirable effects are achieved at a reasonable cost)</p>	<p>What is the cost of ReferNet work?</p> <p>How is the network funded? (e.g. details on the financial arrangements, level of resources available, national contribution, type of contribution (monetary/in-kind) etc)</p> <p>Extent to which the cost of ReferNet's main activities and outputs represents value for money. How does the costs compare with other similar networks? (Comment: It is important to understand how economically inputs (financially and human) have been transformed into outputs; the comparison with other similar interventions is very relevant in this context).</p> <p>Are there appropriate internal and external resources (human and financial) allocated to the network?</p> <p>What is the frequency of the reports/updates? Is frequency satisfactory/efficient?</p>
<p><b>Utility</b> (the extent to which the Centre activities meet the expectation of its users and beneficiaries)</p>	<p>Extent to which the actual activities carried out and outputs produced have met the expectations of the main stakeholders.</p> <p>What is the level of support and co-operation with governments? What is the level of political buy-in that ReferNet enjoys?</p> <p>What is the level of involvement of the Governing Board Members in ReferNet?</p>

Evaluation Theme	Case Study Questions under this theme
	<p>What is the DG EAC and Directors General for Vocational Training feedback on ReferNet contributions to their work?</p> <p>What should be the future development of ReferNet in the framework of the Cedefop work programme and the support to Helsinki objectives?</p>
<p><b>Impact</b> (long term effects of the Centre's activities in meeting the needs it set out to address)</p>	<p>ReferNet contribution to the initiatives of Directors General for Vocational Training (Cedefop's report on recent developments in MS to DGVT).</p> <p>What is the sustainability and institutionalisation of the network in VET (EU and national level)?</p> <p>What should be the future role of ReferNet national consortia in VET?</p> <p>What are the dissemination activities each consortium undertakes in each country?</p> <p>Can you identify reasons for Cedefop's low (or high) visibility in certain Member States and does the ReferNet consortium in each country play a role in this?</p> <p>What is the perceived quality of ReferNet outputs?</p> <p>What are the quality assurance methods in place either at Cedefop or in individual consortia?</p>
<p><b>Complementarity</b> (the extent to which the intervention does not duplicate other efforts and cooperates with other relevant services and institutions)</p>	<p>Complementarity with other initiatives, programmes, projects, activities supported and financed at EU level to contribute to Community level analysis on VET or wider education and training issues (e.g. Eurydice). Joint Eurydice/CEDEFOP report that provided a description of the formal education and initial training structure within each Member State( e.g. "Structures of education, vocational training and adult education systems in Europe".</p> <p>The extent to which consortia operate and bring together national representatives of European networks (e.g. Eurydice, Europass etc.).</p> <p>Position of ReferNet with regard to other networks (thematic and subject oriented networks (e.g. TTnet, Skillsnet..), "operational networks" (e.g. LdV National Agencies, Study visits..), Valorisation and dissemination of information networks and Data collection, reporting and analysis networks (e.g. Eurydice)</p>
<p><b>Added Value</b> (the extent to which CEDEFOP's approach to its activities is preferable to other options for delivering the same results)</p>	<p>Where do you think that RefereNet's added value lies?</p> <p>(a)providing input on EU national VET systems, policy developments and initiatives at local, regional and national level</p> <p>(b)compiling selected documentation</p> <p>(c) raising awareness of developments and challenges in vocational education and training through comparative analyses;</p> <p>(d)disseminating useful documentation and information to national stakeholders</p> <p>(e) leading to clear proposals for practical policy implementation and for</p>

Evaluation Theme	Case Study Questions under this theme
	<p>research;  (f) strengthening European cooperation between research institutions across Europe;</p> <p>Extent to which ReferNet is a "unique platform" of key organisations involved in VET issues where public organisations, social partners and VET researchers can discuss and exchange information on regional issues and sectoral approaches (Member State level)</p> <p>Extent to which the activities of the network support the follow-up and monitoring of the Copenhagen process (e.g. provision of relevant data to the biannual review of process) (European level)</p> <p>Extent to which ReferNet's information and data gathered are accessible and useful to Commission services, Member States and the Social partners</p>

## **Case Study Title: Study Visits Programme**

### **Rationale**

The study visits have been evolving during the period covered by the evaluation and the initiative will have an increased role within the Lifelong Learning programme. Lessons from how the Study Visits have been operating will be useful for the forthcoming expansion of the programme to encompass the ARION visits next year. The study visits have been quoted by interviewees as a very useful activity of Cedefop, giving stakeholders in one country the best opportunity to gain an understanding of foreign education systems and best practice approaches in other countries.

### **Specific focus**

This case study will focus on how the activity contributes to attaining Cedefop's objective of promoting co-operation and the exchange of information and best practice, how the study visits have been evolving to become more focused on policy and peer learning and how the study visits have contributed to familiarising New MS with the VET systems in the rest of the EU.

### **Documentation reviewed**

- Study visit website;
- OLIVE Database;
- Study visit statistics and Qualitative feedback by study visit participants included in Cedefop publications;
- Minutes of annual meetings of the National Liaison Offices

### **Interviewees**

- 1 Irina Jemeljanova (Cedefop, Study Visits project manager)
- 2 Michaela Feuerstein (Cedefop, Coordinator - Study Visits)
- 3 George Kostakis (Cedefop, assistant - Study Visits);
- 4 Between two and four National Liaison Officers to be interviewed either face to face or by telephone, especially to establish benefits for the New Member States
- 5 Two representatives of Technical Support Agencies
- 6 Study Visit team secretaries at Cedefop, for details on organisational issues

## Case study topic guide

Evaluation Theme	Case Study Questions under this theme
<p><b>Relevance</b> (the extent to which the Centre's objectives are pertinent to needs and issues to be addressed)</p>	<p>How is it ensured that the study visit programme contents is relevant to participant needs?</p> <p>How is it ensured that the contents of the study visit programme is in line with the EU VET priorities?</p> <p>What is the process of designing the catalogue of the study visits? (e.g. contents proposed at annual National Liaison Officer meetings and agreed on by the NLOs)</p> <p>Does the programme serve the needs of the European Commission and the other Cedefop stakeholders?</p> <p>What are the quality assurance methods in place to ensure consistent quality of Study visits?</p> <p>How has the rationale for the programme been responding to changes in the EU VET policy framework? Has there been a shift of focus in the study visits programme from promoting mobility towards influencing policy, as the EU VET policy framework has been developing?</p> <p>How is ensured that the study visit programme is integrated with the other activities of Cedefop, in particular how are the results of the study visits fed back to the different policy areas.</p>
<p><b>Effectiveness</b> (the extent to which the objectives set are achieved)</p>	<p>What are the concrete objectives of the programme?</p> <p>What are the monitoring processes followed to ensure that the objectives are being realised?</p> <p>How does dissemination of the study visits programme take place, to who?</p> <p>Does the study visits programme play a role towards Cedefop's low or high visibility in certain Member States?</p> <p>How are participants selected?</p> <p>Are there processes in place to ensure that the participants have the right profile?</p>
<p><b>Efficiency</b> (the extent to which the desirable effects are achieved at a reasonable cost)</p>	<p>What is the cost of Cedefop's involvement in the study visits?</p> <p>Have the new Member States faced any difficulties in participating in the study visits because of limited possibilities to co-finance activities?</p>
<p><b>Utility</b> (the extent to which the Centre</p>	<p>How is feedback collected from National Liaison Offices and from study visit</p>

Evaluation Theme	Case Study Questions under this theme
activities meet the expectation of its users and beneficiaries)	participants?
<b>Impact</b> (long term effects of the Centre's activities in meeting the needs it set out to address)	<p>How effective has the Study Visits programme been in increasing the familiarisation of new Member States with the VET systems and with good practice in the rest of the EU?</p> <p>Is there any longitudinal follow-up taking place on study visits?</p> <p>Is there feedback received by study visit participants on the dissemination of information received during the visits or on maintaining the contacts established?</p> <p>Are there mechanisms to inject the feedback from the study visits into the policy process (including in Cedefop)?</p> <p>Are there any national initiatives complementary to the Study Visits to ensure sustainability of the exchanges and learning that takes place during a study visit?</p>
<b>Complementarity</b> (the extent to which the intervention does not duplicate other efforts and cooperates with other relevant services and institutions)	<p>Complementarity with Peer Learning activities</p> <p>Complementarity with other Leonardo activities</p> <p>Future prospects: complementarity with the ARION visits, anticipated economies of scale, strengths and weaknesses that should be considered for the ARION visits</p>
<b>Added Value</b> (the extent to which CEDEFOP's approach to its activities is preferable to other options for delivering the same results)	<p>Where do you think that the study visits' added value lies (eg is added value related to greater involvement of stakeholders and greater proximity to final beneficiaries)?</p> <p>What is the added value of Cedefop managing the programme as compared to other solutions such as, for example, contracting-out technical assistance? (added value for who? - participants; organisations; VET development; Cedefop; Commission; ...)</p>



## **Case Study Title: Early identification of skill needs / Skillsnet**

### **Rationale**

The activities related to early recognition of skill needs featured in the annual work programme of CEDEFOP for the first time in 2002 when it was identified that the Cedefop's research arena (Cedra) would start work on "recognition of new skill needs at an early stage and identification of best and transferable practice". Since then, different activities have taken place, including development of sector specific work (tourism, nanotechnology, agri-food and forestry-wood chains), conferences, thematic expert workshops and more recently the work to develop and carry out European skill needs forecasts.

