1. Basic Information
1.1. Désirée Number:

1.2. Title: Vocational Training for Economic and Social Cohesion
1.3. Sector: Economic and Social Cohesion
1.4. Location: Lithuania

2. Objectives
2.1. Overall Objective
The overall objective of this 4.23 MEUR Project with 1.19 MEUR national co-financing is Lithuania's economic and social cohesion based on contributing to Employment growth via initial vocational education and training (VET), continuing vocational training (CVT) and life long learning.

2.2 Programme Purposes:
Creation of a policy framework, institutional capacity and specific pilot initiatives to support the effective and high-quality development of VET, CVT and Life Long Learning as a contribution to increased labour force employability and adaptability within Lithuania. In addition, the purpose is also to develop the management and administrative capacities within the responsible Ministries in relation to ESF-type Grant Schemes.

The Five Main Components are:

- Development of Strategy/Policy
- Development of Framework for Qualifications Standards
- Regional Consortia
- Careers Guidance
- Pilot testing of Grant Scheme.

2.3. Accession Partnership and NPAA priority
The project is in line with the 1999 Accession Partnership, which defines economic and social cohesion as a medium-term priority and which in this respect highlights the need to prepare for implementation of a regional development programme and Community initiatives by organising procedures for management of structural funds (including appraisal and evaluation). It also reflects the priorities set in the chapter on economic and social cohesion of the National Programme for the Adoption of the Acquis of May 2000, in particular the need for strengthening of administrative capacities, and also the priorities for Employment, and Education, Training and Youth.

2.4. Contribution to the Preliminary National Development Plan
The project addresses the PNDP Priorities No. 1: Developing the Productive Sector and Services and No. 2: Developing Human Resources. It is focussed on Measure 2.1. Accessibility to and quality of vocational training of Priority No. 2.

2.5 Cross Border Impact: N/A
2. Description
3.1. Background and justification:

Ever since the restoration of independence, in 1990, Lithuania has paid considerable attention to the development of vocational training of the unemployed, but less attention has been paid to educating and training the employed. The absence of a general strategy for continuing vocational education for the employed and limited development of a comprehensive careers guidance system has meant that the essential building blocks for an effective approach to Lifelong Learning are partly absent within Lithuania. Moreover, this gap within the vocational training system is part of a wider issue of the need to develop Initial and Continuing Vocational Training, and Lifelong Learning as key elements within a broader Employment strategy.

In this context, and with a clear focus on the integration of Training development with Employment, there is a need to develop the key components currently lacking or underdeveloped within Lithuanian VET, CVT and Lifelong Learning. This not only involves activity to further develop the strategic basis for activity, but also concrete work in areas of Careers Guidance, Qualifications Framework, and Regional Consortia. In addition, a crucial feature of the challenge ahead is the need to more closely integrate Training & Labour Market approaches within the context of Employment strategies. Therefore the project is also promoting a joint approach of the two relevant ministries, Ministry of Education and Science together with the Ministry of Labour and Social Security.

In addition, the systemic change required for the Lithuanian administration to fully accept the obligations of membership in the field of structural/regional policy is not accomplished. The extent of the remaining tasks, which need to be accomplished to become fully prepared for the effective use of the Structural Funds, is immense. In this respect the Ministry of Social Security and Labour and Ministry of Education and Science, who are responsible for the programming and implementation of this Phare Economic & Social Cohesion project, are planned to be jointly responsible for Human Resource Development within the future European Social Fund. The project will play an important role in developing capacity in this field.

Concerning specific components involved in the project, progress has been made over the last years in this area. Lithuania has an agreed White Paper on VET, the Law on VET, a basic framework in place for national quality standards, and a national dissemination group to enhance co-operation between initial VET and labour market training. Moreover, there has been considerable rationalisation already through the establishment of Regional Training Consortia. However, in all these areas there is now the need to move further. In particular, in relation to the future operation of Structural Funds it is necessary to combine the essential developments in the VET/CVT system with the concrete benefits to be gained from a pilot Grant Scheme.

The keypoints to note for each component are as follows:

*Development of Strategy/Policy*

- It is essential to build on the progress made to date, but to move forward towards an integrated approach on Life Long Learning. In order to do this it is necessary to take action on the various “building blocks” and to obtain assistance and advice in preparing for a White Paper on LLL which is based on progress in all key areas (IVT, CVT, Careers Guidance)
• Continuing Vocational Training is a key factor in improving employability and also adaptability within the training system; these being preconditions for supporting employment growth within a changing economy. It is necessary to develop an understanding of the potential in these areas as the basis for strategic development.

Development of Framework for Qualifications Standards

• There is a need to build upon the previous pilot activity undertaken in very few areas and move to larger-scale implementation.

• The scope and the value of the system needs to be enlarged to include a system of external assessment for both Initial & Continuing Vocational Training and combine formal and non-formal elements.

• There has been progress made on internal assessment but it is necessary to continue to enlarge the quality assurance system.

Regional Consortia

• It is essential to multiply the pilot work done in Marijampole region to other regions in a continued effect to raise quality, to pool resources, and to achieve cost-effectiveness (economies of scale).

• The creation of regional groups will enlarge the pool of disseminators and enable 5 functioning Regional Consortia. Moreover, in providing ICT facilities it will allow the centres to provide up-to-date and relevant training.

