



CEDEFOP

European Centre for the Development
of Vocational Training

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REPORT ON BUDGETARY AND FINANCIAL MANAGEMENT

Financial year 2018



**REPORT ON BUDGETARY AND
FINANCIAL MANAGEMENT
FINANCIAL YEAR 2018**

1. INTRODUCTION

1.1. Legal basis – financial rules

This report on budgetary and financial management has been prepared in accordance with Articles 93 and 94 of the Cedefop's Financial Rules.

1.2. IT management systems

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

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

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

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

1.3. Nomenclature of appropriations

The nomenclature of appropriations is defined by the Governing Board (Article 36 of the Financial Rules and Article 12 of the Implementing Rules) and is subdivided into three titles.

- Title 1: Staff
- Title 2: Infrastructure and operating expenditure
- Title 3: Operational expenditure

In order to provide a more detailed analysis of costs in relation to the work programme, Title 3 is subdivided into chapters, with each operational department having its own chapter, which also corresponds to ABB activities.

1.4. Non-automatic carryovers of appropriations

No non-automatic carryovers were made from 2018 to 2019.

1.5. Supplementary and amending budget

In December 2013 the Agency was granted a supplementary and amending budget to the value of Euro 1 100 000; Euro 600 000 of this total was entered in the 2013 budget. The first Euro 600 000 relating to the grant were received in 2014 and a second tranche of Euro 445 000 received in 2015. The grant is treated as external assigned revenue and is to fund studies requested by DG Employment in the field of labour skills demand and supply.

Additional funds of Euro 54 970 were received in 2018. After expenditure of Euro 400 830 in 2018 the action was successfully closed with all funds received and distributed leaving a zero balance on the account.

1.1. Monies received

Amounts received in consideration of expenditure are entered in the accounts as a reduction in the expenditure if they are received in the same financial year as the expenditure is made and as sundry revenue if they are received in a subsequent financial year. As of 2014 amounts received as interest accruing on bank accounts constitutes revenue for Cedefop.

1.7. Debit Notes

The Agency issued eight debit notes in 2018 for a total value of Euro 93 592. Their breakdown being: the request for Iceland's 2018 contribution (Euro 20 920), a request for the final tranche of the grant from DG Employment (Euro 54 970), a debit notes for the return of unspent Refernet funds (Euro 15 109) and sundry claims for expenses to be reimbursed generally being travel related - (Total Euro 2 684).

Evolution of commitment appropriations of the European Centre for the Development of Vocational Training (Cedefop) for the financial year 2018

Article Item	Heading	Initial Budget	Transfers	Final budget
	Title 1 - STAFF EXPENDITURE	10,706,261	-532,199	10,174,062
	Title 2 - ADMINISTRATIVE	1,599,000	-37,026	1,561,974
	Title 3 OPERATING EXPENDITURE			
3 0	TRANSVERSAL ACTIVITIES	340,000	-34,499	305,501
3050	Management Board meetings	150,000	-58,599	91,401
3070	Transversal technical support	190,000	24,100	214,100
3 1	PARTICIPATION OF NON-MEMBER STATES IN THE OPERATIONAL WORK PROGRAMME	0	0	0
3100	Participation of Non-Member states	0	0	0
3122	DG employment Grant	0	0	0
32	SKILLS AND LABOUR MARKET (previously: Research and Policy Analysis)	1,327,000	156,550	1,483,550
3200	Missions, meeting, interpretation	172,000	-13,251	158,749
3240	Pilot studies and projects	1,155,000	169,801	1,324,801
3 3	VET SYSTEMS AND INSTITUTIONS (previously: Enhanced cooperation in VET and LLL)	2,016,000	-79,059	1,936,941
3300	Missions, meetings, interpretation	261,000	-20,854	240,146
3330	ReferNet annual grants (Specific Grant Agreements) (was 3250)	980,000	-8,442	971,558
3331	ReferNet other cost	100,000	-1,493	98,507
3340	Pilot studies and projects	675,000	-48,270	626,730
34	LEARNING AND EMPLOYABILITY (new)	1,240,000	490,575	1,730,575
3400	Missions, meetings, interpretation	140,000	47,500	187,500
3440	Pilot studies and projects	1,100,000	443,075	1,543,075
3 5	COMMUNICATION (previously: Communication, information and dissemination)	637,949	35,659	657,608
3500	Missions, meeting, interpretation	40,000	9,000	49,000
3510	Publications and dissemination	210,000	-9,500	200,500
3520	Translation expenses	90,000	16,659	106,659
3540	Establishment of operational documentation	101,949	9,500	111,449
3541	Contracts for update and maintenance of databases	161,000	0	161,000
3546	Promotional activities and public relations	19,000	10,000	29,000
	Title 3 – TOTAL	5,544,949	569,225	6,114,174
	GRAND TOTAL	17,850,210	0	17,850,210