### **Specific focus**

We propose that the case study on Skillsnet looks at the factors contributing to the evolution of Skillsnet, with a particular focus on:

- Assessing the impact of the tourism sector activity ("Trends and skill needs in tourism").
- The process for determining the expansion of Skillsnet and the activities to carry out European skill needs forecasting

Considering the need to focus the Skillsnet case study on concrete aspects, the evaluation team's original suggestion was to either explore the sectoral studies (tourism & nanotechnology) or to focus on the new project on European skill needs forecasting. It, nevertheless, became apparent that it would be difficult to obtain an insight into Skillsnet by only looking at the sectoral approach in isolation from the skill needs' forecasting or vice versa. The evaluation team therefore considers it more appropriate to look at the processes and factors behind the development of areas of work of Skillsnet; what led the Centre to focus on specific sectors and what was then the impetus behind the current project on cross-sectoral methodology for skill needs' forecasting. It is important to look at the impact of sectoral studies on policy and then to understand the reasons for the expansion of Skillsnet activities to a European level approach to forecasting through developing common methods to assess skills needs. In relation to the expansion of activities, the case study will investigate whether the expansion has been enabled through additional resources or re-distribution of resources from sectoral studies.

In terms of examining one of the two sectoral projects for a more detailed assessment, the tourism project "Trends and skill needs in tourism" was deemed more appropriate than the

one on nanotechnology as the main research work finished in 2005, allowing for an assessment of the short to medium-term impact of this project on policy.

The rationale for also exploring the project on forecasting during the case study, is that this is the focal point of current activities, and is seen by many as demonstrating a proactive approach by Cedefop to address VET needs in Europe.

### Documentation reviewed

- Skillsnet webpage [www.trainingvillage.gr/skillsnet](http://www.trainingvillage.gr/skillsnet);
- Internet research on skills forecasting initiatives across Europe;
- budget information on activities related to Skillsnet 2002-2007;
- Cedefop Annual reports, Annual Work Programmes, Second Progress Report 2006;
- Selection of Skillsnet publications and notes.

### Interviewees

- 1 Manfred Tessaring, Head of Area
- 2 Alena Zukersteinova, project manager – Skillsnet
- 3 Olga Strieska-Ilina, external expert on the Skillsnet project
- 4 Member of FreQueNz network (identification of skill needs in the tourism sector)
- 5 Member of the European skill needs forecasting project team in ROA.
- 6 Skills identification contact person in DG EMPL.

### Case study topic guide

Evaluation Theme	Case Study Questions under the theme
<p><b>Relevance</b> (the extent to which the Centre's objectives are pertinent to needs and issues to be addressed)</p>	<ul style="list-style-type: none"> <li>• How was the work of Skillsnet linked to VET priorities and policies at the start of the project in 2002/2003?</li> <li>• How is the work of Skillsnet linked to today's VET priorities and policies?</li> <li>• Is the work of Skillsnet proactive or reactive in relation to VET priorities and policies? Are there differences in the approach between different activities (e.g. sectoral approaches and forecasting)?</li> <li>• In what way is the work of Skillsnet linked to the Founding regulations</li> </ul>

Evaluation Theme	Case Study Questions under the theme
	<p>of Cedefop? In what way is the work of Skillsnet relevant to the annual objectives of Cedefop?</p> <ul style="list-style-type: none"> <li>• What factors have contributed to the expansion of activities (e.g. from sector specific studies to forecasting)? Has the expansion has been enabled though additional resources or re-distribution of resources from sectoral studies? What led to the expansion of activities? E.g. budget increase, requests from stakeholders, change in policy priorities, sectoral approaches already covered by sectoral organisations etc.</li> <li>• What were the factors behind selecting the sectors (tourism and nanotechnology)?</li> <li>• How were the key stakeholders involved in the project design and implementation? How did the project try to ensure the buy-in from sectoral stakeholders?</li> </ul>
<p><b>Effectiveness</b> (the extent to which the objectives set are achieved)</p>	<ul style="list-style-type: none"> <li>• What are the annual and/or project based objectives of Skillsnet?</li> <li>• Who participates in the network of researchers? How are partners chosen for each project? How does the network operate?</li> <li>• Are there any internal procedures for monitoring and assessing the extent to which the objectives have been achieved? Have any indicators / tools been designed to measure the success of Skillsnet and/or individual projects under the umbrella of Skillsnet?</li> <li>• To what extent have the objectives of Skillsnet been met so far? E.g. the objectives set out for the implementation of the project on identification of skill needs in the tourism sector and interim results of the project on forecasting.</li> <li>• What evidence is available to illustrate that annual and project-based objectives (if appropriate) have been met? E.g. evidence of EU / national policy makers following up on Skillsnet outputs / recommendations, evidence of improved cooperation between Member States, improved methodologies for anticipating skill needs (e.g. transfer of expertise to the new Member States).</li> </ul>
<p><b>Efficiency</b> (the extent to which the desirable effects are achieved at a reasonable cost)</p>	<ul style="list-style-type: none"> <li>• What is the cost of Cedefop involvement?</li> <li>• How does the cost of the tourism sectoral activity compare with other similar projects of Cedefop?</li> </ul>
<p><b>Utility</b> (the extent to which the Centre activities meet the expectation of its users and beneficiaries)</p>	<ul style="list-style-type: none"> <li>• What methods has the Skillsnet project team adopted to capture the views of its beneficiaries?</li> <li>• What has been the feedback from Member States / Commission / social partners to Skillsnet (and its individual projects; tourism and forecasting)?</li> <li>• How has the feedback been taking into consideration in the project</li> </ul>

Evaluation Theme	Case Study Questions under the theme
	design / focus over the years? Please provide examples.
<p><b>Impact</b> (long term effects of the Centre's activities in meeting the needs it set out to address)</p>	<p>In what ways have the project outputs been disseminated to key stakeholders?</p> <p>What has been the contribution of Skillsnet (and its individual projects; tourism and forecasting) to:</p> <ul style="list-style-type: none"> <li>• EU policy (VET, tourism policy etc.)?</li> <li>• EU and national policy making on early identification of skill needs?</li> <li>• Sectoral organisations (tourism)?</li> <li>• Activities of sectoral social partners (tourism)?</li> <li>• Activities of other research organisations developing methodologies to assess skill needs?</li> </ul>
<p><b>Complementarity</b> (extent to which the intervention does not duplicate other efforts and cooperates with other relevant services and institutions)</p>	<p>How do the activities of Skillsnet compare (complement or duplicate) with activities carried out by:</p> <ul style="list-style-type: none"> <li>• Sectoral stakeholders in the tourism field (e.g. WTTC, WTO, social partners)?</li> <li>• European Commission (e.g. DG ENT in relation to tourism policy and Eurostat and DG EMPL in relation to statistics on skills)?</li> <li>• Other research institutes and international organisations (OECD)?</li> <li>• Complementarity with the VET policy agenda</li> </ul> <p>What is the perceived quality of Skillsnet outputs and are there quality assurance methods in place?</p>
<p><b>Added Value</b> (extent to which Cedefop 's approach to its activities is preferable to other options for delivering the same results)</p>	<p>What other methods of project delivery were considered (if any)?</p> <ul style="list-style-type: none"> <li>• What lessons have been learnt from the first 3-5 years of the programme delivery? Have the delivery mechanisms stayed the same?</li> </ul>

## **Case Study Title: Reporting on the Copenhagen process**

### **Rationale**

This case study is an example of how Cedefop is adopting a new role of VET policy support. The Helsinki communiqué recently gave Cedefop a stronger role in monitoring and reporting on EU VET policy priorities and there is a need to assess its performance and consider how this role may be developed.