Careers Guidance

• In addition to the work needed on strategy development in this area, it is also essential at the earliest stage possible to start the implementation of a national system including training of advisors & providers, and also by investing in the physical facilities.

• A key requirement in this area is to combine the initial system with labour market training. The OECD report highlighted the need to pool scarce resources in this respect.

Pilot testing of Grant Scheme

• The future support for Initial & Continuing Vocational Training, and for Lifelong Learning as key factors supporting employment, will come via the European Social Fund. It is essential to begin the preparations for the practical management and operational of an ESF-type fund.

• The management of implementation of the pilot scheme via the Joint Agency will involve concrete preparations of the form of collaboration to take place for future ESF implementation (this being in line with the proposed distribution of responsibility for the implementation of EU Structural Funds in Lithuania).

• The Pilot Scheme will contribute to the development of absorption capacity amongst the potential applicants for ESF support in the future. This will be essential to complement the institutional work being done at the national level within this and other projects.
3.2 Linked activities:

- TRANSFORM Programme of the German Government (1992-2001). This programme includes a project on dual training of industrial mechanics, a project on curriculum development, the provision of the methodical support in the establishment of the Methodical Centre for VET in Vilnius and overall support to the Model VET Centre in Kaunas.

- Phare programme LI-9201 "The development of the system to provide labour market training", co-financed by Denmark (1993-1994). The joint effort made it possible to upgrade the qualifications of trainers in Labour Market Training Centres, to provide new equipment for the Centres, and to design training modules.

- Phare LI9410 and LI9704.01.02 "VET Reform Programmes". The pilot school - curriculum change approach was used as a basis for the introduction of fundamental changes in the role of VET within Lithuania and the global economy. The programmes have contributed considerably to the modernisation of VET institutions in the fields of curriculum development, teaching and learning material development, teacher in-service training, upgrading of teaching equipment, internal quality assurance, etc. Under the support of the programme the "White Paper on Vocational Education and Training" was prepared.

- Phare LI9611 "Higher Education in Lithuania" and LI9704 "Institutional Building in Education Reform". Four main problems were considered when implementing the programmes: an improvement of access to higher education through the state controlled maturity examinations, a recognition of qualifications and diploma, the financing of higher education institutions and setting-up anon-university higher education sector in Lithuania. This sector was legitimated in the Law on Higher Education, and the first seven non-university level colleges are established.

- Joint ETF-Danish-Finnish funded project "Reshaping the Focus and Structure of Teacher/Trainer Training in Latvia and Lithuania"(1999-2001). The main objective of the project is to help VET schools to participate as a full-fledged partner in the process of pre-service (initial) and in-service vocational teacher/trainer training. The project is linked to a number of specific components, e.g. reshaping the structure and content of training of teachers, modernising the methods of teaching/learning interaction between teachers and students.

- The project "Systematic Organisation of Continuing Development of VET personnel" under the Leonardo da Vinci Programme (Kaunas Vytautas Magnus University (Lithuania), DEL (Denmark), FONTYS (the Netherlands)). The objective of this project is the development of the institutional network for systematic vocational teacher/trainer training.

- The project "VET Teacher/Trainer Training Project" funded by the Finnish National Board of Education. The main objective of the project is enhancing the capacity of Lithuanian vocational teachers and trainers to deliver responsive and flexible responses to human resource development in target regions.

- A joint Finnish-ETF funded project "Establishment of the Regional Education and Training Centre in Marijampole"(2000-2001). The project is linked with a work on optimisation of the vocational school network including the creation of regional training consortium in Marijampole region. The objective of the project is to foster the adaptation of Regional Vocational Education and Labour Market Training Institutions to the changing labour market conditions.
• Phare Twinning Project LI 2000-E-01 *Preparation for Participation in European Employment Strategy* (2001-2003). The objective of the project is to support Lithuania's participation in European Employment Strategy with particular accent on the harmonisation with European Employment Guidelines and practices and preparation for ESF. Technical expertise for the further development of Lithuania's Employment Action Plan and policy making will be provided.

• Phare 2000 projects in Klaipeda-Taurage, Marijampole and Utena regions (2001-2003). In the projects it is foreseen to further develop education and training capacities, including distance learning, training for economic and social development throughout the regions, etc. There will be very close liaison between the two projects to ensure complementarity of activity.

• Investment project of the Lithuanian Government "Lithuanian Education Computerized Information System"(IS MOKYKLAL-1998-2003. The objective of the programme is to set up a computerized information system about learning opportunities and to make it accessible for a wide range of population.

3.3 Results:

**Strategy/Policy component**

- A draft White Paper on Life Long Learning, and an Action Plan for the development of LLL. Proposed revised law on VET. Proposals for developed Strategy for new VET financing schemes, Careers Guidance and on CVT. Developed proposals for integration of initial and labour market institutions.

**Framework of Qualification Standards**

- Training needs analyses for 3 sectors, and qualification needs analysis. Occupational standards for 50 occupations, and related education and training standards. Developed strategy of external assessment system for Initial and Continuing Vocational Education and Training, including APL and experimental learning. Developed strategy for national quality assurance system based on self-analysis and external assessment and pilot this in 15 training institutions.

**Regional Consortia component**

- 2 new Regional Consortia established. Trained management and staff within all 5 regional consortia, with specialist training in ICT within VET-CVT. Partnership arrangements with local business organisations and social partners. New disseminators group trained in each Regional Consortia. Facilities and infrastructure in place in all regional consortia.