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Evolution of payment appropriations of the
European Centre for the Development of
Vocational Training (Cedefop) for the financial year
2018

Heading	Initial Budget	Transfers	Estimated Assigned Revenue	Final Budget
Title 1 - STAFF EXPENDITURE	10,706,261	-532,199		10,174,062
Title 2 - ADMINISTRATIVE	1,599,000	-37,026		1,561,974
Title 3 OPERATING EXPENDITURE	5,128,739	569,225	10,000	5,707,964
TOTAL	17,434,000	0	10,000	17,444,000
Grant				
Norway & Iceland	406,210			406,210
GRAND TOTAL	17,840,210	0	10,000	17,850,210

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2 BUDGET IMPLEMENTATION 2018

Revenue			Expenditure										
Source of Revenue	Revenue entered in the final budget for the financial year	Revenue received for the financial year	Allocation of expenses	Final budget appropriations for the financial year					Appropriations carried over from previous years				
				Entered	Committed	Paid	Carried Over	Cancelled	Available	Committed	Paid	Carried Over	Cancelled
Own revenue			Title I Staff (NDA)	10,174,062	10,173,903	10,028,845	145,058	159	220,053	219,738	197,672		22,381
Union contribution	17,434,000	17,434,000											
Other subsidies	406,210	406,210	Title II Administra tion (NDA)	1,561,974	1,561,970	1,036,741	525,229	4	358,564	358,564	318,809		39,755
Other revenue	10,000	16,996	Title III Operating Activities (DA)										
			- CA	6,114,174	6,113,721			453	0	0			
			- PA	6,114,174		6,159,837	0	0	0		0		0
Assigned revenue	0	54,970	Assigned revenue	0	0	0	0	0	428,575	428,575	428,575	0	0
Total	17,850,210	17,912,176	Total CA	17,850,210	17,849,594		670,287	616	1,007,192	1,006,760		0	62,136
			Total PA	17,850,210		17,225,423	670,287	0	1,007,192		945,056	0	62,136

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- 2.1. Appropriations for the current financial year: Analysis of the use of appropriations and of the main changes compared with the previous year.
- 2.1.1. Title 1: Staff

Budget item and heading		2018			2017		Change comm. % 2018/ 2017
		Final budget	Comm.	Payments	Comm.	Payments	
110	Officials and temporary staff occupying a post (includes Social Security contributions, supplementary services and weightings)	7,801,623	7,801,623	7,801,623	7,813,317	7,813,317	0%
1111	Seconded national experts	166,005	166,005	166,005	157,865	157,115	5%
1112	Contract staff	1,208,064	1,208,064	1,208,064	1,201,656	1,201,656	1%
1113	Trainees	95,391	95,391	95,391	110,560	110,560	-14%
114	Miscellaneous allowances and grants	160,322	160,322	160,322	166,948	166,948	-4%
120	Allowances and expenses on leaving and entering the service	182,421	182,421	174,734	53,194	30,694	243%
130	Mission expenses	132,300	132,300	122,864	94,081	86,030	41%
143	Medical service	63,000	63,000	34,131	47,970	23,984	34%
149	Other expenditure	121,412	121,384	120,084	132,931	130,631	-9%
150	Training	117,525	117,525	43,621	119,945	48,303	-2%
160	Supplementary services	107,100	106,970	88,609	159,596	77,043	-33%
170	Representation expenses	18,900	18,900	13,399	16,520	8,250	14%
TITLE 1 – TOTAL		10,174,062	10,173,903	10,028,845	10,074,583	9,854,529	1%

Significant variations from 2017 to 2018 in commitments can be explained by:

1113 (Trainees) – In 2018 Cedefop decided to appoint fewer trainees than in 2017 which explains the decrease in expenditure

1200 (Allowances and expenses on leaving and entering the service) – Expenditure on this budget line increased in 2018 due to the selection procedure for a new Cedefop Director combined with the cost of resettlement of the departing Director.