### **Specific focus and methodology used**

This case study will encompass the policy reporting and analysis provided for the Helsinki ministerial meeting which reviewed the Copenhagen priorities and the follow-up conference in April 2007. In particular it will:

- assess the impact of Cedefop's findings that were presented to the ministerial meeting in Helsinki;
- consider the process for determining the focus of Cedefop's reporting activities on the Copenhagen process.

The essence of the approach we shall be taking is to try to put an operational boundary on the work and to have a focused and evidence-based methodology to work from to bring it as close to the case study mode as possible. The approach suggested by CEDEFOP we see as more an extension of the interview process that we have already completed (topic guides and interviewees) than a different and more focused kind of methodology.

We wish to have a tightly bounded focus for the case study work and in this respect we propose to proceed as follows:

- We shall do some limited general questionnaire type investigation of the overall impact of CEDEFOP on Helsinki process along the lines of the questions set out in the topic guide below
- We shall then examine the impact through the bounded and more tightly specified prism of the DGVT members – seeing them as a particularly valuable cohort engaged both in the process itself and able to measure the impact of CEDEFOP through the lens of their national responsibilities for VET. This, we believe, will offer significant added value to the process as a whole;
- To give a harder and more evidence-based dimension to the exercise we shall then put in place an audit trail methodology within CEDEFOP itself - taking documentation and electronic information between CEDEFOP and its clients and stakeholders as the base. On the INPUT side, for example, there will have been a point at which activities relating

to Helsinki were initiated. We would capture the documentation that shows the Directorate initiating the activity, and then documentation (minutes, emails, communications etc.) that show the planning process being undertaken. We would then link this to the formal planning of resources (both financial and people) to marshal them to needs of the Helsinki project. Associated with this will also be drafts of documents, and audit trails of comments. Management information relating to the gathering of the necessary information could be provided from the REFERNET management information system. On the OUTPUT side we would examine communications between CEDEFOP and the clients and stakeholders and follow through the documentation that could be linked relatively clearly to the impact of CEDEFOP on the Helsinki process. In this way we can not only make a rather harder measurement of impact and relevance but we can also add significantly to the body of general material we are assembling on efficiency and effectiveness.

### Documentation reviewed

- Detailed annual budget
- Project planning documents on the reporting process (including Maastricht communiqué)
- Details for contacts at DG EAC / DGVT / ReferNet
- Feedback from users
- Minutes of the meetings of the Directors General for Vocational Training

### Interviewees

- 1 Manfred Tessaring, Cedefop head of Area
- 2 Eleonora Schmid, Cedefop project manager
- 3 Patrycja Lipinska, Cedefop
- 4 DGVT members

### Case study topic guide

Please note that interview questions will be tailored to each interviewee. The table below includes general questions that the case study will explore.

Evaluation Theme	Specific case study questions under the theme
<b>Relevance</b> (the extent	Please describe Cedefop's contribution to reporting on the Copenhagen process

Evaluation Theme	Specific case study questions under the theme
to which the Centre's objectives are pertinent to needs and issues to be addressed)	<p>leading up to the Helsinki ministerial meeting in December 2006 (Work Programme 2006)</p> <p>How were the needs of the main stakeholders identified at European and national level?</p> <p>How was Cedefop's role defined?</p> <p>What was the involvement of the Governing Board Members in the reporting process?</p>
<b>Effectiveness</b> (the extent to which the objectives set are achieved)	<p>How was the information on VET developments in the Copenhagen priorities supplied, processed, and used by Cedefop?</p> <p>What shifts in focus or changes in priorities, if any, occurred in the information requirements expected from Cedefop for the Helsinki ministerial meeting?</p> <p>What monitoring processes were followed to ensure that the objectives were met?</p> <p>Are there mechanisms to inject the feedback from the study visits into the policy process?</p>
<b>Efficiency</b> (the extent to which the desirable effects are achieved at a reasonable cost)	<p>What is the cost of CEDEFOP involvement?</p> <p>Are there appropriate internal and external resources (human and financial) allocated to the network?</p>
<b>Utility</b> (the extent to which the Centre activities meet the expectation of its users and beneficiaries)	<p>What was the level of support for Cedefop's findings at the:</p> <ul style="list-style-type: none"> <li>• Helsinki ministerial meeting;</li> <li>• follow-up conference in April?</li> <li>• How helpful were Cedefop's findings from the perspective of the:</li> <li>• European Commission;</li> <li>• Member States;</li> <li>• social partners?</li> <li>• How were the results disseminated?</li> </ul>
<b>Impact</b> (long term effects of the Centre's activities in meeting the needs it set out to address)	<p>Have Cedefop's findings been used for future work by the European Commission, or DGVT?</p> <p>How effective have Cedefop's findings been in raising awareness of developments and challenges in vocational education and training in Europe?</p> <p>How helpful are Cedefop's findings in providing background information to support</p>

Evaluation Theme	Specific case study questions under the theme
	<p>policy development</p> <p>What should be the future development of Cedefop's role in the Copenhagen process?</p>
<p><b>Complementarity</b> (the extent to which the intervention does not duplicate other efforts and cooperates with other relevant services and institutions)</p>	<p>To what extent did the reporting process complement other activities in Cedefop?</p> <p>To what extent did Cedefop's contribution support other activities related to reporting on the Copenhagen process?</p>
<p><b>Added Value</b> (the extent to which CEDEFOP's approach to its activities is preferable to other options for delivering the same results)</p>	<p>Where do you think Cedefop's added value in reporting on the Copenhagen process lies?</p> <p>(a) raising awareness of developments and challenges in vocational education and training through comparative analyses;</p> <p>(b) leading to clear proposals for practical policy implementation and research;</p> <p>(c) strengthening European cooperation;</p> <p>To what extent is Cedefop is a "unique platform" for analysing VET developments from a European perspective?</p>



## Documentation Review

The following table presents the documentation requested by the evaluation and made available by Cedefop

### Data Assessment Framework

Information requested	Information Provided/available
Internal Audit documentation	<ul style="list-style-type: none"> <li>- Preliminary Audit Plan 2007</li> <li>- Audit Strategy 2007-2009</li> <li>- Draft Audit Charter</li> <li>- Note on progress on implementation of recommendations of Court of Auditors</li> </ul>
Annual budget (2001-2006) detailed by : area service / type of activity project type of expenditure (titles 1, 2, 3) including, a subdivision of title 3 following the categories (translation, publication, meeting, Study and contracts, cooperation with partners)	<p>Official journal 'Statement of revenue and expenditure of the European Centre for the Development of Vocational Training (Cedefop) for the financial years 2001 - 2006</p> <p>Overall budget by area: see work programme</p> <p>Provisional budget by area/project-service/budget lines:</p> <p>Area A: tables provided for 2002-2006</p> <p>Area B: tables provided for 2002-2006</p> <p>Area C: tables provided for 2001-2006</p> <p>Area D: tables provided for 2004-2006</p> <p>Remark: The area organisational structure exists only formally since 2004. Thus HoA experienced some difficulties in gathering detailed budgetary information before that year and budgetary information may not always be fully accurate.</p> <p>Area B: In 2003, at project level, the only information available is related to the budget originally requested by the Area but not to the final budget allocated after the cuts decided by the Directorate. It should be noted that at that time, a KMS budget envelope was allocated to the Areas as a whole (in Area B case, this was 190.000 in 2003) but not to the projects. The implementation of the KMS budget envelope was decided by the Directorate.</p> <p>Area C structure appeared as of 2003, therefore for years 2001 and 2002 you will see only the budget allocated to study visits. If necessary we will provide you with a more detailed information concerning the breakdown of the study visits budget.</p> <p>Area D: information available as from 2004 only.</p> <p>Area E: budgetary information by project/service for area E was not compiled until this year. The budget was managed as one single envelope. Information on the total budget for area E is available in the annual work programme.</p> <p>Extracts from Fibus, financial monitoring system</p>
Court of Auditors reports 2001-2005	<p>2001-2005 reports published online by the Court of Auditors</p> <p>2006 Accounts for the Court of Auditors provided by Cedefop</p>
Cedefop personnel strategy Staff figures and turnover (2001-2006), by area Cedefop staff training programmes Statistics of participation in training,	<p>Draft Multi Annual Staff Policy Plan (2006)</p> <p>Overview of staff by area: can be obtained by consulting in the Annual reports, for any given year, the annex on internal allocation of staff.</p> <p>Staff turnover data in 2002-2006 (only available for the whole organisation, not by Area).</p> <p>Training (documents available)</p>