**Careers Guidance component**

- National computerised guidance support system operational. 100 careers advisors in Lithuania trained in effective use of the system. 200 training providers in Lithuania trained in effective use of the system. Establishment of 2 new careers guidance centres, and necessary upgrading of facilities for centres in Lithuania. Publication and dissemination of national guidance materials. The activities will develop further the educational part (VET standards, VET programmes, training institutions e.t.c.) of the career guidance system in addition to the labour market part of the system which is now under development in the framework of the twinning project LI0006.01. The quality of counselling will be also improved.
Grant Scheme

- Approximately 28 projects of an average size of 80,000 Euro funded within the grant scheme. The exact results to be obtained from these projects cannot be set out at this stage, but it is estimated that it would include the following:

- 2000 beneficiaries having received training on a newly developed/delivered course with specific links to demonstrable labour market needs. These beneficiaries will include employed & unemployed people, and trainees from vulnerable groups.

- 10 Life Long Learning facilities within existing institutions. This will involve newly developed services designed to promote flexible access and Lifelong Learning, or necessary upgrading of physical facilities (equipment) combined with new services. Examples of such facilities would include development of community outreach centres operated by existing training providers, upgrading of physical access to training for people with disabilities, improved guidance centres to improve options for one-to-one counselling, etc.

- 1700 beneficiaries having received Life Long Learning services (training, guidance, personal development plans, access courses, etc).

- Operational guidelines, tested by a Pilot scheme, for an ESF-type Grant Scheme at the national level. Joint Pre-ESF Agency having received increased competences in the management and operation of a national pre-ESF Grant Scheme. Increased understanding within Applicant Bodies across Lithuania of the principles of such a pre-ESF Grant Scheme. Increased partnership between training providers and other Eligible Bodies in the development and delivery of pilot projects.

3.4 Activities:

3.4.1 Twinning Light

Guaranteed Results

- Trained staff within the pre-ESF agency on aspects of operation of a Grant Scheme.

- On-the-job training, advice and other contributions to the development of the capacities of the Lithuanian civil servants to develop strategies in the areas of VET, CVT and Lifelong Learning.

- High-quality and relevant proposals for VET financing schemes using lessons of European models.


- Proposals for strategy development on Careers Guidance and CVT, and national quality assurance system based on self-analysis and external assessment.
• Improved network of regional consortia, with staff trained in key areas of management and development of LLL.

**Scope of the Twinning**
The following activities will be implemented.

• Advice and training to the Ministry to ensure that concepts and methodologies for strategy/policy development are fully in line with the Community policies in relation to VET, CVT and Lifelong Learning.

• Assistance to the Ministry of Education producing the various strategies through training, advice and moderation.

• Assistance in the evaluation of different models of VET financing, and in the drafting of concrete proposals for Financing to be included within a revised VET law.

• Advice and training to the development of partnership and consultation procedures in order to strengthen the Lithuanian authorities in co-ordinating and managing various inputs coming from the central, regional and local institutions as well as from economic and social partners and integrating them into the various strategy documents.

• Assistance in assessing existing strategy and legislation related to VET, CVT and Lifelong Learning.

• Support to and training of the Joint Pre-ESF Agency of the Ministry of Education and Science and the Ministry of Labour and Social Security in relation to the effective operation of the practical management of the Pilot Grant Scheme (project generation, appraisal/evaluation, monitoring)

• Training of regional consortia staff and disseminators in management, delivery aspects of Life Long Learning and innovative approaches to VET/CVT, ICT.

**Required Input**
A team of Twinning-Light/Short-term Advisers will provide advice to the Ministry of Education and Science. It is expected that it will involve one lead Twinning-Light Adviser who will be involved for 4 months over a 6 month period, with additional specialist advisers used for shorter periods.

**General profile of the Advisers:**

• All advisers should have significant experience (minimum 5 years) of working in national/central authorities, including direct involvement in the policy related to VET, CVT and/or Lifelong Learning.

• Strong understanding of current systems of VET; CVT and Lifelong Learning.

• Detailed understanding of VET financing schemes.

• Awareness of the linkages between VET/CVT/LLL strategies and the operation of relevant Structural Funds programmes within the fields of Training and Employment
• A balance within the team of advisers of experience of different European models.

• Good communication skills

• Computer literacy and working command of English

Operating Environment of the Twinning Light
The Advisers will be based within the Ministry of Education and Science.

3.4.2 Technical Assistance

The project will involve 2 Technical Assistance contracts.

It is proposed that the following activities will be dealt with by a Technical Assistance contract awarded by negotiated procedure:

• Preparation and production of 40-60 Occupational Standards.

• Performance of 3 sectoral training needs analyses

The negotiated procedure will be with the Methodological Centre for Vocational Training, which is the only institution capable of undertaking this essential work. The Centre will involve all relevant stakeholders, including the private sector and all social partners. A summary of the budget assumptions for this TA contract is included in annexe to this fiche.

With regard to the other Technical Assistance requirements of the project, there will be a small TA Contract awarded. The activities under this TA contract will be:

• Development and assistance in implementation of information strategies related to the careers guidance system, specifically including the drafting, design and printing of publications.

• Organisation of conferences and seminars relating to the development of dialogue on issues of Employment Strategies and VET/CVT/Life Long Learning.

