



leader



coordinator

France	Austria	Greece	Italy	Lituania	Poland
					

Leonardo da Vinci program - European Commission



Guide for the Portfolio

Pilot project :



Valuing Education and Experience of Local councillors
Valoriser les Acquis de l'Expérience des Elus Locaux

in 6 countries



December 2009

Table of content

1. Introduction – the lifelong learning perspective.....	p
2. The Va2el project – a transfer of innovation	p
3. The public of the local councillors - tasks fulfilled	p
4. The concept of portfolio	p
5. The European partnership	p
6. Bibliography	p

1. Introduction – the lifelong learning perspective

Politicians at European level have recognised that education and training are essential to the development and success of today's knowledge society and economy. The EU's strategy emphasises countries working together and learning from each other.

EU education and training policy has been given added impetus since the adoption of the Lisbon Strategy in 2000, the EU's overarching programme focusing on growth and jobs. Knowledge, and the innovation it sparks, are the EU's most valuable assets, particularly as global competition becomes more intense in all sectors.

While national governments are responsible for education and training some challenges are common to all Member States: Ageing societies, skills deficits of the workforce and global competition need joint responses and countries learning from each other.

High quality pre-primary, primary, secondary, higher and vocational education and training are the fundament for Europe's success. Lifelong learning must become a reality across Europe. It is key to growth and jobs, as well as to allow everyone the chance to participate fully in society.

EU member states and the European Commission have therefore strengthened their political cooperation. This has been done through the **Education and Training 2010 work programme** launched in 2001 and its follow-up, the **strategic framework for European cooperation in education and training** adopted by the Council in May 2009.

The new strategic framework identifies four long term strategic objectives:

1. Making lifelong learning and mobility a reality;
2. Improving the quality and efficiency of education and training;
3. Promoting equity, social cohesion and active citizenship;
4. Enhancing creativity and innovation, including entrepreneurship, at all levels of education and training.

The programme enables individuals at all stages of their lives to pursue stimulating learning opportunities across Europe. There are four sub-programmes focusing on different stages of education and training and continuing previous programmes: [Comenius](#) for schools ; [Erasmus](#) for higher education ; [Leonardo da Vinci](#) for vocational education and training ; [Grundtvig](#) for adult education

The Leonardo da Vinci programme links policy to practice in the field of vocational education and training (VET). Projects range from those giving individuals the chance to improve their competences, knowledge and skills through a period abroad, to Europe-wide co-operation between training organisations.

Part of the European Commission's Lifelong Learning Programme, the programme funds a wide range of actions, notably cross-border mobility initiatives; co-operation projects to develop and spread innovation; and thematic networks. The potential beneficiaries are similarly wide – from trainees in initial vocational training, to people already in the labour market, as well as VET professionals and private or public organisations active in this field.

Leonardo da Vinci enables VET organisations to work with European partners, exchange best practices, increasing the expertise of their staff and respond to the teaching and learning needs of people. It therefore supports efforts to make vocational education more attractive to young people. By helping European citizens to acquire new skills, knowledge and qualifications, the programme also aims to bolster the competitiveness of the European labour market.

Innovation projects have always been at the core of the Leonardo da Vinci programme. They aim to improve the quality of training systems through the development and transfer of innovative policies, contents, methods and procedures within vocational education and training.

Source : http://ec.europa.eu/education/lifelong-learning-programme/doc82_en.htm

2. The Va2el project – a transfer of innovation

The Va2el project is based on the results of a previous European Leonardo da Vinci project - Assessing volunteering experience (AVE - www.eEuropeassociations.net), awarded in Helsinki in 2006, under the Finnish presidency, for excellent practice in addressing the priorities of the Copenhagen process and promoting an enhanced European cooperation in Vocational Education and Training (VET).

The AVE project, initiated and directed by Iriv (France) has been implemented thanks to the partnership of the University of Maine, Cicos and Afev (France) ; Inbas and DPVW (Germany) ; European Center and VÖV (Austria) ; OKA (Hungary) ; Fivol (Italy) ; Zentrum Wolontariatu (Poland) and IRV (England). It has proposed a portfolio of competences for valorizing the achievements of a specific experience in the voluntary field – a field for which there has never been a tool for professional navigation.