Information requested	Information Provided/available
yearly (2001-2006)	<p>Training procedure</p> <p>Decision on financing of post-graduate courses by Cedefop in the context of its training policy</p> <p>Guide to training maps</p> <p>Training maps 2006</p> <p>Training catalogue 2006</p> <p>Training profiles by staff category</p> <p>Cedefop has not so far had a training policy as such. Training needs are divided up in three categories: Cedefop needs (a list of training to be provided each year – see for example the training catalogue 2006); area needs (defined at the level of the area and forwarded to the training Dpt at the beginning of the year); personal needs (which can be defined either in the individual Career Development Review or requested by the individual independently) (see 'Training procedure').</p> <p>Training statistics: no systematic information is available but lists of attendance and individual training records exist.</p>
Minutes of the annual meeting(s) of the governing board (previously management board) for the period 2001-2006.	<p>The final minutes of the Management / Governing Board meetings from 2001 to 2006 in EN in PDF format. For each meeting the attendance list has to be added to the minutes. (Note that from 2005 onwards, there is only one Governing Board meeting per year.)</p> <p>Minutes of the Governing Bureau meetings from 2005 and 2006</p>
Monitoring data of websites use	<p>Europass web site: statistics available as from Feb. 2005.</p> <p>ETV and Cedefop web sites: Statistics currently available (sent 6/02/2007)</p> <p>General ETV statistics for the years 2005-2006</p> <p>Specific ETV statistics for the years 2005-2006</p> <p>General Cedefop statistics, are currently being processed for the year 2006 in order to complete the 2005-2006 period</p> <p>Regarding ETV and due to a hardware failure in 2004, logs from January to April are missing. This means that the stats we will produce will not represent real hits since they will only contain logs from the MIGRATION (www2) server.</p> <p>We will start producing statistics for years before 2005 as soon as the Statistics Application (i.e. Webtrends) finishes the above tasks (this particular application requires a lot of processing power and disk space to handle large amounts of log data).</p> <p>Finally, we have no log data for the period of 23/12/2006 till 10/1/2007 for all sites hosted on FOLK server (i.e. Cedefop, Career-Space, eSkills, eKnowVet). This problem will create a gap in the statistics of the above websites for the months of December and January.</p>
MTPs, work programmes and annual reports Medium-term priorities 2003-2006, 2006-2008 Work programmes 2001 - 2007 Annual reports 2001- 2006	<p>Provided in .pdf version</p>
Monitoring data on Cedefop publications and publications	<p>Publications statistics (sent 07/02/2007)</p> <p>distribution of free publications by language and country 2001-06;</p>

Information requested	Information Provided/available
distribution lists	<p>European journal statistics 2004-06 for free and sold copies;  sales receipts from sold publications 2001-2006. (From 2003 these are shown with the costs for distribution and storage as we set a target of trying to reduce the gap)  data on publication bestsellers</p> <p>Remark: free publications are only issued automatically to ReferNet and governing board members. Figures will show the number of free publications we sent out to people who specifically requested them. They do not include the copies issued at conferences nor the initial distribution following the print-run. A mailing list alert system to tell people when new publications are available has just been created. This list is not large, it can be provided.</p> <p>The Cedefop info list, which is about 7 200 subscribers, is also available.</p> <p>The list of subscribers to the European journal (around 1400) can also be provided.</p> <p>Concerning sold publications, we have never been able to reconcile our figures with those of the OPOCE in Luxembourg. However, we are doing some checks and they should also be available by 22 January.</p>
Monitoring data on press and media coverage (e.g. number of press releases issued, questions from journalists, number of press conferences etc)	Not available
Other documents: Code of good administrative behaviour Cedefop agreements with other relevant community agencies (ETF, Eurofound)	<p>Code of good administrative behaviour</p> <p>Framework cooperation between Cedefop and Eurofound</p> <p>Cooperation between Cedefop and ETF / Cedefop and Eurydice (see annexes to yearly work programmes)</p> <p>Visibility analysis 2006 (sent 07/02/2007)</p> <p>Citations And References To Cedefop And Its Products - Full report 2006 (sent on 07/02/2007)</p>

## **Annex Four: Estimating effectiveness and impact through comparators**

Key Cedefop documentation such as the Annual Report does not contain summarised information on the impact of the activities covered in this chapter. For example, the Annual Report 2006 redirects readers interested in finding out about impact and performance indicators to a more detailed 'Activity Report' hosted on the Cedefop website. When accessing that document, the reader finds a long table with a large amount of detail on what is labelled 'expected impact' of each activity and it is left to the reader to come to an overall view about the impact and value that Cedefop is having.

By contrast the European Foundation for the Improvement of Living and Working Conditions's (Eurofound) has a specific approach to 'impact tracking', and Eurofound can be considered one comparator body for Cedefop. Similarities include that both Cedefop and Eurofound are EU agencies set up in 1975, operating with a multi-stakeholder Governing Board (social partners, governments and European Commission) and with a similar role, 'to provide information, advice and expertise – on living and working conditions, industrial relations and managing change in Europe – for key actors in the field of EU social policy on the basis of comparative information, research and analysis'. The two EU agencies are also of similar size (Eurofound currently employs a little over 100 people as compared to 123 employed by Cedefop) although they have different budgets (Eurofound's budget was Euro 19.7m in 2006 compared to Euro 17.1m for Cedefop) in the same year.

The Eurofound annual work programme 2007 contains a chapter on 'Research and Communication Priorities' concisely outlining the strategy and priorities for communication and research activities. The Annual Report 2006 states that the Foundation developed and launched its Balanced Scorecard performance monitoring system in 2006 and goes on to devote a chapter to a summary of impact of Eurofound activities. The chapter outlines the number of requests for information key stakeholders made to the Foundation and how its findings have been used by them. It also summarises links and visibility with each type of stakeholder at EU or national level and lists impact indicators on: citations in journals; media coverage and impact (including an estimate of the amount of advertising value equivalent attained through press cuttings); as well as details on participation in external events. Table 7.10 gives examples of the impact indicators being tracked by Eurofound. While Cedefop is already collecting certain indicators on citations and website usage, it could benefit from carefully evaluating how it can develop its own impact indicators.

**Table 7.10 Examples of Eurofound impact indicators**

Indicator	Eurofound Value (Source: Eurofound Annual Report 2006)	Cedefop Value (Source: Cedefop Annual Report and Activity Report 2006)
ISI citation impact factors	Eurofound research quoted in 24 out of 54 categories	Most conditions fulfilled for the Cedefop Journal to be included in the ISI bibliographical database
Citations in Journals	Foundation work cited in at least 450 articles in 300 journals	Citations to Cedefop gradually increased from 23 in 2001 to 83 in 2005 2006 value not quoted in the documentation.
Number of press releases	53 press releases, 29 press events: 18 national, 11 at EU level	No information available in documentation
Press Conferences	18 throughout Europe	No information available in documentation on the number of press conferences given. The evaluation team was present when one press conference took place at Cedefop (April 2007 AGORA, with high profile attendance by Commissioner, MEPs and Greek minister of education)
Article cuttings, press, TV and radio Coverage	930 cuttings equating to Euro 520,000 of advertising equivalent value. 132 interviews in press, tv and radio broadcasts.	No information available in documentation.
Enquiries from Journalists	230 enquiries	No information available in documentation.

Source: ECOTEC, based on information from Cedefop Annual Report 2006 and Activity Report 2006 and Eurofound Annual Report 2006

## **Annex Five: Terms of Reference for the Evaluation**

# TERMS OF REFERENCE

Tender no EAC/48/06

## Interim evaluation of the European Centre for the Development of Vocational Training (CEDEFOP)

Contracting Authority: European Commission

### BACKGROUND

#### 1.1 Context

This external evaluation concerns the European Centre for the Development of Vocational Training (CEDEFOP, a Community Agency which was established under Council Regulation 337/75 of 10 February 1975<sup>1</sup>. Article 27(4) of the Financial Regulation applicable to the general budget of the European Communities<sup>2</sup> specifies that “In order to improve decision-making, institutions shall undertake both ex ante and ex post evaluations in line with guidance provided by the Commission. Such evaluations shall be applied to all programmes and activities which entail significant spending and evaluation results disseminated to spending, legislative and budgetary authorities.” and Article 21.2b of the implementing rules<sup>3</sup> specifies that “activities financed on an annual basis shall have their results evaluated at least every six years.”

In addition CEDEFOP has adopted its own implementing rules and the relevant Decision of 31 March 2003<sup>4</sup> states that “*in order to improve decision making, CEDEFOP shall regularly carry out ex ante and ex post evaluations of all programmes or activities which entail significant spending. Evaluation results shall be sent to the Governing Board*”. Such provision on evaluation has been further detailed in article 9 of the Centre’s Decision of 31 March 2003 laying down detailed rules for the implementation of the Decision on the financial rules<sup>5</sup>.