The ToRs for the TA contracts will be prepared in advance of the project within the Project Preparation Facility (PPF).
3.4.3. **Supply**

It is proposed to have supply contract(s), with a small service component, for the following:

- Equipment for Development of Careers Guidance system (Software for central computerized access system and equipping of 2 new Careers Centres)
- Equipment for development of Regional Consortia (computerized training centres for 5 Regional consortia, with 2 full networked training suites per centre)
- Training of careers advisors and other staff in the use of computerised system.

The specification and design of the computerised system for careers guidance will be undertaken via the Project Preparation Facility (PPF) prior to the commencement of the Project, and ToRs for all supply and small service component will also be drafted as part of the pre-work done under the PPF.

3.4.4. **Works**

As a precondition of the provision of Supply specified above, it will be necessary to undertake works contract(s) for infrastructure related to provision of physical facilities for 5 Regional Consortia. Buildings have been identified for the development of the Consortia as accessible centres of knowledge for the regional communities, but physical upgrading of facilities will be needed to ensure proper functioning of the Phare-funded equipment within the Regional Consortia training centres. Using national co-financing the Lithuanian Ministry of Education and Science will ensure that the appropriate works are completed in advance of the provision of equipment under the supply contracts (see 3.4.3. above).

3.4.5. **Grant Scheme**

The Project will establish a Grant Scheme. The specific activities will be defined in the operational guidelines to be prepared in advance of the commencement of the project within the framework of the Project Preparation Facility and will also use, where possible, work already done for Phare 2000 ESC projects at the regional level. It should be noted that these Operational Guidelines will include both procedures for the management of the programme and also detailed elaboration of the proposed activities, priorities, outputs/results/impact, and eligible project costs within the Scheme. The Scheme will operate according to the following principles.

**Objectives of the Grant Scheme**

To promote employment-related initiatives in Initial Vocational Education and Training (VET), Continuing Vocational Training (CVT) and Lifelong Learning. Specifically, the Scheme will aim to:

- Encourage the development of high-quality training provision which supports growth in employment by meeting the demonstrable development needs of a particular economic sector and/or a region of Lithuania.
- Develop better provision of lifelong learning via innovative approaches to continuing vocational education for the employed.
Promote improved access to lifelong learning for vulnerable groups in society.

The Grant Scheme will have two measures:

- Measure 1: Development and delivery of training courses/programmes to meet clearly defined Labour Market needs (1.18 million Euro)
- Measure 2: Promotion of Lifelong Learning and improved access (1.18 million Euro)

Full details of the Grant Scheme are provided in annex 7.

4. Institutional Framework

In response to the need to combine employment strategies and training/educational policies, and in anticipation of the requirements for management of ESF activities, the Ministry of Education & Science and the Ministry of Social Security and Labour is establishing a Joint Pre-ESF Agency that will be operational prior to the commencement of this project. (Date of establishment of 1st of May). In this respect the project implementation framework is in line with the proposals in the “Concept of the distribution of institutional responsibility for the implementation of the support of the EU Structural Funds in Lithuania”, where it is indicated that Ministry of Social Security and Labour and the Ministry of Education will have joint responsibility for Human Resource Development. Full documentation relating to the establishment of the Joint Agency is attached in annexe to this fiche.

The Joint Agency will be responsible for the management of this project. It should be noted that the Agency is being established now, and within the Project Preparation Facility the Joint Agency will be responsible for managing the work to be done on drafting Operational Guidelines and ToRs prior to the project. If it is necessary to provide specific training in Phare Grant Scheme procedures (in addition to the support provided under Twinning Light), then this will be provided from the Help Desk under the existing Phare twinning project advising the National Aid Co-Ordinator. It should also be noted that due to the quick contracting arrangements for Twinning Light, the twinning advisers will be in place in advance of the launch of the Grant Scheme to ensure that the relevant training & support is provided prior to the call for proposals.

A horizontal Steering Committee (SC) for all Phare 2001 ESC projects, chaired by the Ministry of Finance, will be set up. The SC will be linked to the SC for Phare 2000 ESC and will ensure close coordination between the measures and activities implemented under both programmes.

5. Detailed Budget (€ Million)

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<th>Contract</th>
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<th>National Co-financing</th>
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</table>
The Phare amount is binding as a maximum amount available for the project. The ratio between the Phare and national co-finance amounts is also binding and has to be applied to the final contract price. The national co-financing commitment is a tax-excluded net amount.

6. Implementation Arrangements

6.1. Implementing Agency

In accordance with the Phare Programme Guide the Implementing Agency (IA) with overall responsibility for the sound management of the Project will be the CFCU. The Programme Authorising Officer (PAO) will be the Director of the CFCU, Mr Z Pajarskas, Ministry of Finance. J. Tumo-Vaizganto 8a, 2600 Vilnius; telephone: +370 2 61 19 32, fax: +370 2 22 53 35 and e-mail: cfcu@takas.lt.

Subject to meeting in full the formal requirements (as approved by the Commission), the Joint Pre-ESF Agency being established by the Ministry of Education & Science jointly with the Ministry of Social Security & Labour will take on delegated management and implementation tasks from the CFCU. The contact point will be Romualdas Pusvaskis, Ministry of Education and Science, A Volano 2/7, 2691 Vilnius. Tel: 8-22 743127, Fax: 8-22 610191. Email: pusvaskis@smm.lt

The specific roles and responsibilities within the Project, and details on the proposed Joint Pre-ESF Agency are set out in annex 6 of this application.