1300 (Mission expenses) – An overall increase in the number of missions combined with more expensive missions led to an increase in expenditure.

1430 (Medical service) – In 2018 Cedefop's medical officer was working for 12 months compared to only 8 months in 2017 which meant that there was an overall increase in expenditure.

1600 (Supplementary services) – In 2017 the expenditure on budget line 1600 had been increased due to a risk assessment and cost/benefit analysis of the outsourcing of legal service as well as a stakeholder feedback survey. Consequently, although there was an increase in expenditure for external legal advice in 2018 it is not apparent in comparison to 2017.

1700 (Representation expenses) – In 2018 there was a slight increase in expenditure related to in-house receptions which, for such a small budget, appears as a significant % increase
During the financial year under consideration, staff movements were as follows:

	Staff on 31/12/2017	Increase			Reduction			Staff on 31/12/2018
		Internal movements	Recruit.	Total	Internal movements	Depart.	Total	
	(a)	(b)	(c)	(d) = (b + c)	(e)	(f)	(g) = (e + f)	(h) = (a + d - g)
OFF	13			0		1	1	12
TEMP	73	2	3	5		2	2	76
SNE	4			0		1	1	3
CTST	26		2	2	2		2	26
Total	116		4	7		4	6	117

On 31 December 2018, 88 out of the 91 posts on the establishment plan were occupied - and there was one ongoing selection procedure for the post of Director. The establishment plan occupation was 96%, above the 95% target.

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

2.1.2. Title 2: Infrastructure and operating expenditure

		2018			2017		Change comm. In % 2018/2017
		Final budget	Comm.	Payments	Comm.	Payments	
20	Building	614,556.21	614,556.21	485,589.55	610,455.40	502,489.18	1%
21	IT	627,297.28	627,293.39	363,408.48	494,545.49	340,827.98	27%
22	Equipment and furniture	4,967.00	4,967.00	4,758.26	24,314.74	23,932.91	-80%
23	Administrative expenses	130,453.47	130,453.47	106,308.03	103,108.23	72,951.11	27%
24	Postal charges and telecommunications	170,450.00	170,450.00	64,836.14	143,072.94	79,397.87	19%
25	Meeting expenses	14,250.00	14,250.00	11,840.37	8,637.77	5,971.77	65%
TITLE 2 TOTAL		1,561,973.96	1,561,970.07	1,036,740.83	1,384,134.57	1,025,570.82	13%

The significant variation from 2017 to 2018 can be explained by:

- Chapter 21: (ICT): an increase (27%) in expenditure as 2018 budget execution included investments in hardware and network equipment (mainly servers' capacity increase).
- Chapter 22: (Equipment and furniture): a significant decrease in expenditure (-80%) attributed to investment in furniture for the meeting rooms and offices which occurred in 2017, while the 2018 expenditure was aligned with regular maintenance of existing furniture and equipment.
- Chapter 23: (Administrative expenses): the increase of 27% is attributed to an increase of legal expenses following the decision by the former Director to abolish the internal legal service as of November 2017 and to outsource legal service provision to external law firms and the DG HR of the Commission.
- Chapter 24: (Post and telecommunications): the increase of 19% was recorded mainly due to investments on network equipment (switches and other hardware) which occurred in 2018, on top of regular telephony and other charges.
- Chapter 25: (Meeting expenses): the increase of 65% represents an amount of approx. 6 000 EUR and is due to meetings relating to increased administrative matters and visits from Agency stakeholders.

