

JORDAN

ETF COUNTRY PLAN 2007

1. Socioeconomic background

The Hashemite Kingdom of Jordan is a constitutional monarchy whose constitution was adopted in 1952. Jordan is a member of the United Nations, the Arab League, the Organisation of the Islamic Conference and the World Trade Organisation. It signed free-trade agreements with the European Free Trade Association (EFTA) in 2001 and with the EU and the USA in 2002. Jordan's geo-strategic position in the Middle East means that it is active in mediating and supporting regional efforts for peace.

The Jordanian economy is characterised by almost 75% of all workers employed in services, 22% in industry and only 3% in agriculture. The overwhelming majority of enterprises are small: 94% have four or fewer workers, and account for around half the total workforce. Little support has been provided to micro- and small enterprises in order to develop their competitiveness. Public sector productivity and flexibility is low. The public sector still attracts educated workers mainly for job security reasons. Unemployment decreased from 14.5% in 2003 to 12.5% in 2004, but is especially high among young people aged 14 to 35 years, and more specifically among educated young women. Disparities exist between urban and rural areas. Migration has two significant features: (a) out-migration of educated people in search of opportunities and higher incomes, mainly on a temporary basis and to the Gulf region (this benefits the economy in terms of substantial remittances); and (b) in-migration of workers who take the low-skilled jobs that Jordanians do not want. Jordan faces twin challenges: it needs to generate sufficient new jobs at appropriate levels for the burgeoning numbers of entrants to the labour market (estimated at 50,000 and projected to grow by 4% per annum); and it needs to improve the skills of the labour force so as to ensure more competitive Jordanian enterprises and better economic integration.

2. Key policy issues and strategies in human resource development

The European Commission (EC) and Jordan jointly agreed a European Neighbourhood Policy (ENP)¹ Action Plan which sets out a strategy and a national indicative programme (NIP) for the period 2006-2013. The NIP includes a human resource development (HRD) programme, which pays particular attention to supporting technical vocational education and training (TVET) reform.

Bolstered by a strong commitment by His Majesty King Abdullah in regard to addressing key Jordanian development issues, a new set of reforms for the years 2004–2006 was launched through the Jordanian National Social and Economic Plan, aimed at contributing to poverty alleviation and achieving sustainable socioeconomic progress, in particular, by addressing regional and governorate disparities. It focuses on development strategies for 25 economic sectors or sub-sectors, including education and training, water, tourism and health. Efforts are concentrated on strengthening the capacity of the public sector to deliver adequate services to the population, encouraging private investment and completing the privatisation process, particularly in the water, transport, energy,

¹ The ENP Action Plan for Jordan was adopted on 9 December 2004, as an agenda for work with the EU the following 3–5 years. The plan builds on the existing Association Agreement. It makes it possible to define priorities more clearly, and to link financial assistance more closely to the achievement of mutually agreed goals. It proposes a list of activities, but does not include a financing agreement.

electricity and media sectors. This plan is currently implemented within the framework of the National Agenda for Jordan (2005), which has given priority to socioeconomic development and the basic needs of the population. Its major objectives for the period 2007-2012 are:

- To promote labour-intensive and export-oriented industries
- To eradicate structural unemployment
- To significantly expand support for vocational training and employment.

Jordan is well advanced in terms of the Millennium Development Goals relating to the universal completion of primary schooling and the elimination of gender disparities (in 2000 the primary school completion rate was 99% for both boys and girls). Furthermore, investment in private and public education provision by both the state and families is increasing, particularly in basic and higher education.

Since HRD is considered to be a priority in Jordan, where the population is seen as the country's main resource, several programmes have been set up to face this challenge. The Ministry of Education (MoE) has formulated a programme (The Vocational Education Framework: Recommended Action for Reform, June 2005), within the framework of the Educational Reform for a Knowledge Economy (ERfKE) project. The objectives of the framework are to build and maintain a knowledge economy and learning culture, develop a skilled and flexible workforce, and increase student options and opportunities. ERfKE (2003–2008) is a major project costing 380 million USD and supported by ten development partners.² The programme has four main components:

- Governance and administrative reforms that reorient education policy objectives and strategies.
- Development of education programmes for the knowledge economy.
- Provision of computers and development of other aspects of the learning environment.
- Promotion of early childhood education.

The programme covers vocational secondary education (although not technical or vocational training), and provides assistance for strategy development and the acquisition of computer facilities. Of particular interest are its experiments with power devolution from the central to regional level.