6.2. Twinning:

The contact point will be Romualdas Pusvaskis, Ministry of Education and Science, A Volano 2/7, 2691 Vilnius. Tel: 8-22 743127, Fax: 8-22 610191. Email: pusvaskis@smm.lt

6.3. Non-standard aspects

Implementation will be managed in accordance with the relevant Phare regulations and guidelines.

All documentation should be fully in line the new “Practical Guide for Phare, SAPARD and ISPA” which will be applied for the Phare Economic and Social Cohesion from 1 January 2001.

6.4. Contracts

The project will be implemented through the following contracts:

There will be a Supply contract(s), with a small service component, with a total value of 850,000 Euro.

There will be a Technical Assistance contract by Negotiated Procedure with a total value of 325,000 Euro.

There will be a Technical Assistance contract with a total value of 100,000 Euro

In addition there will be:

Twinning Light (included in the separate envelope for Twinning Light in the Indicative National Programme for Phare 2001)
Works contract(s) with a total value of 600,000 Euro (all national co-financing and no Phare contracts).

Grant Scheme with a total value of 2.355 million Euro (including national co-financing – 590,000 Euro).
7. Implementation Schedule

<table>
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<th>Contract</th>
<th>Start of tendering</th>
<th>Start of project activity</th>
<th>Project completion</th>
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<td>Grant Scheme</td>
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<td>Supply</td>
<td>1Q/02</td>
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</table>

8. Equal Opportunity

The principle of equal opportunity will be integrated into project selection criteria for all development measures. In addition, this principle will be applied to the composition of Monitoring Committees. Every effort will be made to ensure equal access to project benefits. The relevant indicators for its monitoring and evaluation will be measured according to EC guidelines currently based upon Working Paper 3, Indicators for Monitoring and Evaluation: An indicative methodology (The New Programming period 2000-2006: methodological working papers).

9. Environment

There are no discernible effects on the environment.

10. Rates of return

The project is an institution-building project. Rates of return calculations are not applicable.

11. Investment criteria

Phare's support must catalyse a priority, accession driven action which would otherwise not have taken place or which would have taken place at a later date. Phare grants shall not displace other financiers especially from the private sector or IFIs.

Measures proposed under within the Grant Scheme correspond to the principle of catalytic effect. Neither national nor local authorities, which have public investment powers, foresaw the implementation of similar investment measures.

In their project applications project applicants should demonstrate the application of these principles, including catalytic and additional nature of private investment.

11.2 Co-financing

The Community contribution may amount to up to 75% of the total eligible public expenditure. National and local authorities from their respective annual budgets and other sources will earmark 25% of the total eligible public expenditure. Co-financing from central and local government will be endorsed by the Government and verified by the EC Delegation prior to the start of the project activity.

Project beneficiaries will make every effort to attract private co-financing from other sources. Under both funds projects will be evaluated, among other things, against the ability of project applicants to secure additional co-financing.
11.3 Project Readiness and Size:
Phare will only finance projects once they are ready for contracting and when all necessary technical documentation have been completed. Therefore all project conditionalities (see Section 12 below) will be met in order to achieve full project readiness.

11.4 Sustainability:
Investment actions to be supported should be sustainable in the long term, i.e. beyond the date of accession. All projects will comply with EU norms and standards, be in line with EU sector policies and respect the principle of sustainable and environmentally sound development enshrined in Article 2 of the Amsterdam Treaty. They should be financially sustainable to cover future maintenance and operating costs. In their project applications project applicants will provide a detailed justification concerning the sustainability of project outcomes.

11.5 Compliance with state aids provisions
Investments will respect the state aids provisions of the Europe Agreement and national legislation.

12. Conditionality and sequencing
The project will be conditional upon the confirmation of the prior establishment of the Joint Pre-ESF Agency by the Ministry of Education and Science together with the Ministry of Social Security and Labour with adequate staff. In addition the provision of equipment to the Regional Consortia will be dependant upon the necessary works being completed (using national co-financing only).

The sequencing will follow the time table presented in the implementation schedule presented in Annex 2. The sequencing for the Grant Scheme component is presented in Annex 7 in more detail.

Lithuania will notify the Commission of the institutional set-up it foresees for the programming and implementation of support from the Structural Funds and the Cohesion Fund on accession.
Annexes to project Fiche

Annex 1. Logical framework matrix in standard format
Annex 2. Detailed implementation chart
Annex 3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period)
Annex 4. Reference to feasibility/pre-feasibility studies
Annex 5. List of relevant Laws and Regulations
Annex 6. Structure and division of responsibilities for implementing the project
Annex 7. Background Information on the Operation of the Grant Scheme
Annex 8. Background Information on Budget Assumptions for TA by Negotiated Procedure
**LOGFRAME PLANNING MATRIX FOR**

**Vocational Training for Economic and Social Cohesion**

<table>
<thead>
<tr>
<th>Overall Objective:</th>
<th>Objectively Verifiable Indicators:</th>
<th>Source of Verification:</th>
<th>Assumptions:</th>
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<td>Economic and social cohesion based on initial vocational education and training (VET), continuing vocational training (CVT) and life long learning.</td>
<td>Regional differences in employment and professional qualification decrease</td>
<td>Commission's Regular Reports, Labour Exchange statistics</td>
<td>Social and economic development in Lithuania free of external and internal blocks</td>
</tr>
</tbody>
</table>