The previous CEDEFOP evaluation was finalised in 2001. Its main purpose was to assess the internal efficiency and external effectiveness of CEDEFOP compared to its statutory objectives, including CEDEFOP’s policy guidelines and medium term priorities in the period 1997-2000.

In 2001 the Commission summarised the main results of the external evaluation report and presented its own reactions under four headings: improving internal efficiency, improving external efficiency, the role and functioning of CEDEFOP’s Governing Board and Bureau, medium-term priorities and annual work programme.

<sup>1</sup> [http://www.cedefop.eu.int/download/in\\_brief/CR-75-337-en.pdf](http://www.cedefop.eu.int/download/in_brief/CR-75-337-en.pdf)

<sup>2</sup> Council Regulation (EC, Euratom) No 1605/2002 of 25 June 2002

<sup>3</sup> Commission Regulation (EC, Euratom) No 2342/2002 of 23 December 2002

<sup>4</sup> [http://www.cedefop.eu.int/download/in\\_brief/Finance\\_en.pdf](http://www.cedefop.eu.int/download/in_brief/Finance_en.pdf)

<sup>5</sup> [http://www.cedefop.eu.int/download/in\\_brief/Finance\\_implement\\_en.pdf](http://www.cedefop.eu.int/download/in_brief/Finance_implement_en.pdf)



In order to respond to the recommendations made by the external evaluator and by the Commission, CEDEFOP prepared an Action Plan focussing on 14 specific action lines under the same four headings. This was adopted by the CEDEFOP's Governing Board in November 2001, and progress reports on its implementation have since been reported annually to the Governing Board.

A further evaluation is now due. It should be carried out in 2006/2007 and form the main basis for a report by the Commission to the institutions at the end of 2007. In addition to examining progress in the implementation of the Action Plan arising from the recommendations of the previous evaluation, the current evaluation should take particular account of the implications for the Centre of the following key elements:

- **Changes in the operating environment and role of the Agency since 2001**, as reflected in the Action Plan adopted by the Governing Board meeting in November 2001 and in the medium-term priorities<sup>1</sup> adopted by the Governing Board meeting in November 2002.
- **The evolution of EU policy in the field of vocational education and training (VET) and changes in EU policy instruments**; especially the enhanced European cooperation in VET process (Copenhagen process).
- The enlargement of the EU on 1 May 2004, its impact on the resources and activities of CEDEFOP.

The evaluation will focus on the period 2001- mid-2006 and will be carried out under the responsibility of the European Commission (DG EAC) with the involvement of representatives of the Governing Board and of CEDEFOP.

## 1.2 The Agency to be evaluated

CEDEFOP<sup>2</sup> is located in Thessaloniki<sup>3</sup>, Greece; the Centre is administered by a Governing Board (78 Members) of representatives of Member State governments, employer organisations, employee organisations and the European Commission. UNICE (the European employers confederation), ETUC (the European workers confederation) and the European Economic Area (EEA) countries (Norway and Iceland) participate as observers. Cedefop is managed by a directorate, comprising the director and deputy director; it has around 120 staff members (professional staff members and additional support staff). The overall budget of the Centre is around 16 M€ Detailed information about the Centre can be found on its website at: [www.cedefop.eu.int](http://www.cedefop.eu.int).

<sup>1</sup> [http://www.cedefop.eu.int/download/current\\_act/mtp\\_4022\\_en.pdf](http://www.cedefop.eu.int/download/current_act/mtp_4022_en.pdf)

<sup>2</sup> <http://www.cedefop.eu.int/>

<sup>3</sup> Established in 1975 and originally based in Berlin, in 1995 Cedefop's head office was transferred to Thessaloniki.

### 1.2.1 Aims of the Centre

The overall aim of the Agency is to encourage, at Community level, the promotion and development of vocational training and of in-service training. To that end, within the framework of the guidelines laid down by the Community, it shall contribute, through its scientific and technical activities, to the implementation of a common vocational training policy.

The mid-term priorities (2003-2006)<sup>1</sup> defined as a broad strategic objective the promotion of a European area of lifelong learning throughout an enlarged EU, and three more specific strategic objectives, which should steer Cedefop's contribution to achieving the overall objective:

#### **Improving access to learning, mobility and social inclusion**

##### **Enabling and valuing learning**

##### **Supporting networks and partnerships in an enlarged European Union.**

In terms of service provision, CEDEFOP's main interlocutors are:

- i) The European Commission, European Parliament and other European Institutions;
- ii) the Member States;
- iii) the social partners;
- iv) Countries having agreements with CEDEFOP<sup>2</sup>
- v) Research community, including universities, research institutes and other organisations which contribute to the advancement of knowledge and understanding in the field of vocational training;
- vi) Practitioners' community, including decision-makers at regional/local level, companies and training organisations which contribute to innovation in terms of the content, methodology and organisation of vocational training.

<sup>1</sup> [http://www.cedefop.eu.int/download/current\\_act/mtp\\_4022\\_en.pdf](http://www.cedefop.eu.int/download/current_act/mtp_4022_en.pdf)

<sup>2</sup> Candidate countries, Norway and Island

## 1.2.2 Means of intervention

Cedefop's activities are grouped into five areas<sup>1</sup>:

### **Research**

Cedefop stimulates and encourages research to develop and disseminate new knowledge on learning and training. Cedefop carries out its own research and commissions it from outside organisations. Through its networks of researchers Cedefop provides a platform for exchange and sharing knowledge. This area is responsible for research reports, the European journal vocational training and the Agora Thessaloniki conferences<sup>2</sup>

### **Reporting**

Cedefop provides up-to-date and background information on vocational education and training systems, policies, reforms and issues in Member States to support policy-making. This area is responsible for reports on general and specific policy developments.

Cedefop also supports the process of enhanced European cooperation in vocational training.<sup>3</sup> This process supports the realisation of the objective agreed by the Lisbon European Council to make the EU the most dynamic knowledge-based economy in the world, by 2010. Cedefop provides technical support for this work through its analytical activities, the promotion of networks and the hosting of interactive platforms for discussion and exchange via its virtual communities.

### **Exchange and support for partners**

Cedefop provides various forums for its partners and others interested in or responsible for vocational education and training matters in Europe. Cedefop supports debate among and between policy-makers, in particular the social partners. This area is responsible for managing the European Community study visits programme and supporting the social partners.

### **Information, communication and dissemination**

This area is responsible for the technical production of Cedefop's publications, dissemination, promotion and translation activities, including participation in exhibitions and conferences. It is responsible for the operation of Cedefop's website (<http://cedefop.europa.eu>) and the European Training Village (ETV – <http://www.trainingvillage.gr>), as well as the library and documentation service. It also produces 'Cedefop Info', a newsletter on VET developments in the EU.

<sup>1</sup> For further information on specific activities and outputs see "medium term priorities 2003-2006" [http://www.cedefop.eu.int/download/current\\_act/mtp\\_4022\\_en.pdf](http://www.cedefop.eu.int/download/current_act/mtp_4022_en.pdf) and the Centre's work programme 2005 [http://www.cedefop.eu.int/download/current\\_act/wp2005.pdf](http://www.cedefop.eu.int/download/current_act/wp2005.pdf) and its annual report(s)

[http://www2.trainingvillage.gr/etv/publication/download/panorama/4036\\_en.pdf](http://www2.trainingvillage.gr/etv/publication/download/panorama/4036_en.pdf)

<sup>2</sup> <http://www.cedefop.eu.int/events.asp?Action=5>

<sup>3</sup> [http://europa.eu.int/comm/education/copenhagen/index\\_en.html](http://europa.eu.int/comm/education/copenhagen/index_en.html)

## Administration

This area provides the infrastructure for the Centre's operation and is responsible for: administrative, financial, contractual/legal and staffing issues; IT/telecommunications support; maintenance and security of the buildings and in-house services; and training and social welfare.