2.1.3. Title 3: Operational expenditure (commitments) excluding Grants

2018

2017

Chapter		Final budget	Comm.	%	Final budget	Comm.	%
30	TRANSVERSAL ACTIVITIES	305,501	305,494	100.00%	218,643	218,643	100.00%
32	SKILLS AND LABOUR MARKET (previously: Research and Policy Analysis)	1,483,550	1,483,536	100.00%	1,961,546	1,961,546	100.00%
33	VET SYSTEMS AND INSTITUTIONS (previously: Enhanced cooperation in VET and LLL)	1,936,941	1,936,940	100.00%	2,146,000	2,144,561	99.93%
34	LEARNING AND EMPLOYABILITY (new)	1,730,575	1,730,575	100.00%	1,447,120	1,442,058	99.65%
35	COMMUNICATION (previously: Communication, information and dissemination)	657,608	657,175	99.93%	635,430	635,276	99.98%
	TITLE 3 - TOTAL	6,114,174	6,113,721	99.99%	6,408,738	6,402,083	99.90%

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

Each Department has its own lines for the costs of missions, meetings and interpretation, pilot studies and projects. The budget needed by operational Departments for translation and publications expenses are included in chapter 35 of the Communications Department.

Cedefop continues to fully utilise all its operational funding year on year with an implementation rate for 2018 of 99.99%. **2.1.4. Title 3: Operational expenditure (Payment Appropriations) excluding Grants and Norway and Iceland**

Heading	Initial Budget	Transfers	Estimated Assigned Revenue	Final Budget	Payments	Balance
Title 1 – Staff	10,706,261	-532,199		10,174,062		
Title 2 - Administrative	1,599,000	-37,026		1,561,974		
Title 3 - Operational	5,128,739	569,225	10,000	5,707,964	5,707,964	0
Total	17,434,000	0	10,000	17,444,000	5,707,964	0
Grant						
Norway & Iceland	406,210			406,210	406,210	0
Grand Total	17,840,210	0	10,000	17,850,210	6,114,174	0

Payment appropriations for Title 3 following transfers but excluding Norway and Iceland funds came to a total of Euro 5 707 964 and were all disbursed.

- **2.2. Other classes of appropriations**
- **2.2.1. Assigned revenue received – previous financial year – Class L**

	Apppr. carried over	Comm.	Payments	Comm./Bud.	Carried- over	Cancelled
Title 1 – Staff	-	-	-	-	-	-
Title 2 - Administrative expenditure	-	-	-	-	-	-
Title 3 - Operational expenditure	0	0	0	0	0	-
Total	0	0	0	0.00%	0	-

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

- **2.2.2. Appropriations carried over automatically from 2017 to 2018 – Class A for Titles 1 and 2 (operational expenditure being treated as differentiated appropriations).**

	Appropriations carried over	Commitments carried over	Payments	Pay/com m.	Cancelled
Title 1 – Staff	200,053.28	200,053.28	197,671.61	90%	22,381.67
Title 2 - Administrative	358,563.75	358,563.75	318,808.55	89%	39,755.20
Total	578,617.03	578,617.03	516,480.16	89%	62,136.87

Class A represents funds carried over from the previous year.

2.2.3. Assigned revenue

Note as of 2017 the Norway and Iceland payment appropriations are subsumed into the total Commission budget and are no longer treated as Assigned Revenue.

MONITORING TABLE FOR ASSIGNED REVENUE 2018

DG EMPL projects & third countries	BALANCE: total carryovers on 31/12/17 a	New funds b	Payment in 2018 c	Funds returned d	Carryover balance - present e=a+b-c-d	New approp. 2018 e	Payment in 2018 f	Balance h=d+e-f
Contribution Agreement VS/2013/0554	345,860.37	54,969.63	400,830.00		0.00			0.00
Total projects 2014	345,860.37	54,969.63	400,830.00		0.00			0.00
Participation Norway 2012	3,334.46		3,334.46		0.00			0.00
Total projects 2012	3,334.46		3,334.46		0.00			0.00
Participation Norway 2011	24,410.45		24,410.45		0.00			0.00
Total projects 2011	24,410.45		24,410.45		0.00			0.00
TOTAL	373,605.28	54,969.63	428,574.91	0.00	0.00	0.00	0.00	0.00

3. CONCLUSIONS

2018 reflected continuity and change. Continuity lies in the quality and relevance of Cedefop's expertise and the continuing support the Agency provided to the European Commission, Member States and social partners in developing and implementing European VET policy. This included: the priorities outlined in the Riga conclusions of 2015; the Commission's 2016 New skills agenda for Europe; the Recommendations on upskilling pathways, the quality framework for apprenticeships; the 2017 revision of the EU key competences framework; and the European Pillar of Social Rights. But change can also be found in 2018 facing new challenges to meet the varied information needs of its stakeholders.