**Project Purpose:**
- To develop the management and administrative capacities within relevant Lithuanian institutions in relation to the structures and procedures for the European Social Fund (ESF)
- Increased labour force employability and adaptability to new labour market conditions;
- Policy framework, institutional capacity and specific pilot initiatives to support the effective and high-quality development of VET, CVT and Life Long Learning

**Objectively Verifiable Indicators:**
- Establishment of Institutional framework for the implementation of the programme functions in line with ESF requirements
- Graduates of the vocational training system find gainful employment in line with their qualifications
- Strategy Vocational training in Lithuania similar to training possibilities in comparable Member States

**Source of Verification:**
- National statistics and appraisals
- Commission’s Regular Reports
- Register of Study and Training Programmes

**Assumptions:**
- Close co-operation between Ministries and with social partners assured
- Lithuanian staffing and funding policies ensure long-term sustainability of the vocational training system.

**Results:**
**Draft White Paper / Action Plan on LLL, Revised law on VET, Strategy for VET financing, Strategies on Careers Guidance and CVT, Proposals for integration of initial and labour market institutions**

**Activities:**
Common work by Ministries of Education and Labour to support specified Strategy and Policy Development, to develop the framework for Qualifications Standards, to strengthen the national network of Regional Consortia, and to improve the Careers Guidance system. Development and delivery of training courses/programmes to meet Labour Market needs. Promotion of Life-long Learning and improved access.

<table>
<thead>
<tr>
<th>Objective</th>
<th>Means</th>
<th>Source of Verification</th>
<th>Assumptions</th>
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<tr>
<td>Development of training courses/programmes to meet Labour Market needs. Promotion of Life-long Learning and improved access.</td>
<td>Technical Assistance, Twinning Light, Supply and Works contracts to provide support to common work on Strategy/Policy Development, Qualifications Standards, Regional Consortia and Careers Guidance. Grant Scheme</td>
<td>Reports of the Project Monitoring Committee, Reports of the management structure</td>
<td>All participating institutions co-operate successfully. Adequate implementation and monitoring capacity assured</td>
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**Total Budget:** 4.23 MEUR
- **Phare Budget:** 3.04 MEUR
**Contracting Period Expires:** 3Q/2003
**Disbursement Period Expires:** 3Q/2004
**Vocational Training / LI01xx**
Preconditions:
- National co-finance available
- Joint pre-ESF Agency established with adequate staff.
- Works in Reg Consortia (as precondition for part of supply).
Detailed Implementation Chart for the programme

Vocational Training for Economic and Social Cohesion

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<thead>
<tr>
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<th>2001</th>
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- Twinning Light
- TA
- TA negotiated procedure
- Supply
- Grant Scheme

Legend:
- **Design**
- **Tendering**
- **Implementation**

Annex 2
### Annex 3

**Cumulative Contracting and Disbursement Schedule for the Programme (Phare funds only)**

**Vocational Training for Economic and Social Cohesion**

<table>
<thead>
<tr>
<th></th>
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Reference to feasibility/pre-feasibility study for project

Vocational Training for Economic and Social Cohesion

2. Vocational education and training as a tool to ensure social and economic cohesion. National Observatory report, 1999
6. Documentation relating to the Joint Pre-ESF Agency (copies attached).
List of Relevant Laws and Regulations for project
Vocational Training for Economic and Social Cohesion

1. Law on Higher Education, 11 January 2000
2. Law on Non-formal Adult Education, 30 June 1998
3. Law on Vocational Education and Training, 14 October 1997
Joint Pre-ESF Agency: Management of the Project

A horizontal Steering Committee (SC) for all Phare 2001 ESC projects, chaired by the Ministry of Finance, will be set up. The SC will be linked to the SC for Phare 2000 ESC and will ensure close coordination between the measures and activities implemented under both programmes.

For all aspects of the project implementation it is proposed that the CFCU will delegate tasks as appropriate to the agreed structure. This will be done in accordance with the Practical Guide to Phare, Ispa and Sapard, and the Operational Guidelines for the Management of the Grant Schemes. The CFCU, as the Implementing Agency (IA), will retain overall responsibility for the sound implementation of the Project.

The Joint ESF-Agency being established by the Ministry of Education & Science together with the Ministry of Social Security and Labour will take on the delegated tasks from CFCU. The Joint Pre-ESF Agency will build on the existing PMU within the Ministry of Education & Science. This joint arrangement is intended to create a sound basis for close co-operation between the two Ministries in preparation for the future operation of ESF funds in Lithuania. The Grant Scheme Management functions will be undertaken by a Management Unit within the Agency which is to be funded by the Lithuanian authorities. Training for the Agency will be provided through the Twinning project.

The Joint Pre-ESF Agency will be responsible for the following:

- Management, prior to the project, of the preparation of all necessary documents (Operational Guidelines, ToRs, etc), these being funded within the Project Preparation Facility.
- In accordance with the Practical Guide to Phare, Ispa and Sapard the Joint Pre-ESF Agency will assist the Contracting Authority to prepare a notice for Call for Proposals and Guidelines for Applicants
- The Joint Pre-ESF Agency will assist the CFCU in launching the Call for Proposal, collecting, evaluating and selecting projects. The specific procedures will be defined in the Operational Guidelines.