### 1.2.3 Funding

The overall budget of CEDEFOP and its allocation between the different titles:

(EUR million)	overall budget (appropriations)	Title 1: Staff	Title 2: Administrative expenditure	Title 3: Operating expenditure
2004	15.872	9.243	1.395	5.234
2005	16.172	9.310	1.352	5.510

### 1.2.4 Activities undertaken to date

The Budget allocation to the four operational areas of CEDEFOP is as follows:

(EUR million)	Developing research	Reporting	Exchange and supporting partners	Information, communication, dissemination
2004	2.363	3.425	2.371	4.383
2005	2.440	3.804	2.593	4.403

## 1.3 Previous evaluations, studies and reviews

An external evaluation was finalised in 2001<sup>1</sup> and led to a Commission position paper<sup>2</sup> and to a CEDEFOP's action plan<sup>3</sup>. In addition some other specific evaluations and studies have been carried out by CEDEFOP and will be made available to the selected contractor. The Centre also publishes an Annual report, which describes the activities performed during the previous year, and relates them to the initial objectives set in the respective work programme; the annual reports are available at <http://www2.trainingvillage.gr/etv/publication/publications.asp?section=1>

<sup>1</sup> [http://europa.eu.int/comm/education/programmes/evaluation/cedefop/final\\_report\\_pl\\_ramboll\\_en.pdf](http://europa.eu.int/comm/education/programmes/evaluation/cedefop/final_report_pl_ramboll_en.pdf)

<sup>2</sup> [http://europa.eu.int/comm/education/programmes/evaluation/cedefop/annex\\_position\\_paper\\_en.pdf](http://europa.eu.int/comm/education/programmes/evaluation/cedefop/annex_position_paper_en.pdf)

<sup>3</sup> [http://europa.eu.int/comm/education/programmes/evaluation/cedefop/actionpl\\_en.pdf](http://europa.eu.int/comm/education/programmes/evaluation/cedefop/actionpl_en.pdf)

## **2. CONTRACT OBJECTIVES & EXPECTED RESULTS**

### **2.1 Overall objectives**

The overall objectives to which this contract will contribute are as follows:

- an assessment of the relevance, efficiency and effectiveness of the Centre's activities and organisation in achieving the key objectives, priorities and tasks defined in its guiding policy documents for the relevant period (e.g. Medium-Term Priorities, Work Programmes etc);
- the provision of useful lessons and recommendations to the Centre in order to enable it to face the challenges of the coming years (2007-2010) . Of particular importance are recommendations that will facilitate the improvement of: the programming and management of the Centre; the performance and impact of products and services; and accountability to the Budgetary Authority and the public at large. The evaluation will therefore have a formative character.

### **2.2 Specific objectives**

The specific objective of this contract is to procure an external, independent interim evaluation of the Centre between 2001 and the start of the evaluation contract.

### **2.3 Concrete outputs to be delivered by the contractor**

The outputs to be delivered by the contractor are as follows:

- an evaluation report according to the provisions of section 3 below; the report has in particular to include a number of recommendations to the respective decision makers regarding the organisation and the activities of the Agency in the post-2007 period;
- a presentation to the Governing Board and/or Bureau of the Centre in 2007;
- a presentation to the personnel of the Centre in Thessaloniki in 2007.

### 3. THE EVALUATION

#### 3.1 Main evaluation questions

*Together with recent evaluation reports on other Community agencies, the 2001 external evaluation report on CEDEFOP helped form the basis of a meta-evaluation of the agency system carried out in 2003<sup>1</sup>. This led, in turn, to the preparation of a list of generic evaluation questions for use in future agency evaluations<sup>2</sup>. The list was drawn up in cooperation with representatives from agencies and the Commission services, and is the basis for the contents of this section. **It is expected that the contractor selected will use their knowledge and experience to refine these questions and associated points and to propose further questions to the Steering Group** (see section 3.3 below).*

##### I. Relevance

1. To what extent were/are the objectives, priorities and activities of CEDEFOP in line with the evolution and developments of EU policy in the field of vocational training (Ex: enhanced European co-operation in VET) and with changes in EU policy instruments (ex. Open Method of Cooperation; Leonardo da Vinci II programme)?
2. To what extent are the objectives, priorities and activities of CEDEFOP in line with the needs of the addressees/beneficiaries of its activities?
3. To what extent are CEDEFOP's activities and priorities the most appropriate for achieving its objectives? Should the priorities be revised (existing ones deleted – new ones added)? Should certain existing activities be discontinued or modified? Should new activities be launched?

*These questions should be addressed by examining, amongst other points, the extent to which:*

- The aims and tasks defined in CEDEFOP's legal basis meet today's needs and requirements in the area of VET
- CEDEFOP objectives set out in the medium-term priorities 2003-2006 are consistent with its legal basis and with Community strategies and priorities in the VET field.
- CEDEFOP activities and outputs effectively support the reaching of the Centre's objectives identified in its guiding policy documents

<sup>1</sup> *Meta-Evaluation on the Community Agency System*, DG Budget, 2003  
[http://europa.eu.int/comm/budget/evaluation/pdf/meta-evaluation\\_agencies.pdf](http://europa.eu.int/comm/budget/evaluation/pdf/meta-evaluation_agencies.pdf)

<sup>2</sup> Sent by DG Budget to the Directorss of all Community agencies in July 2004.

## II. Coherence

4. To what extent are the elements of the Agency's intervention logic<sup>1</sup> internally coherent and consistent with EU policies of implementing a European area of lifelong learning?

*This question should be addressed by examining, amongst other points, the extent to which:*

- The hierarchy of Cedefop objectives, as expressed in documents ranging from the statutory Regulation to the Annual Work-Programme, is internally coherent.
- CEDEFOP's resources, its responsibilities and competences are appropriate in view of the objectives established in the statutory Regulation.

## III. Effectiveness and efficiency

*Effectiveness of CEDEFOP specific activities*

5. To what extent was CEDEFOP successful in achieving the objectives set out in its guiding policy documents for the relevant period?
6. To what extent meet/met CEDEFOP's activities and outputs the expectations of its target groups?

*These questions should be addressed by examining, amongst other points, the extent to which:*

- CEDEFOP's activities support the promotion and development of VET and of in-service training.
- CEDEFOP's activities improve access to learning, mobility and social inclusion
- CEDEFOP's activities contribute to enabling and valuing learning, training and teaching methods.
- CEDEFOP's activities contribute to significant developments and improvement of exchanges and cooperation between the social partners and other relevant actors.

<sup>1</sup> I.e., the link from CEDEFOP's inputs (budget, personnel) to the production of its outputs and thence to its impacts on society in terms of results. The contractor should examine how CEDEFOP achieves its specific objectives, and the extent to which these contribute to the attainment of higher-level goals.

## Efficiency

7. To what extent, in terms of the financial and human resources deployed, has CEDEFOP generated outputs and produced impacts at a reasonable cost?

*This question should be addressed by examining, amongst other points, issues such as:*

- Is the number and the job profile of staff adequate to CEDEFOP's tasks and work plan
- Identification of direct and indirect costs of CEDEFOP's main activities
- Costs of outputs such as publications, data bases, conferences and seminars; proportion of budget consumed by overheads.
- To what extent did the challenge of enlargement with the coverage of 10 additional countries impact on the Centre's human and financial resources

8. To what extent do CEDEFOP's procedures in the areas of financial and human resources management affect the efficiency of its operations?

*This question should be addressed by examining, amongst other points, issues such as:*

- In March 2003 CEDEFOP Governing Board adopted the implementing rules for the new Financial regulations. To what extent do these new rules support the efficient execution of activities.
- To what extent support the new Staff Regulations the efficient execution of the Centre's tasks
- Are human and financial resources allocated in a way to provide for an efficient implementation of the different activities?

## Organisational set-up and decision making

9. To what extent do CEDEFOP's organisational and budgetary structure and governance regime contribute to the effectiveness and efficiency of its operations?

*This question should be addressed by examining, amongst other points, the extent to which:*

- The organisational structure of CEDEFOP contributes to the effectiveness and efficiency of its operations.
- Coordination mechanisms with the Commission services are effective and efficient.
- The Governing Board and the Bureau strike a reasonable balance between the need to retain an effective decision making body and the need to ensure stakeholders representation, involvement and commitment.
- The Governing Board provides strategic direction and sets clear priorities for the Centre
- The Centre implements these priorities in an effective and efficient way..





### Internal management system

10. To what extent do CEDEFOP's management systems and processes contribute to the efficiency and effectiveness of its operations?

*This question should be addressed by examining, amongst other points, the extent to which:*

- Work-Programmes incorporate specific, realistic and verifiable objectives and appropriate indicators.
- The monitoring system enables CEDEFOP to collect relevant data on inputs, outputs, results and impacts.
- Activities (and resources) focus on priority objectives.
- The outputs of monitoring and evaluation procedures are fed back to decision-making.

11. To what extent do CEDEFOP's internal and external communications and dissemination strategies contribute to the effectiveness and efficiency of its operations?