Cedefop's multi-annual objectives are: providing new knowledge and evidence; monitoring policy trends and providing policy analysis; acting as knowledge broker. Taking full account of the EU policy framework, these objectives reflect the aims to inform and support VET-related policy making in response to economic, social and employment challenges in the EU and their implementation. Combined with three strategic areas of operation — shaping VET, valuing VET and informing VET — they guide type and scope of the Agency's work in the period 2018-20. Together with communication and documentation, the strategic areas of operation make up the agency's four central ABB activities.

The information below summarises the implementation of the Agency's 2018 work programme highlighting main activities and results achieved. [More detailed information on Cedefop's multi-annual objectives and strategic areas of operation is available in its 2018-20 programming document; a detailed presentation of its performance indicators is/will be available in its annual report and the Consolidated Annual Activity Report (www.cedefop.europa.eu)].

ABB activity: Shaping VET

In line with its multiannual objective to monitor policy trends and analyse developments, Cedefop published in cooperation with the ETF the interim report 2015-17 on countries' progress towards the priorities agreed in the Riga conclusions within European cooperation in VET. The findings were used to inform discussions on the post-2020 VET priorities and the opinion of the Advisory Committee on Vocational Training on the future of VET. For the Presidency countries, short descriptions and spotlights on VET in Bulgaria and Austria were released on time for the meetings of Directors General for VET, and other high level meetings. Work in the IVET mobility scoreboard developed upon the Commission's request pursuant to the 'Youth on the Move' recommendation continued and the study on the key competences digital, literacy and languages in IVET was taken forward.

Cedefop continued working closely with the Commission in supporting the implementation of the EQF contributing to the 10th year anniversary conference organised in March 2018 (300 participants). Cedefop released 2 publications: the first, National qualifications developments in Europe 2017, reviews how 43 NQFs in 39 countries participating in the EQF implementation are structured, and how national qualifications have been allocated to NQF

levels and linked to the EQF; the second, Analysis and overview of NQF level descriptors in European countries 2017, shows that all 39 countries taking part in the EQF implementation have now defined – and for a large part adopted – their levels of learning outcomes.

The ‘Changing nature and role of VET in Europe’ research attracted a lot of interest from all VET stakeholders all over Europe. The research fed directly into the political debate on the future of VET by helping shape the priorities of the Austrian Presidency and inform the opinion on VET 2030, the ACVT adopted in December. The study’s outcomes were discussed at the Austrian Presidency conference on the future of VET (Vienna, 9 July) and Cedefop conference ‘VET in Europe – taking stock and looking ahead’ (Vienna, 7-8 November) which was the centrepiece of the vocational skills week under the Austrian Presidency. In the latter conference, which attracted more than 400 participants, a set of directions European VET might take were discussed, thus, supporting the ongoing policy discussion on VET post-2020

ABB activity: Valuing VET

In 2018, Cedefop has further developed its activity as a reference organisation in the area of lifelong guidance. As part of Cedefop’s resources aimed at providing support to national guidance services in using labour market information and integration of digital technologies, Cedefop’s ‘Resources for guidance’ database was online. The second CareersNet meeting analysed the results of the first update of the database of guidance systems and practices. Cedefop maintained its active collaboration with the European Commission by largely contributing to the ‘Validation Festival’ and providing input to the one-off reports on validation that Member States agreed to produce as a response to the 2012 Council recommendation.

In 2018, work on financial and non-financial incentives focused on financing apprenticeships in the EU Member States. An on-line database complements this analysis by providing detailed information on financing arrangements for each of the analysed apprenticeship scheme.

Cedefop also continued analysing the results of Cedefop’s Opinion survey on VET in Europe. Following the synthesis report published in 2017, a series of country reports were published in 2018 with a view to providing contextualised interpretations at national level and insights about citizen’s opinion on awareness, attractiveness and effectiveness of vocational education and training in own country. A new online tool allows users to explore survey results via different interactive visualisations

Cedefop continued its work on apprenticeships at both country and cross-national levels. The second policy learning forum on apprenticeships gathered together representatives from all countries involved in Cedefop thematic country reviews, as well as EU-level social partners and international organisations. At cross-country level, main outcomes of the cross-national overview of apprenticeship schemes in Europe were published. The analysis focused on selected apprenticeships schemes identified through screening all EU28 countries plus Iceland and Norway with a view of identifying those schemes sharing similar approaches and features. The entire data collection was published online in the form of a comprehensive database of the mainstream and legally-based apprenticeship schemes existing in the EU

28+. The database also marked the creation of the new Cedefop community of experts on apprenticeships aimed at supporting Cedefop in updating the database and enriching the knowledge base on apprenticeships at cross-country level.