The transfer of innovation of the Va2el project concerns:

- 1 – the public: from the volunteers to the local councilors ;
- 2 – the sector of activity : from the associations (non profit sector) to the local collectivities (public sector) ;
- 3 – the pedagogical methodology: the portfolio will be presented in the form of an e-portfolio (with easier use and access for those geographically isolated local councillors).

The partner of the Va2el project, except for Iriv - leader of the project AVE – all the other partners of the VA2EL project are new. INDL leader of the project and Aric for France, Oikodrom for Austria, Guglielmo Marconi University for Italy, IRSS for Poland, and two new countries compared to VAEB project : AAE of Greece and A training institute for Lithuania.

The Va2EL project will be based on the structure of the volunteers' competence portfolio adapting the missions to the functions of the local councilors, emphasizing on the specific developed competence, adapting all the portfolio rubrics to the context of the local authorities. The individual and the collective competence notion are important in this approach.

The role of the local councilors, their needs for a training, the approach for surveying the acquired experience in the framework of their elective mandate and their professional reconversion regarding their mandates varies from one country to another but the outcomes will be put together: participation in the city life, the active citizen, defending the general interest in the perspective of a durable development.

The European approach is crucial for the VA2EL project. A recent report published by the French Senate¹ dedicated to the “liberation of the local democracy” insisted on the notion of “European local governance which recognizes and legitimates the role of the elects”. The report underlines a “reinforcement of the local competence that modifies the types of local governance” as the “convergent evolutions motivated by the necessity of reinforcing the legality of the elects”. Throughout Europe the local councilors should not only be good mediators towards the administration but should also enhance equity and equally develop the quality of justice of the administration and the communicators.

Local councilors have become multi-tasks professionals, working on many plans: political plan, management plan, budget, civil and disciplinary matters. This evolution has led to an increasing work load for the local councilors holding an executive function.

Faced to a more and more time demanding function along with the necessity to develop new competence, local councilors have been involved in a full time exercise of their mandate to answer the various needs expressed by their fellow citizens and their public partners (other local authorities, State, European Union) but also private partners (associations and firms...).

In most of the European countries, local councilors have been thinking of a better recognition of the experience acquired through their mandate in order to prepare their professional conversion but also to enrich the diversity of the candidates' potentials. A status for the local councilors has been elaborated in different European countries and a training and professional reconversion has been anticipated.

Local authorities have become crucial actors in European construction ; and as a result local councilors main stakeholders in the European building, especially with the numerous networks gathering regions (such as the Council of European Municipalities and Regions).

For the new European Union members, coming from Central and Eastern countries), the decentralization process and the need for the professionalization of the local councilors are also key issues. The examples of good practice proposed in the West could be shared all around Europe in order to enhance cooperation and coloration among European local authorities.

¹ Puech (Jean), Senator and President of the Observatory for Decentralization , Paris, Senate, report n° 74, November 7, 2007.

3- The public of local councillors – tasks fulfilled



Austria²

In general all the municipalities and therewith the local councillors have to fulfil the same tasks. However, in reality there are differences which can be traced back to on the hand the regulations of the “*Länder*” and on the other hand the regulations of the municipalities themselves. The duties of the each municipality can vary according to the region, the economic structure or the size of the respective municipality. The same holds true for the legal, economic and other tools, which can be used by each municipality. Again the situation of statutory cities is different, as they do not only have to fulfil the duties of a municipality but also the duties of the district administration. The Federal Constitutional Law states two types of duties which have to be fulfilled by the municipalities and therewith by the mayors, his/her deputies and the local councillors: assigned tasks (by Bund and Land) and autonomous tasks.

Tasks of mayors

Mayors in municipalities or rather the mayor and his deputies have lots of duties and responsibilities but in most instances they divide them up to each other.