*This question should be addressed by examining, amongst other points, the extent to which:*

- An internal communications strategy has been defined and contributes to achieving CEDEFOP's objectives.
- An external communications strategy has been defined and contributes to achieving CEDEFOP's objectives.
- The allocation of resources between Web and print publications activities is appropriate.
- The website is accessible, easily navigated, comprehensive and up-to-date.
- The language policy adopted for publications is appropriate.
- The level of visibility of CEDEFOP is appropriate.

## **IV. Utility**

12. To what extent do the results and impacts of CEDEFOP's activities actually meet the needs and expectations of its stakeholders and intended beneficiaries?

13. To what extent have the activities of CEDEFOP resulted in any unintended results and impacts (both beneficial and deleterious)<sup>1</sup>?

*These questions should be addressed by examining, amongst other points, the extent to which:*

- Cedefop activities in the field of VET have made a tangible contribution to promote a European area of lifelong learning.

<sup>1</sup> Unintended/unplanned effects may concern inter alia the target population, society at large, the EU institutions, or result from the local setting of the Agency.

- CEDEFOP has provided relevant support to its main stakeholders, ie. the Commission, the Member States and the social partners.
- CEDEFOP's outputs are useful for its target groups and are effectively used.

## V. Complementarity

14. To what extent do CEDEFOP's objectives and activities complement those of other public and private actors, and in particular those of ETF<sup>1</sup>, relevant services of the Commission, other EU institutions, Member States, social partners and any other national, international or private organisations or bodies<sup>2</sup>?

*This question should be addressed by examining, amongst other points, the extent to which:*

- Effective mechanisms are in place to ensure updated coordination and/or cooperation with ETF<sup>3</sup> and other relevant public and private actors.
- CEDEFOP uses its potential for international cooperation without duplicating actions which are taken elsewhere.
- Effective mechanisms are in place to understand if certain activities are better performed alone by the Centre or in cooperation with other organisations, and if so, what forms of cooperation should be adopted.

## VI. Added value

15. To what extent, compared to other possible options of carrying out research and reporting on EU VET developments does delegating activities to CEDEFOP provide added value?

16. To what extent does the Centre ensure that its resources are appropriately used by the different stakeholders, in particular the Commission, the Member States and the social partners?

*These question should be addressed by examining, amongst other points, the extent to which:*

- The delegation of a number of activities in the area of VET to CEDEFOP is cost-effective.
- The delegation of tasks to CEDEFOP allows to build up expertise and know-how.

<sup>1</sup> The European Training Foundation (ETF) is an EU Agency located in Turin, Italy. The general objective of ETF is to contribute to human resources development, labour market reform and the development of vocational education and training (VET) systems in the four regions within its remit: the Caucasus and Central Asia, the candidate countries, the Western Balkans and the southern and eastern Mediterranean countries. <http://www.etf.eu.int/>

<sup>2</sup> Besides ETF, CEDEFOP works with the "Centro interamericano de investigacion y documentacion sobre formacion profesional (CINTERFOR/OIT), the European Forum of Technical and Vocational Education and Training (EFVET), the European SchoolNet, the Education information network in Europe (EURYDICE), the European Vocational Training Association (EVTA), the International Labour Office (ILO), the Korean Research Institut for Vocational Education and Training (KRIVET), the National Centre for Vocational Education (NCVR), the Overseas Vocational Training Association (OVTA), the Unesco International Centre for Technical and Vocational Education and Training (UNEVOC) and with the OECD.

<sup>3</sup> During the enlargement process CEDEFOP and ETF agreed on a framework document for cooperation. It was discussed and agreed by the ETF Governing Board on 13 June 2001 and Cedefop Governing Board on 29/30 March 2001.

- This expertise and know-how developed at CEDEFOP is accessible to and found useful by the Commission services, the Member States and the social partners.
- Delegating to CEDEFOP means that timely and high-quality responses can be given to ad hoc requests for information or services made by the Commission services, the Member States and the social partners.
- Through delegating activities in the area of VET to CEDEFOP, stakeholders are more effectively involved and there is greater proximity to final beneficiaries.
- Through delegating activities to CEDEFOP, comprehensive networks and good practice are established.

### **3.2 Methodology to be followed in data collection and analysis**

This section gives broad guidelines on the data collection and analysis methods to be followed by the contractor. It is expected that the contractor selected will use their knowledge and experience to refine the suggested approach in discussion with the Steering Group (see section 3.4 below). **The proposal should justify the choice of evaluation techniques and point out relative advantages and disadvantages.**

The evaluation could make appropriate use of the following means:

- a) Reconstruction of the intervention logic
- b) Basic data and information-gathering
- c) Structured representative sample surveys
- d) In-depth interviews
- e) Case-studies
- f) Analysis and assessment.

*All data used or referred to in the final evaluation report must be linked to comprehensive metadata (i.e., information enabling users to interpret the data correctly, such as definitions of variables used, sampling decisions, how the data was processed, etc). The sources of all information cited or otherwise referred to must also be given.*

#### **a) Reconstruction of the intervention logic**

The reconstruction of the intervention logic of CEDEFOP should be used to help identify the data and information needed to carry out an analysis and assessment.

#### **b) Basic data and information-gathering**

Data and information should be gathered from published sources (Cedefop documentation, Cedefop website, minutes of Governing Board and Bureau, evaluation reports, speeches, etc) and directly from the parties concerned.

#### **c) Structured representative sample surveys**

The evaluation should draw on information and views supplied directly by key Cedefop stakeholders, Commission staff, Cedefop staff, Governing Board Members, Bureau Members, practitioners, VET researchers, potential users, etc.

The key tool for gathering such views should be one or several structured questionnaire scripts. Focus groups could also be considered. Particular emphasis should be placed on the effectiveness of CEDEFOP and on gathering counterfactual views. In this context it is also important to understand the potential target groups that do not use/cooperate with Cedefop and why. **The contractor should invite questionnaire respondents to provide objectively verifiable evidence in support of their views.**

#### **d) In-depth interviews**

A sample of beneficiaries should be interviewed in depth.

#### **e) Case-studies**

A limited number (4-6) of in-depth case-studies should be undertaken of activities which exemplify Cedefop's performance in a forward looking perspective. The selection of case studies should take account of the need to ensure balance between the different types of activities Cedefop carries out and of representation of activities across the various Areas in Cedefop.

The contractor is expected to make proposals for a range of case studies and describe the rationale behind the proposals and set out a clear methodology for carrying out such case studies. The final set of case studies will be defined at the kick-off meeting of the project with the Steering Group.

#### **f) Analysis and assessment**

**Considerable emphasis should be placed on this stage of the evaluation.** The detailed evaluation of CEDEFOP's activities should be guided by the data and information gathered from published sources, internal information, the results of surveys, and information and opinion gathered by interviews. The contractor must support findings and recommendations by an explanation of the degree to which these are based on opinion, analysis and objectively verifiable evidence. **Where opinion is the main source, the degree of consensus and the steps taken to test the opinion should be given.** Where overall judgements in terms of standard evaluation criteria are made (see section 3.2 above), the criteria used should be explained.

The contractor must enter completed survey returns into specialist data analysis software. The rationale for the processing and extraction of data from results tables must be comprehensively documented. Both the full set of data and the full sets of results tables must be made available, on request, to the European Commission.

### **3.3 Management**

The contract will be managed by unit A3 (Vocational Training and Adult Education) of the European Commission's Directorate-General for Education and Culture.

### **3.4 Steering Group**

A stakeholder Steering Group will be involved in the management of the evaluation. The responsibilities of the Steering Group will include ensuring that the monitoring and supervision of the contractor does not compromise the contractor's independence in evaluating the activities of CEDEFOP. The Group will be chaired by a representative of DG Education and Culture and will comprise one representative of DG EAC evaluation function, three representatives of CEDEFOP Governing Board and one representative of Cedefop.

## **4. LOGISTICS and TIMING**

### **4.1 Location**

The operational base for the evaluation will be the contractor's home office. The contractor is expected to carry out fieldwork in CEDEFOP's location as well as some face to face interviews in some Member states, candidate countries or EEA/EFTA countries.

### **4.2 Starting date**

The indicative starting date is **October 2006**. The contract will actually start after both parties have signed the contract.

### **4.3 Period of execution**

The period of execution of the contract is 12 months.