As far as the labour market and employment are concerned, little has been done to develop coherent policies and leadership, and institutional weaknesses of the Ministry of Labour (MoL) still need to be addressed. The labour market is segmented between formal employment in the public and private sector and informal economy employment—with very low mobility between the two areas. The size of the informal sector is increasing, with most new jobs being created in that sector. Another issue is female employment. The impressive progress achieved in female education has not been translated by similar progress in terms of the participation of women in the labour market. Although isolated projects have been launched by the MoL in response to specific needs, Jordan still lacks a comprehensive employment policy.

Although considered one of the tools for facilitating HRD in a lifelong learning context in Jordan, TVET has a low status in Jordanian society and continues to be perceived as a last-resort educational option; it thus lacks support that is sufficiently effective to enable it to adapt to rapid changes in the economy. Developed in the 1970s, supply-oriented and with a high level of centralisation, the current TVET system is fragmented, with programmes that are designed and implemented in the absence of an overall national strategy.

The National Agenda launched by the Jordanian government in 2005 identifies proposals for employment and TVET (E/TVET) that go a long way towards establishing a policy for this area, mainly in terms of governance and management. It recommends the establishment of an umbrella Higher Council on Human Resource Development, an Employment and Technical Vocational Education and Training Council, an Employment and Training Fund, and an independent Quality Assurance Agency, as also the remodelling of the Vocational Training Corporation as an autonomous body. Although

² The World Bank (120 million USD loan), the EC (42 million EUR grant), the Arab Fund for Economic and Social Development, and CIDA, DFID, KFW, EIB, IDB, JICA and USAID.

these reforms are far-reaching and provide an excellent basis for TVET reform, they do not constitute a comprehensive sector policy embracing all training providers. The National Agenda moves in the right direction and provides many elements for a comprehensive national strategy, but more needs to be done to pull the various elements into a coherent national plan.

Each of the three public elements of the TVET system has developed its own individual strategy, but although a HRD strategy was approved by the cabinet in 1999, no comprehensive national strategy was developed for TVET until the end of 2005. Implementation of each strategy, moreover, has suffered from under-funding

It is worth noting that, from beginning of 2006, several initiatives have been undertaken under the leadership of the MoL—whose institutional and national capacities still need to be further strengthened—that have involved a wide range of public and private stakeholders.

A training and employment promotion programme has been launched by the MoL that aims to contribute to poverty reduction and promote the employability of the Jordanian workforce. It is expected that this programme will work closely (in conditions still to be decided) with the Employment and Training Fund. The Vocational Training Corporation is currently initiating a number of reforms that comply with National Agenda recommendations.

Several working groups have been set up to follow up on the recommendations of the National Agenda. This has led to the drafting of an E/TVET strategy and of an overall action plan for sector reform with ETF support; it has also led to the drafting of the necessary laws and regulations. Donors are initiating a number of activities to support Jordan efforts (see Section 3).

3. EU and other donor policies and interventions

The most comprehensive HRD reform initiatives undertaken in recent years have been initiated by the Canadian International Development Agency (CIDA), through its EDTSP (Economic Development through Technical Skills Project, 1995 to 2000) and SETVET (Sustaining and Extending Technical and Vocational Education and Training, 2001 to 2005) programmes. These projects were specifically designed to support the national TVET reform agenda. The SETVET project worked with the three main providers of TVET (the Al-Balqa Applied University, the Vocational Training Corporation and the MoE) and the Employment and Technical Vocational Education and Training Council. Jobs have been fully coded and classified under the Jordanian National Centre for Human Resource Development's Al-Manar project. Although the completion of the major SETVET project has led to a leadership vacuum, since the beginning of 2006, there has been further donor interest in supporting reform in the E/TVET sector in Jordan.

The Arab Occupational Classification System is being updated according to international standards through a German Technical Cooperation Agency (GTZ) regional project. The Vocational Training Corporation has created committees which are currently developing job descriptions (over 3,000) for these classifications. Coordination between the ETF and the GTZ occurs through their participation in project meetings and through regular exchanges of information.

An agreement between the EC and the Jordanian government culminated in a NIP 2006, which addresses poverty reduction, HRD, social stability through comprehensive social development policies, and the quality of public services as priorities for further support. The ENP Action Plan for Jordan includes the following measures:

Developing and implementing a vocational training programme.

Enhancing the quality and capacity of institutions and organisations involved in quality assurance in education and training, and addressing accreditation and licensing issues.

Taking steps to increase the involvement of civil society stakeholders and social partners in higher education and TVET reform.

In addition, the ENP Action Plan includes other actions linked to HRD, such as promoting the equal treatment of women and facilitating worker mobility, both of which may require further ETF involvement.

At the end of 2005, the EC Delegation commissioned the ETF to prepare a report that identified the main areas for TVET development cooperation and that assessed current readiness for undertaking a Sector Policy Support Programme (SPSP) in TVET using a sector-wide approach.