Looking beyond apprenticeships and in the context of the European policy initiatives on upskilling pathways for low-skilled adults, Cedefop implemented its project on the potential of work-based learning in developing up-skilling pathways for adults. Besides the collection of good practices of upskilling adults through work based learning in the EU 28, Iceland and Norway, Cedefop developed a comprehensive analytical framework for designing and implementing upskilling pathways for adults.

To support the Council Recommendation on “Upskilling Pathways: new opportunities for adults”, Cedefop organised in Brussels a dedicated policy learning forum (PLF) on ‘Upskilling pathways: a vision for the future’ in cooperation with the European Economic and Social Committee. The PLF demonstrated that many countries are already equipped to provide skills identification, training provision tailored to individuals’ needs or validation and recognition of prior learning. However, it also highlighted that much needs to be done to bring together these services in a coordinated manner and within a coherent strategy.

The Agency also started a new research on ‘Complementary Pathways for Adult Refugees: the Role of VET, Skills and Qualifications’. The ambition of the project is to provide a pragmatic contribution to the design of socially sustainable and effective mechanisms to improve the management of refugees and more generally of people in need of international protection within and also between EU Member States.

ABB activity: Informing VET

In 2018, a revamped version of the Skills Panorama was released. Faster to navigate and easier to use, the new Skills Panorama aspires to broaden its user groups and welcome guidance practitioners. Data and analysis offered in the Skills Panorama were kept up-to-date, including: new Cedefop forecast data; a new analytical highlight providing summary of key EU trends to 2030 based on the Cedefop skills forecast; and new blog articles.

Cedefop’s European Skills Index is the most visited section of the Panorama, demonstrating the value of such new composite indicator to measure and compare the performance of the skills formation and matching systems in EU Member States. The new version of the index was officially presented on 27 September in Brussels in a dedicated event.

The new Cedefop’s 2018 Skills Forecast was released on 8 June in Brussels. It provides timely information on Europe’s skill needs and covers the period up to 2030. It produces information on jobs and skills for all Member States by sectors of economic activity and occupational groups. Key findings suggest that technological change may accelerate known employment trends, such as the shift to services, and may also increase polarisation in job growth, with fast growth projected for high-skill occupations and moderate growth for certain lower-skill jobs. The new set of results was disseminated through various activities, including a redesigned Cedefop web portal and a Briefing Note summarising the main results. A reference publication was released in December as a joint publication with

Eurofound. The 2018 Skills Forecast covers the period up to 2030 producing information on jobs and skills for all Member States by sectors of economic activity and occupational groups.

Furthermore, throughout 2018 Cedefop cooperated with Eurofound to prepare alternative scenarios and skills forecasts on the future of manufacturing, a project sponsored by DGGROW and the European Parliament. The results were presented at the occasion of the forecast release on 8 June in Brussels. This demonstrates the quality and value added of the Cedefop projections which were used by Eurofound and thus led to important synergies between the two agencies.

Cedefop continued to work towards developing a pan-European tool for analysing skill needs using online vacancies and big data analysis techniques. This cutting edge project attracted the attention of the European Commission, DG EMPL and of Commissioner Thyssen's Cabinet in particular. Cedefop was requested to accelerate the delivery of a first set of data in the beginning of 2019.

Cedefop continued its cooperation with the Eurostat's Big Data Task Force to work towards the development of an EU tool that can be progressively scaled up to meet the requirements of the European Statistical System for the production of vacancies statistics. Closer cooperation was also established with ESSnet as well as national statistical institutes across various Member States mainly on data validation.

Based on past collaboration on Skills for Green Jobs, Cedefop and the ILO joined forces again to map relevant developments in this area. Cedefop updated the reports for 6 EU countries and outcomes indicate that countries vary in their approach to defining green jobs and skills.