1. Overall responsibility for the duties of the municipality in its own sphere of competence : Implementation of legislated regulations and notices ; provision of governmental tasks (*behördliche Aufgaben*) within the own sphere of competence
2. Implementation of the governmental administration affairs (assigned sphere of competence)
3. chairmen of Local Council (*Gemeinderat*) and City Council (*Gemeindevorstand, Stadtrat*) or City Board (*Stadtsenat*)
4. Continuous Administration, Superior to public servants (in the municipality office), which are bound to his/her instructions
5. Outward representation of the city
6. In case of emergency (catastrophes e.g.) interim injunction , etc...

Tasks of Managing City councillors, Members of the Municipal Executive Board (Amtsführende Stadträte):

1. supporting the Mayors in officiating (see tasks above)
2. responsible for a defined sphere of actions (within the own sphere of competence), although bound to the instructions of the mayor ; sphere of actions: e.g. road and hydraulic construction, environment, village renewal, education, culture and youth, fire brigade, administration of

² Oikodrom, Vienna, 2010

cemeteries, administration of housing, economy and tourism, urban redevelopment and city administration, social welfare and health, general administration and financial management.

3. contact with the citizens, enquiries of local citizens at the consultation hours, on-site inspections
4. participation at (social) events
5. cooperation with the responsible administrators specialised in one sphere of action (of the municipality office), etc.

Tasks within the Local Council

1. Participating at the meetings of the Local Council, participating in the discussions of regulations, and enactments
2. Legislating enactments (Beschlüsse) regulations (Verordnungen) and notices (Bescheide) on e.g. the municipal estimate of the budget and the balance of accounts
3. Appealing notices of the mayor
4. participation in technical boards (Ausschüsse) ; etc.

Sphere of competence of municipalities

Own sphere of competence

1. appointment of the Gemeinde authorities; settlement of the internal arrangements for performance of the Gemeinde functions;
2. appointment of the Gemeinde staff and exercise of the official responsibility over them
3. local public safety administration, local events control;
4. administration of Gemeinde traffic areas, local traffic police;
5. crops protection police;
6. local market police;
7. local sanitary police, especially in the field of emergency and first aid services as well as matters pertaining to deaths and interment;
8. public decency;
9. local building police excluding Federal-owned buildings which serve public purposes; local fire control; local environment planning;
10. public services for extra-judicial settlement of disputes;
11. debtors' sale of goods

Assigned sphere of competence - The assigned sphere of competence comprises those matters, which the Gemeinde in accordance with Federal laws has to undertake at the order and in accordance with instructions of the Bund, or in accordance with Land laws at the order and in accordance with the instructions of the Land. The business of the assigned sphere of competence is performed by the Bürgermeister (mayor). In doing so, in affairs concerning the Federal execution he is bound to instructions of the responsible Bund authorities. In affairs concerning Land execution the mayor is bound by instructions from the responsible Land authorities.



France³

The mayor – the main actor of the local development. The mayor and his/her team is asked to be responsible for the local public service . The mayor represents the State/public authorities in her/his town/city whatever the size of the local authority.

His/her main duties are :

- the ones subjected to the hierarchical control of the « préfet » (civil servant representing the State) ; they are part of the so-called « proximity administration » ;
- the ones under the authority of the « procureur de la République », public prosecutor ; as the mayor is considered as an officer of justice together with an officer of civil status.

The mayor and his/her team's duties comprehend: the publication and implementation of laws and rules together with the implementation of general security measures. Special tasks/missions are also very linked to his/her elective mandate 4 :

1. to organise political and/or socio-professional elections together with all the publicity required ;
2. to authenticate the signature of any official document ;
3. to deliver any document , assessment or certificate linked to the situation of the people (such as the evidence of stay for foreigners willing to ask for a permanent stay) ;
4. to certify copies of document (for diplomas for instance).

There are also special police services that the mayor is applying in the name of the State on the basis of special laws (such as legal or public advertising⁵). Concerning all these tasks/functions, the mayor is following the hierarchical principle. It means that the “préfet” may address the mayor any instructions or order; in case of non answer or inappropriate action, the “préfet” may use his/her power of substitution.