Draft of Structural Arrangements for VET project

The proposed structures for the Phare ESC Grant Scheme will be designed to achieve three things:

- Provide a clear and effective operational basis for implementation of the Phare ESC project.
- To ensure continuity with the future ESF management arrangements, and thereby to ensure that preparation for ESF implementation are begun at an early stage.
- To bring close and effective co-operation between the Ministries of Labour and Education in the development of employment-focused training and
lifelong learning, and to provide a joint employment/training forum for involvement of the social partners.

Pre-Project (May 2001 – Dec 2001)
Ministries jointly establish Joint Agency as a Public Body (1st May). Main task is to work with external assistance (PPF) to ensure both Ministries are involved in the preparation activities. The Joint Agency will also be able to draw on other human resources from the 2 ministries for specific tasks. All staff & operational costs of the agency during this pre-project phase will be met by the Ministries.

The ToR for the PPF will be drafted by early May 2001, for assistance via Framework contractors to the Joint Agency. This will enable the following to be completed prior to the commencement of the Phare 2001 ESC project:

- Operational Guidelines for the Grant Scheme, including “internal” management arrangements, financial procedures, and full criteria for project selection. Guide for applicants will also be draft, together with the text for the Call for Proposals for the Grant Scheme.
- Drafting of Full Tender Dossiers for 2 Terms of Reference for TA and one ToR for Supply.
- Drafting of full job specifications and human resource requirements for the Joint Agency for its future work.
- Drafting of Full Tender Dossier for the hardware/software to be used for a central computerised Career Guidance System.

During the Implementation of this Phare ESC Project (Jan 2002 – Dec 2004)
Under the guidance of the horizontal Phare ESC Steering Committee the grant scheme will be managed. The CFCU operates as the contracting authority (Implementing agency), and the Joint Agency will assist the Contracting Authority in the technical management of the grant scheme.

Under the control of the 2 Ministries, and including consultation with the social partners, the Joint Agency will be responsible for the technical implementation of the whole project (all Strategy/type components and the Grant Scheme).

The joint control process is to reflect the need to provide effective management of Grant Scheme (pre-ESF), but also VET/CVT & Lifelong Learning Strategy within the Phare ESC project.

The Joint Agency will ensure that there is a close liaison with relevant national and regional authorities: EC Delegation, CFCU, NAC(Ministry of Finance), National Regional Development Agency and other relevant institutions.

After Phare ESC: Management of Structural Funds
In accordance with the proposal from the Lithuanian Government, the Ministry of Labour & Social Security and the Ministry of Education & Science will have joint responsibility for Human Resource Development activities, with the Ministry of Labour & Social Security being the Paying Authority for ESF.
To reflect this the paying authority function will now be taken on by the Ministry of Labour, whilst the Joint Agency will continue to deal with technical implementation issues. The Ministry of Labour would now take the chair of the Steering Group overseeing the Joint Agency.

PLEASE SEE DIAGRAM OVERLEAF FOR AN OVERVIEW OF THE PROPOSED STRUCTURE
PRE-Phare ESC Project (PPF & Project Start-up)

**Implementation**
JOINT AGENCY of Mins Labour & Education.

Steering Group. Rotating Chair.

2 Staff employed by Min Labour & Min Education

Phare ESC Project (Grant Scheme & Strategy)

**Implementation**
JOINT AGENCY of Mins Labour & Education.

Steering Group. Rotating Chair.

Staff (5) employed by Min Labour & Min Education

Involvement of Social Partners in Steering Group.

Structural Funds (HRD)

**Paying Authority**
Ministry of Labour

**Implementation**
JOINT AGENCY of Mins Labour & Education.

Steering Group Chaired by Min Labour.

Staff employed by Min Labour & Min Education

Involvement of Social Partners in Steering Group.
**PRE-Phare ESC Project (PPF & Project Start-up)**

**Implementation**
JOINT AGENCY of Mins Labour & Education.
Steering Group. Rotating Chair.
2 Staff employed by Min Labour & Min Education

**Phare ESC Project (Grant Scheme & Strategy)**

**Implementation**
JOINT AGENCY of Mins Labour & Education.
Steering Group. Rotating Chair.
Staff (5) employed by Min Labour & Min Education
Involvement of Social Partners in Steering Group.

**Structural Funds (HRD)**

**Paying Authority**
Ministry of Labour

**Implementation**
JOINT AGENCY of Mins Labour & Education.
Steering Group Chaired by Min Labour.
Staff employed by Min Labour & Min Education
Involvement of Social Partners in Steering Group.
Background Information on the Operation of the Grant Scheme.

Eligible Activities
Final activities will be defined in the operational guidelines to be prepared before commencement of this project, but these would include:

Measure 1:
- Development and/or delivery of training courses/programmes linked to clear market needs. This could include preparatory work to further define labour market needs, undertake course development, perform in-service training, purchase of limited essential equipment, etc, provided that this preparatory work is linked within the project to the actual delivery of training to beneficiaries. In other words, development work in itself will not be eligible under this measure.

Measure 2:
- Development and delivery of Life Long Learning initiatives. This will include activities such as research into attitudes to learning and barriers to entry, promotional/information campaigns, in-service training for training providers and other organisations to support the development of lifelong learning or wider access provision, activities which apply new technologies to develop flexible training provision and/or broaden access (community-based learning, e-learning initiatives), etc.
- Application of new forms of delivery or specific training-content which can improve access to training provision for vulnerable groups.
- Upgrading of facilities necessary to promote the development of the services as specified in the two points above. This can include, for example, purchase of equipment where it is necessary for improved Life Long Learning and where it is combined within the project with actual delivery of services.