The ETF report considers that this programme—which would require strong donor and Jordanian stakeholder involvement—could yield significant outputs in the short term and act as a basis for embarking on a large-scale SPSP for TVET. Following presentation of its report to the Jordanian authorities, the ETF was asked, by the EC Delegation in 2006, to provide support to the Ministry of Labour in preparing for an SPSP. Through a series of stakeholder workshops involving a wide range of donors (including the CIDA, the Japan International Cooperation Agency (JICA) and the World Bank (WB)), the ETF has enabled a national strategy for employment and TVET to be drafted and has supported the development of a logical framework as the basis for the corresponding reform action plan. In addition, the ETF has supported the MoL in preparing methodological tools to develop a Mid-Term Expenditure Framework (METF) for the entire E/TVET sector. This has involved stakeholders, as also the Ministries of Finance and of Planning.

The ETF Observatory Function (OF) development project, initiated in 2002, is intended to support the development of a Human Resource Information System for informed decision-making in Jordan. Complementing the Al-Manar project, it has received initial support from CIDA in terms of capacity building initiatives by stakeholders, the development of methodological tools and information analysis reports.

During 2006, the ETF—through the Euro-Mediterranean Partnership's Education and Training for Employment (MEDA-ETE) project, among other projects covering the National Qualifications Framework (NQF) and financing—involved a large number of Jordan stakeholders in capacity building initiatives. These initiatives were developed in coordination with the Jordanian TVET reform programme; in 2007 it is expected that a NQF strategy will be developed with ETF support.

Within the same timeframe, the WB has expressed an interest in assisting with the implementation of the recommendations of the National Agenda and has initiated a series of activities to set up a grant for project preparation technical assistance, possibly worth 10 million USD. This aid to the MoL is expected to support the design of the training system and to contribute to creating the conditions for implementation of an SPSP.

The JICA currently envisages supporting TVET in Jordan through two projects worth 5 million Jordanian dinars, as follows:

- Continued support for the Vocational Training Corporation's Specialised Training Institute for Metal Industries (three-year project), which aims to provide support through the upgrading of a number of curricula from the craft to the technician levels.
- Support for three model training centres (three-year project) located in Jerash (North), Amman (centre) and Aqaba, with the main focus on building staff capacities in planning, management, evaluation and technical issues. In addition to equipment, the assistance envisaged includes technical assistance, study visits, and training in Japan.
- The International Labour Organisation, in coordination with the EC (technical assistance through a programme providing support to the implementation of the action plan), intends to support the MoL in developing a coherent and comprehensive employment strategy. The United States Agency for International Development (USAID) and a Korean aid agency are also presently discussing the provision of support with the MoL.
- All these activities require an enhancement of donor coordination, which still appears to be limited. While initial analysis of the situation was initiated in 2005 under the auspices of the United Nations Development Programme, it is essential that the Jordanian authorities coordinate the process, so as to ensure coherence and ownership of the reform process. The momentum of the National Agenda could push the key stakeholders and interested donors in the direction of an SPSP, should conditions be established by 2008. A first donor meeting organised under MoL leadership is presently being planned for early 2007.

4. Mid-term perspective ETF intervention strategies contributing to added value in national, EU and donor reform-support policies

The ETF report of 2006 prepared the way for the EC Delegation in Jordan to analyse the conditions for an SPSP with three main reform objectives:

1. To strengthen institutional development. This would include ensuring sector leadership by the MoL, the establishment of both the Higher Council on Human Resource Development and the Employment and Technical Vocational Education and Training Council (and attached secretariats), the strengthening of employer organisations, further development of the Human Resource Information System, the preparation of a comprehensive TVET policy and programme, measures to ensure Vocational Training Corporation autonomy and power devolution to training institutions.
2. To establish proper management and financial incentives. Activities include the remodelling of the Employment and Training Fund through the design of criteria, procedures, priority programmes and staff development projects, and the financing of priority programmes through this fund. In addition, budgetary reforms would be put in place with a view to establishing a MTEF for TVET based on the overall sector programme.
3. To improve the quality and relevance of TVET through support for the establishment of a Quality Assurance Agency, instructor training, and re-equipping for TVET institutions.

In addition recommendations are made to reinforce donor coordination under the leadership of the MoL.

By the end of the mid-term period (2007-2010), which coincides with the commencement of the next programming cycle for the EC-Jordan NIP, ETF activities will have facilitated the achievements of the three above-mentioned objectives in line with the development of a newly developed national strategy for E/TVET, and will also have contributed to putting the conditions in place for an SPSP supported by the EC from 2009 onwards.