³ Iriv, Paris, july 2009.

⁴ Art. L. 2122-27 du CGCT.

⁵ Loi du 29 décembre 1979 sur la publicité et les enseignes.

The mayor is sharing his/her tasks/functions together with his/her team composed of the deputy mayors. The deputy mayor has received a special delegation of power to clarify his/her main field of activities in the city administration (such as the education deputy mayor or the sports deputy mayor...). The deputy mayor doesn't need any special delegation of power for the duties under the police ⁶.

Here is a non exhaustive list of “collective” missions/tasks legally dedicated to the local councillors (mainly mayors and deputy mayors) to be voted by the local team (conseil municipal) :

5. civil acts (birth, death, marriages, any official assessment) ;
6. local property ;
7. price/costs of the local public services ;
8. preparation, contract and implementation of public offers of a low amount ;
9. alienation of real estate up to 4.600 euros ;
10. insurance contract ;
11. using a right of pre-emption according to the Urbanism code ;
12. legal actions in the name of the local authority, etc....

Personal tasks and missions dedicated to the mayor :

13. local and rural police in order to promote ‘public order, safety, security and salubrity’ ; such as allowing demonstrations, prevention against accidents or any natural disasters ;
14. special police in the name of the State (such as public advertisement) or in the name of the local authority (traffic or parking ; nautical activities ; building falling in ruins).

Main missions and tasks are also dedicated to the local councillors in the field of Urbanism. Most of the local authorities (cities and towns) have adopted in France a Local Plan of Urbanism (Plan local d'urbanisme -PLU). The building allowance is delivered by the mayor.



Greece⁷

⁶ Art. L. 2122-31 et L. 2122-32 du CGCT.

⁷ AAE

Task 1 - Legal framework for the various decisions taken in the Council

Research for all laws and Ministerial decisions concerning public works and budgets allocation-procedures to be followed

Task 2 - Proposals for the various areas of responsibility of the Municipality

Justification and submission of complete proposals for the provision of services as sports, health centres, kindergartens, renovation of public buildings.

Task 3 - Financial audit of the Municipal Committee and the expenses

Examination of the legitimacy of the budget decided by the Municipal Committee and the procedures followed for allocation of the expenses-

Task 4 - Cooperation with neighbouring Municipalities

Communication and consultation in common issues such as transportation, road planning, Management of waste, environmental protection

Task 5 - Submission of opinion to the upper levels of public administration

Submission of proposals for any public work or city planning and environmental protection decision affecting the Municipality towards the Prefecture the Region and the central government

Task 6 - Participation in any decision taken by the Municipal Council

Participation in the discussions according to the agenda of the session, argumentation on the issues, participation to the voting for each topic

Task 7 - Social Networking and management of social dialogue

Organisation of public discussions-Contacts with experts on local issues. Organisation of e-forums for the active participation of citizens (problems they face, objections to the decisions, submission of opinions concerning future planning etc)

Task 8 - Member of the Boarding Council of the "Centre for the elders"

Supervision of the services provided such as organisation of cultural events and excursions, allocation of budgets, help at home for those with special needs, health services, organisation of learning groups for gardening, painting, knitting etc. Cooperation with the personnel of the centre.

Task 9 - Member of the Boarding Committee for the sports

Creation, reservation of all the relevant infrastructures (gyms, swimming pools, sport grounds) supervision of the services and the functions, financial control. Cooperation with the personnel of the centre.

Task 10 - Member of the Boarding Committee of the "Baby Centre".

Supervision of the functions concerning education, health, baby care, nutrition, safety of the children attending. Cooperation with the personnel of the centre. Allocation of budget.

Task 11- Member of the Boarding Committee of the “Municipal Enterprise for Local Development”.

Supervision of the services provided such as local events, support of citizens with special needs, adult training programmes, development of planning for the tourism development, fund raising activities (European funds, cooperation with local enterprises), and promotion of quality issues and social inclusion of special groups.