Cedefop pursues research and offers capacity-building support to national stakeholders in relation to skills anticipation and matching in the EU and in particular designing better targeted and more effective policy solutions. Cedefop is carrying out four country reviews focused on strengthening the governance of skills anticipation and matching systems of Greece, Bulgaria, Slovakia and Estonia. In the context of and as a key output of the country reviews, Cedefop organised in Thessaloniki a dedicated policy learning forum focused on skills anticipation and practices.

Cedefop also initiated a new strand of work on 'Digitalisation and the future of work', which analyses the impact and drivers of automation, robotics, artificial intelligence and other digital technologies on employment and changing skill needs of jobs, and considers their implications for VET policy. In addition to numerous international/EU events, Cedefop's analysis on the future of work was used to inform the European Group on Ethics in Sciences and New technologies and a new international working group set up by Microsoft.

PERFORMANCE INDICATORS 2018

39 Publications
59 meetings – 1 539 participants
422 references to Cedefop work in 200 EU-level policy documents and 244 references to Cedefop work in 99 documents issued by international organisations (OECD, UNESCO, ILO, World Bank and World Economic Forum)
176 contributions to senior stakeholder meetings that support policy implementation, e.g. <ul style="list-style-type: none"> • Meetings of Directors General (DGV) and the Advisory Committee for Vocational Training (ACVT), European Commission working groups on VET (teachers and trainers) and digital skills. • Meetings with national stakeholders related to thematic country reviews
Website traffic: 584 000 visits, 1 347 000 page views
EU skills panorama: The total number of page-views was more than 386 000 (with an average of 02:57 minutes and 2.84 page views per visit).
74 contributions to other conferences and major events, including keynote speeches and participation in discussion panels
345 000 downloads of Cedefop publications
611 citations in academic literature 2018-2019. Most frequently quoted themes: skills supply and demand, qualification frameworks, validation of non-formal and informal learning, lifelong guidance and learning outcomes.
96% occupation rate of the establishment plan
Budget implementation rate: 100%

REPORTS ON IMPLEMENTATION OF THE 2018 BUDGET

In accordance with Article 97 of the Financial Rules and Articles 82 and 83 of the Implementing Rules, the budget implementation reports of the Centre for the financial year 2018 comprise:

- ☒ the report which aggregates all budgetary operations for the year in terms of revenue and expenditure (*previously*: budget outturn account),
- ☒ the explanatory notes, which supplement and comment on the information given in the reports.

1. Report aggregating all budgetary operations

Revenue and expenditure account for the financial year 2018 and 2017		
	2018	2017
Revenue		
Own revenue		
Commission contributions inc Norway and Iceland	17,840,210.00	17,859,389.00
Sundry revenue		
Assigned revenue	54,969.63	131,629.00
Other revenue	16,996.23	11,216.72
Total revenue (a)	17,912,175.86	18,002,234.72
Expenditure		
<i>Staff – Title 1 of the budget</i>		
Payments	10,028,845.00	9,854,529.26
Appropriations carried over	145,058.10	220,053.28
<i>Administration – Title 2 of the budget</i>		
Payments	1,036,740.83	1,025,570.82
Appropriations carried over	525,229.24	358,563.75
<i>Operating activities– Title 3 of the budget</i>		
Payments	1,880,487.29	1,829,457.99
Payments against outstanding commitments at 31/12/n-1	4,279,349.82	3,312,258.61
Payment appropriations carried over	-	-
<i>Assigned revenue (Grants + third countries and others)</i>		
Payments	428,574.91	70,752.06
Carryovers including assigned revenue not entered in the budget	0.00	373,605.28
Total expenditure (b)	18,324,285.19	17,044,791.05
Outturn of the financial year (c = a - b)	412,109.33	957,443.67
Balance carried over from the previous year		
Cancelled n-1 appropriations carried over (non-differentiated appropriations Titles 1 and 2)	62,136.87	52,766.90
Appropriations carried over from assigned revenue	373,605.28	312,728.34
Payment appropriations carried over from the previous year (Title 3)	-	-
Exchange-rate differences	-1,122.43	666.51
Balance for the financial year	22,510.39	1,323,605.42

2. Explanatory note

The Agency has had differentiated appropriations for Title 3 since 2004, which explains why no carryovers of appropriations for operational activities appear in the calculation of the budget outturn.