### **4.4 Work-plan and timetable**

The following outline work-plan and timetable are envisaged:

<b>Deadline (from starting date)</b>	<b>Task</b>
<i>Kick-off</i>	Meeting with contract managers (see section 3.3 above) in Thessaloniki; this should allow

one week	the contractor to organise an on-site visit as immediate follow-up of the kick-off meeting and as preparation of the inception report.
<i>Inception phase</i> twenty-one calendar days	Contractor prepares <b>inception report</b> and presents to Steering Group in Brussels
<i>Data and information collection phase</i> end of month 5 / month 6	Desk and field research completed. Contractor presents <b>interim report</b> to Steering Group in Brussels.
<i>Analysis phase</i> end of month 7 / month 8	Contractor presents <b>draft final report</b> and <b>draft executive summary</b> to Steering Group in Brussels
end of month 8 / begin of month 9	<b>Final report</b> and <b>final executive summary</b> sent to Steering Group for sign-off
end of month 9 / begin of month 10	Delivery of printed and electronic versions of final report and executive summary as specified in section 6.1 below.
Month 9 or 10	Presentations to Bureau/Governing Board and to Cedefop staff

The reporting requirements are specified in detail in section 6 below.

## 5. REQUIREMENTS

### 5.1 Personnel

#### 5.1.1 Overall requirements

The tenderer should propose an allocation of resources that they believe will best achieve the desired results, taking into account the evaluation scope and indicative methodology described in section 3 above.

In addition to evaluation, analysis and report writing skills, the overall competence requirement is for in-depth knowledge and extensive experience regarding vocational education and training (VET) and related systems in the Member states.

#### 5.1.2 Key experts

All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are set out below. It is not necessary that each of these profiles correspond to a single individual. One expert may have the skills and experience required to cover more than one role in the project. Equally, one role may be divided between two or more experts if the Tenderer believes that this will be the most effective way to achieve the desired results. In addition, a higher number of experts may be proposed than indicated below. Whatever the case, the team proposed by the Tenderer must demonstrate that they possess all the skills and experience described below:

### **Key expert 1: Team Leader**

#### *Qualifications and skills*

Graduate qualification. Excellent project planning and project management skills. Excellent oral and written communications skills. Team-building and management skills.

#### *Professional experience*

In-depth, up-to-date knowledge of and practical expertise in leading-edge evaluation techniques. A minimum of 3 years of experience of the evaluation of policies or expenditure programmes. Significant experience of leading evaluation projects in international settings. In-depth knowledge of VET systems.

### **Key expert 2**

#### *Qualifications and skills*

Graduate qualification. Excellent project management skills. Excellent oral and written communications skills. Excellent survey, questionnaire and structured interview design skills. Skilled in manipulating and analysing survey data.

#### *Professional experience*

In-depth, up-to-date knowledge of and practical expertise in leading-edge evaluation techniques. At least 3 years of experience of the evaluation of policies and/or expenditure programmes. Significant experience of taking a prominent role in evaluation projects in international settings. Experience in conducting interviews.

### **Key expert 3**

#### *Qualifications and skills*

Graduate qualification. Excellent communications skills.

#### *Professional experience*

Knowledge of evaluation techniques. Experience of the evaluation of expenditure programmes. In-depth knowledge of the VET systems.



#### **Key expert 4**

##### *Qualifications and skills*

Graduate qualification. Excellent communications skills.

##### *Professional experience*

Knowledge of evaluation techniques. Experience of the evaluation of expenditure programmes. In-depth knowledge of the VET systems.

#### **5.2 Facilities to be provided by the Contractor**

The Contractor shall ensure that experts are adequately supported and equipped. In particular it shall ensure that there is sufficient administrative, secretarial and interpreting provision, including the provision of junior experts, to enable senior experts to concentrate on their primary responsibilities.

## **6. REPORTS**

### **6.1 Reporting requirements**

Six copies of each report must be submitted to the responsible body (see section 3.3 above) in printed form, and each report must also be sent to the responsible body by e-mail. Electronic files must be in Microsoft ® Word for Windows format. Additionally, besides Word, the final report (see section 6.5 below) must be delivered in Adobe ® Acrobat pdf format converted with Acrobat Distiller.

The language and style required for each report are specified in sections 6.2 to 6.5 below.

The period within which the responsible body will comment on all reports is specified in sections 6.2 to 6.5 below. In the absence of observations from the responsible body within the deadlines specified, the report will be considered as being approved.

Within 10 working days of receiving the responsible body's observations, the contractor must submit the report in definitive form, taking full account of these observations, either by following them precisely, or by explaining clearly why they cannot be followed. If the responsible body still considers the report unacceptable, the contractor will be invited to amend the report insofar as such amendments do not interfere with the autonomy of the evaluator in respect of their findings, conclusions or recommendations.

### **6.2 Inception report**

The inception report must be submitted in English within twenty-one calendar days of the date of signature of the contract by the last of the two parties. The responsible body will comment on the inception report within ten working days of its receipt.

It should detail how the methodology proposed by the contractor is going to be implemented in the light of an examination of the quality and appropriateness of existing data, and in particular how the methodology will answer each evaluation question and provide an assessment.

### **6.3 Interim report**

The interim report must be submitted in English within five months of the date of signature of the contract by the last of the two parties. The responsible body will comment on the interim report within fifteen working days of its receipt.

It should provide information about the initial analyses of data collected in the field (primary data) and secondary data. The contractor may be in a position to provide preliminary answers on some of the evaluation questions.

This report will provide the basis for a dialogue between the contractor and the Steering Group about the adequacy of analyses, the factual accuracy of observations and the realism of assertions and interpretations.

## 6.4 Draft final report

The draft final report, including a draft executive summary, must be submitted, in English, within 8 months of the date of signature of the contract by the last of the two parties. The responsible body will comment on the draft final report within fifteen working days of its receipt.

This document must provide the conclusions of the evaluator in respect of the evaluation questions in the terms of reference and must be clearly based on evidence generated through the evaluation. **These conclusions should include an explicit description of lessons to be learnt in terms of the potential evolution of Cedefop's objectives, managerial and governance structure, resources and delivery mechanisms, and should also cover the potential for enhancing effectiveness through refocusing and/or better targeting the scope of its activities. Finding and recommendations provided must be clear and explicit.** The draft final report should also contain some exploratory recommendations developed on the basis of the conclusions reached by the evaluator and fully substantiated by appropriate evidence.

It is essential that the report be clear, unambiguous and comprehensible for the non-specialist. Any potential reader must be able to understand:

- the purpose of the evaluation;
- exactly what was evaluated;
- how the evaluation was designed and conducted;
- what evidence was found;
- what conclusions have been drawn on the basis of this evidence;
- what recommendations are being made / lessons learnt on the basis of these conclusions.

The structure of the report should reflect its different uses and follow a broad classification into three parts:

- **Executive summary.** This must provide, **in a maximum of five pages**, a synthesis of the main conclusions of the evaluation, the key items of evidence that underpin them, and the resulting recommendations.
- **Main report.** This must be aimed at those directly involved in the evaluation and in the management, supervision and monitoring of the centre. The main report must present, in full, the results of the analyses, conclusions and recommendations arising from the evaluation. It must also contain a description of the activities evaluated, the context of the evaluation, and the methodology used (with an analysis of the latter's strengths and weaknesses).
- **Technical annexes.** These must collate the technical details of the evaluation, and **must include** the terms of reference, questionnaire templates, interview guides, any additional tables or graphics, and references and sources.

More details about the structure of the main part of the draft final report will be provided to the selected contractor by the responsible body<sup>1</sup>.

The draft final report will be subjected to a preliminary quality assessment that will verify the extent to which it respects the relevant criteria contained in the contracting authority's Evaluation Standards<sup>2</sup>.

## **6.5 Final report**

The final report and executive summary must be submitted within 9 months of the date of signature of the contract by the last of the two parties. The responsible body will comment on the final report within fifteen calendar days of its receipt.

The body of the report must be written in English. The executive summary must be written in English and must also be translated, by a professional translation agency, into French and German..

It must take into account the results of the quality assessment of the draft final report and discussions with the Steering Group about the draft final report insofar as these do not interfere with the autonomy of the evaluator in respect of the conclusions they have reached and the recommendations made.

The contracting authority will publish the final report, the executive summary and the annexes on the World-Wide Web.

<sup>1</sup> The structure will be broadly in line with that described on pp. 49-50 of the European Commission's *Practical Guide for Evaluating EU Activities*,  
[http://europa.eu.int/comm/budget/evaluation/pdf/evaluation\\_guide\\_final.pdf](http://europa.eu.int/comm/budget/evaluation/pdf/evaluation_guide_final.pdf)

<sup>2</sup> See standards D.1 to D.6 inclusive on p.13 of the European Commission's *Communication on Evaluation Standards and Good Practice*, C(2002) 5267, 23.12.2002  
[http://europa.eu.int/comm/budget/evaluation/pdf/C\\_2002\\_5267\\_final\\_en.pdf](http://europa.eu.int/comm/budget/evaluation/pdf/C_2002_5267_final_en.pdf)