Task 12- Representative in inter-municipal Associations

Promotion and support of common proposals such as studies and research for the local authorities, the status and training of the elected, the revision of the legal framework

Task 13-Member of the boarding Committee of the “Centre for Cultural Development” of the municipality

Participation in the supervision, planning and implementation of local events e.g. festivals, exhibitions, cultural, informational and training activities of local interest

Task 14- Member of the “Education Committee” of the municipality

Supervision of schools in organizational issues, infrastructures, financing of operational costs, security issues, extra-curriculum activities etc



1. Strategic planning

To prioritize goals so that public resources and efforts are well allocated and most urgent actions/services identified and addressed;

2. Fund-raising

To identify grants and other funding opportunities; to adapt the political agenda to the available granting opportunities and to draw up and submit the relevant project proposal;

3. Projects' Leadership and management

To manage resources and ensure that they are used properly and that works progress in time and to budget;

4. Counselling

To respond to citizens' needs by offering them personal and institutional hearings and advice;

5. Management and efficient handling of public services

To run public procurement procedures and ensure that public and social services are lawfully awarded and delivered;

6. Planning and revision of public budget and public heritage

To plan a reliable allocation of resources for public services and public works, by consideration of the revenues and expenses and to check their thoroughness periodically;

7. Financial management and monitoring

To assure financial compliance reviews of contractors through on-site visits and desk reviews.

8. Public Relations

To manage the flow of information between the Municipal office and its public.

9. Negotiation

⁸ UTGM

To dialogue and resolve disputes internal to the Municipal office to produce an agreement upon courses of action, or externally, with granting institutions and contractors;

10. Monitoring and checking administrative acts and procedures

To check the correctness and lawful administrative procedures through accession to all acts and facts passed by the municipal leading majority (minority councillors);

11. Emergencies response

To quickly take action and provide for assistance to people in need or endangered in unforeseeable circumstances;

12. Administrative initiative taking

To take initiative on current administrative actions, by presenting new or alternative development plans;

13. Chairing Council and moderating works

To preside over the municipal council, approve the council meetings agenda, direct and moderate works.

 **Lithuania⁹****1. Formation of the municipal board, municipal council committees and commissions.**

forms a municipal board; forms the municipal council committees and commissions and public commissions or councils provided by the Law; elects the chairman for the Control Committee, after his submission appoints a deputy chairman of the Control Committee;

2. Election of the mayor - elects the mayor and dismisses him from office before time; after the mayor's submission, appoints and dismisses from office a deputy mayor (deputy mayors) before time; after the mayor's submission, defines activity areas for a deputy mayor (deputy mayors);

3. Decision for municipal administration and elderate establishment - makes decisions concerning municipal administrator's acceptance to office and his dismissal from public service, after the mayor's submission, approves the municipal administration structure, administration statute and wage fund; after the mayor's submission, may make decisions concerning elderate establishment and their number, allocates municipal territories to the elderates, defines their boundaries and changes them by necessity after having evaluated the local public opinion;

4. Approving the municipal budget - pursuant to the procedure prescribed by the Republic of Lithuania Law on the Budget Structure, approves the municipal budget and its fulfilment account, specifies by necessity municipal budget; allocates budget assignments for the budgetary institutions; determines prices and tariffs for the payable services provided by municipal enterprises, special purpose companies, municipal budgetary and public institutions, specifies prices and fares for passenger transportation running local routes, prices of centralized heating supply, hot and cold water, determines local duties and other contributions;

5. Approving the municipal programmes of social and economical development - approves the municipal programmes of social and economical development; - makes decisions concerning disposal of the property that belongs to the municipality by ownership rights, sets the order for management, use and disposal of that property, except for the cases when the order is provided by the law; - makes decisions concerning management, use and disposal of state-owned land attached to the municipality by trust right and other property of the state as well; makes decisions concerning establishment of budgetary institutions, municipal enterprises and family units, public bodies and joint stock companies;

⁹ KLMTCS - A detailed presentation of the status of the local councillors in Lithuania (7 pages) could also be provided