All projects under both measures must be completed within 18 months of commencement.
**Prioritisation**
A specific project evaluation framework for each measure will be included within the operational guidelines and this will be available to all project applicants. Priority will be given to projects that meet the following criteria:

**Measures 1 and 2:**

- Projects that clearly demonstrate a direct or indirect increase in employability of trainees as a result of the activities, and which promote social inclusion.
- Projects that are jointly submitted by training providers together with industry, enterprises and/or employer groups/associations, and other social partners.
- Projects that involve collaboration between different training providers within a region or municipality.
- Projects which have a demonstration effect (i.e. can serve as a model for development of provision in other areas)
- Projects that contribute to the development of entrepreneurship.
- Projects which seek to contribute to the wider development of e-learning.
- Projects where the service providers clearly demonstrate relevant competence and experience, and offer a detailed implementation plan.
- Where projects have a regional focus, priority will be given to those regions not covered by existing regional grant schemes.

**Who can apply?**
Project applications will be able to be submitted individually or jointly by the following organisations:

**Measures 1 & 2:**

- Training providers and/or Regional Consortia
- NGOs involved in training-related activity or working in areas related to the development needs of vulnerable groups
- Local/regional government bodies, including Labour Exchanges.
- Enterprises and/or groups of enterprises (national / regional associations, chambers, consortia, Industry Lead Bodies, etc) in partnership with any of the groups mentioned above.
**Outputs, Results and Impact**

A detailed set of outputs, results, and impact will be included within the Operational Guidelines to be produced, and these will form the basis of all Monitoring and Evaluation of the Grant Scheme.

At this stage we would indicate the following:

**Measure 1:**

**Outputs**

- Approximately 20 new training programmes developed in response to clear need (based on existing labour market analyses or new analyses performed within the project).
- Approximately 1000 employed trainees having participated in training programmes.
- Approximately 1000 unemployed trainees having participated in training programmes.
- At least 10% of the total trainees should come from vulnerable groups.
- In-service training for staff in new delivery aspects developed.
- Approximately 10 new partnerships involving Training Providers and Employers and/or Social Partners created to develop and deliver training programmes.

**Results**

- Increase in level of skills and qualifications in areas of demand.
- Improved rate of trainees into employment

**Impact**

- Unemployment rate reduced and new employment created and safeguarded.
- Increased placement rate of beneficiaries into permanent employment
- Reduction of long-term unemployed.
- Greater integration of vulnerable groups within the labour market
- Increased economic activity by companies benefitting from increased skill levels.
- New businesses launched in areas/sectors where start-up has been identified as priority need.
Measure 2:

Outputs

- Approximately 10 new Life Long Learning facilities developed within existing institutions. Examples of such facilities would include development of community outreach centres operated by existing training providers, upgrading of physical access to training for people with disabilities, improved guidance centres to improve options for one-to-one counselling, etc.

- 20 new initiatives on Life Long Learning launched. This could include training, guidance, personal development plans, access courses, adjustments to existing training delivery to improve access, research on local attitudes to learning, etc.

- 1700 beneficiaries having received services from the new Life Long Learning services.

- In-service training for staff in Life Long Learning.

- Approximately 10 new partnerships involving Training Providers and Employers and/or Social Partners created to develop and deliver Life Long Learning initiatives.

Results

- Increase in level of skills and qualifications and coverage rate for population as a whole in areas with new initiatives.

- Decrease in number of unemployed people with no formal qualifications (in areas covered by initiatives).

- Increased range of people accessing training and learning, including employed and unemployed, men and women, young and old, vulnerable groups, etc.

- Improved rate of access into training for previously under-represented groups.

- Greater access to essential skills training in the areas covered by initiatives.

Impact

- Unemployment rate reduced and new employment created and safeguarded.

- Increased placement rate of currently under-represented groups into training.

- Reduction of long-term unemployed.

- Greater integration of vulnerable groups within training and education and thereby in the labour market

- Greater integration of vulnerable groups within training and education leading to personal development and increased inclusion within society
• Increased economic activity by companies benefiting from increased skill levels.

• New businesses launched in areas/sectors where start-up has been identified as priority need.

Grants
Specific rules concerning the size of projects and the Phare grant rate will be established for each project type in the operational guidelines to be drawn up (and agreed with the Commission) and the principles applied will be in accordance with the Practical Guide on implementation of Phare.
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Example: X denotes the date of the event.
Annex 8

Background Information on Budget Assumptions for TA by Negotiated Procedure

Within the project it is intended to award a Technical Assistance contract by negotiated procedure to the Methodological Centre for Vocational Training. The budget for this has been set to reflect the special nature of a negotiated procedure. The assumptions underlying the budget are as follows:

- For each occupational standard there will be 7 man-months of input by local experts. Given the target of producing 50 occupational standards, this would involve 350 man-months.

- For each sectoral Training Needs Analysis (TNA) there will be 6 man-months of input by local experts. Given the target of producing 3 TNAs there will be 18 man-months of input by local experts.

- The full cost for this is fixed at 750 Euro per man month (approx. 35 Euro per day), which is less than 30% of the equivalent consultancy rate and is related to local employment costs. This will produce a total fee level of 276,000 Euro.

- In addition to this, there is an allocation of 49,000 Euro for operational costs such as local travel, hosting of working group events, publication and distribution of all documentation.