6. **Approving the municipal territory planning** - approves the territory planning documents; establishes territories under municipality protection, announces local objects of natural and cultural heritage, makes decisions concerning improvement in environmental protection; submits proposals concerning change in municipality territory boundaries, gives names to municipalities and changes them, forms residential areas, defines their names and territory boundaries, make changes in territory boundaries, also gives names to streets, squares, buildings, works and other objects, which belong to the municipality by the ownership right, and changes them; approves the rural development programmes;
7. **Regulation for greenery protection** - approves regulations for greenery protection, management of cities and other residential areas rules of sanitary and hygiene, waste management, animal keeping, marketing etc;
8. **Decisions of compensation payment** - makes decisions concerning compensation payment to certain consumer groups for buyable fuel, electricity and heating, hot water and natural gas;
9. **Decisions of charity** - defines procedure for distribution of charity obtained in the name of the municipality
10. **Decisions of formation unions** - makes decisions concerning formation of municipality unions, cooperation with municipalities in foreign countries or joining international self-government organizations

 **Poland**

1. Communication with residents/municipal marketing - the councillor represents the will of his/her constituents. Robust communication is one way of ensuring that they have a say over local government policy.
2. Enhancing community participation - councillors are tasked to promote the ideals of self-government among the local community. In this context, enhancing community participation would mean engaging more and more people in activities aimed at the common good.
3. Management of municipal finances - one of the central tasks of the municipal council is to enact the municipal budget. Besides supervising how municipal money is collected and spent, councillors should be adept at securing external funding for municipal tasks.
4. Compliance with national law on local government - knowledge about the mechanics of local government
5. Support for the NGO sector - councillors are expected to cooperate with non-governmental organizations, striking partnerships that help them exercise their functions.
6. Strategic management - ability to define the lines of the social and economic development of the municipality, to draw up local development strategies.
7. Utilization of EU funds - knowledge of procedures for obtaining EU funds
8. Addressing local social problems - councillors should be aware of the symptoms and causes of local social problems, as well as the ways of combating them
9. Public-private partnership - as decentralization gathers pace, knowledge about PPP is ever more vital for councillors
10. Social development - councillors should be aware of the links between economic growth and the cultural and social resources of the local community
11. Promoting the municipality - should have PR knowledge to be able to promote/publicize the municipality, local goods, foster local identity.

4- The concept of a portfolio

Portfolio of competences: based upon an anglo-saxon tradition, in a French context, it takes the form of a « file of personal and professional experiences realised with the aim to save the proof of acquired training and experiences to produce them in any circumstance of life where these evidence may be expected and considered as a way for a better professional, social or personal recognition »¹⁰.

A portfolio fulfils five main functions:

- an « active memory »,
- an « evolutive tool for identifying and knowing competences »,
- a « collective and conservative » tool,
- a « self-evaluation »,
- a «personal data base »,
- a «value given to informal competences »

It may include written documents, photos, any element proving a specific competence or justifying a specific experience. The list of tasks fulfilled by the local councillors throughout Europe, provided supra, underlines the man competences that might be developed.

The aim of such a tool is :

- To offer a **self-evaluation** for the local councillor : by doing a statement of the experience during his/her elective mandate, by expressing them in terms of acquired and developed competences, in reminding the training followed during their local mandate ;
- To provide a **common basis of analysis** for the local authorities : local councillors will be able to use the portfolio on the labour market ;
- To propose a **document of reference** for public authorities and professionals in the field of human resources ;

¹⁰ Bernard Lietard, chaire de formation des adultes du Cnam, « Canevas d'un portfolio des expériences bénévoles », Ministère de la Jeunesse et des Sports, Paris, 2004 ; référence à Aubret (J) (2001), « Le portefeuille de compétences », Paris, EAP.

Thanks to the methodology proposed in the Va2el project :

- certain competences could be assessed/valued/recognised directly : a level of competences or qualifications acquired, for instance in a training programme proposed to local councillors where sometimes a certificate is delivered ;
- other competences require an improvement: to be taken into account, a training should be followed in an official organisation.

There are three ways of apprenticeship:

- theory (training, self training, initial or continuous training) ;
- practice (on the ground, by action, by encounter with others) ;
- a combination of both.

The French ministry for Education in France, has proposed a complete presentation of the concept of portfolio :

<http://www.educnet.education.fr/dossier/portfolio/default.htm> .

5- The European partnership

The partnership consists of 8 partners in 6 countries which represent different parts of Europe : Western part (France), Southern part (Greece and Italy), Central part (Austria), Eastern part (Poland) and Northern/Baltic part (Lithuania). From another aspect, the partnership is constituted by two countries with traditional centralized administrations who have been engaged in the process of decentralization for thirty years (France and Greece) ; one country that has decided a profound regional autonomy recently (Italy) ; two countries that have entered the European Union four years ago whose local administration had to integrate one bigger local autonomy (Poland and Lithuania) and one country whose constitution is federal (Austria).

The partners' profiles are complementary: national structures of research and education (national institute of local development for France, Guglielmo Marconi University for Italy), research and training institute (Iriv for France, IRSS for Poland, Oikodrom for Austria), organizations working with the local elects/councilors (ARIC for France and AEE for Greece), social and local partners' representatives (Lithuanian Institute).

INDL (France), leader of the Va2el project, is a Public Institution in Education and Training in the field of local development - www.indl.fr

IRIV (France), coordinator, is a private research institute specialized in lifelong learning and volunteering (non formal and informal learning) – www.iriv.net

ARIC (France), is an association gathering French local councilors in the Western part of France – www.aric.asso.fr

Oikodrom (Austria) is the Vienna Institute for Urban Sustainability – www.oikodrom.org

Association for Adult Education (AAE-Greece) is a Greek association working with local authorities and associations around Athens – www.aae.asso.gr

University Telematica Guglielmo Marconi University (UTGM-Italy) is a private body specialized in distance education and training – www.unimarconi.it

KLMTCS is a private training center working with the municipality of Kaunas (Lithuania)- www.kaunas.ldrmt.lt

IRSS (Poland) is a private research institute specialized in public policy and social services – www.irss.pl

The partners have already had European experiences: in the framework of the Leonardo Da Vinci pilot project (Iriv and INDL, the Greek partner AEE, the Italian partner Guglielmo Marconi University) and of the Grundtvig programme (Iriv for France and IRSS for Poland), and research European projects (Oikodrom for Austria).

Bibliography and web references

Cedefop, *European Guidelines for validating non-formal and informal learning*, Luxembourg, 2009

Commission européenne, *Réaliser un espace européen de l'éducation et de la formation tout au long de la vie*, Bruxelles, novembre 2001

Halba (B), *Gestion du bénévolat et du volontariat*, de Boeck, Bruxelles, 2006.

Hall (Laura), Taylor (Stephen) and Torrington (Derek), *Human resource management*, Pearson Education, London, 2002

Hellriegel (Don), Slocum (John W.), *Management des organisations*, De Boeck, Bruxelles, 2006

Iriv, *VAEB pour un projet professionnel*, projet-pilote en France, Allemagne, Autriche, Italie, Royaume-Uni, Pologne et Hongrie, 2003-2006 ;

Lévy-Garboua (L), *Comment on Homo Oeconomicus and the Labour Market*, in *Economics in Disarray*, Oxford (Blackwell), 1984.

Riboud (M), *Etude de l'accumulation du capital humain*, Revue économique, mars 1975.

Saint-Jean (Michèle), *Le bilan de compétences*, L'Harmattan, Paris, 2001

Useful websites

Cedefop : European Centre for the Development of Vocational Training - <http://www.cedefop.europa.eu/default.asp>

European Commission - Life long learning programme - <http://ec.europa.eu/education/lifelong-learning-programme/>
http

Project Assessing a Voluntary experience in a professional perspective - www.eEuropeassociations.net

French Ministry for Education : <http://www.educnet.education.fr/dossier/portfolio/default.htm> .