In this respect, ETF activities will be strictly aligned with EU interventions and specific EC requests. The ETF will support the EC in the implementation of its policies in Jordan and of the new European Neighbourhood and Partnership Instrument (ENPI), through the provision of inputs to the project cycle and of relevant information and analyses to policy design and programming needs. The ETF will also support the EC in the implementation of the Euro-Med Charter for Enterprise.

Building on its past experience, the ETF strategy for intervention is to continue working to reinforce ownership by TVET stakeholders (public and private), facilitating the activities of networks and the delivery of advice to policy-makers, and contributing to policy learning via exchanges of best practices at the local and international levels. At the request of the EC and/or Jordan stakeholders, the ETF may contribute to supporting the development of gender and migration policies.

With regard to the main challenges and the preparatory steps needed to establish the conditions for the SPSP described above, the ETF will concentrate on the areas described below.

- Supporting EC efforts to prepare for the implementation of an assistance programme for the Jordanian TVET sector (as mentioned in the NIP 2007-2010). The focus will be on providing support, if required, for the preparation of the necessary programming documents, such as an SPSP End-of-Identification Document (EoID) and terms of reference for the formulation phase.

- Strengthening institutional development by:
 - Supporting MoL efforts to build capacities in implementing the reform process, developing a new legal and regulatory framework, and developing the national TVET sector programme in line with the newly elaborated national strategy.
 - Supporting the Jordanian National Centre for Human Resource Development in developing a national Human Resource Information System focusing on decision-making support.
 - Contributing to the reinforcement of the role played by social partners in TVET management.
 - Contributing to the exchange of information and experiences among donors engaged in HRD reform in Jordan.
 - Working closely with main stakeholders to facilitate a coherent approach to the implementation of their strategies in line with the overall reform process.

The main outcomes will be analytical reports that will include policy recommendations for decision-makers, strategy and policy papers, and high-level, structured involvement of stakeholders in analysing and monitoring the sector reform process and proposing future measures and activities.

- Establishing proper management and financial incentives in terms of supporting the development of an E/TVET sector MTEF and building relevant capacities in TVET institutions.

The main outcomes will be a series of methodological tools and the reinforcement of stakeholder capacities to implement a MTEF for the E/TVET sector. Capacity building initiatives will provide E/TVET fund managers and staff with technical tools to develop a quality oriented system for the delivery of funds to project promoters.

- Improving the quality and relevance of TVET in terms of supporting the development and the implementation of an NQF strategy.

The main outcomes will be the development of a national strategy for the implementation of an NQF.

- Contributing to the exchange of experiences through international networks. In the overall reform context, regional initiatives have also been considered important in ensuring exchanges of experience and knowledge. At the regional and international levels, due to EU and ETF efforts, agora for exchanging ideas and experiences have been developed in the E/TVET field (regional MEDA-ETE projects) and in higher education (in particular, through the TEMPUS programme), and in the statistics area (MEDSTAT). These crucial forums foster the emergence of strategic and concrete ideas of interest to high-level stakeholders (from the private and public sectors) implementing reform processes. The ETF has undertaken a number of initiatives in the last 6 years which have enhanced cooperation between private and public stakeholders. Building on this experience, the ETF intends to continue working on strengthening networks of relevant partners already engaged in the reform process. With regard to regional cooperation, the ETF—as the implementing body of the regional MEDA-ETE programme until termination in 2010—will continue to fully involve Jordan stakeholders. In addition, the ETF intends to involve Jordan in a project which aims to reinforce policy learning and knowledge and good-practice exchanges with peers, namely network projects and the Euro-Med Charter for Enterprises.
- The MEDA-ETE regional project, which resulted from the Barcelona process, is financed by the EC and implemented by the ETF. Its objective is to support MEDA partners in the design of relevant TVET policies that can contribute to promoting employment through a regional approach. It also constitutes a platform for exchanges and a framework for cooperation between the EU and the MEDA partners in education and training for employment. The MEDA-ETE project is made up of four components and a number of sub-components, to be implemented between 2006 and 2008. For 2007, the project covers the following:

Component 1: A Euro-Med Annual Forum on Education and Employment (anticipated to take place on 18-20 April 2007).

Component 2: The creation of a Euro-Mediterranean education and training network, and its three sub-components:

- Promoting the Euro-Mediterranean OF.
- Implementing comparative analyses of apprenticeships and enterprise-based training.
- Conducting a thematic study on TVET quality.

Component 3: Support to MEDA-region national service providers specialising in support for the creation of micro-enterprises and the promotion of self-employment.

Component 4: Development of e-learning for teachers and trainers in the information and communication technologies and vocational education.

In terms of expected results, the project will make it possible for partner countries to improve their capacities in the different fields covered by the project, to network with other countries in the same area, and to learn from successful experiences of both MEDA and EU countries.

- Developing the ENPI networks project. The ENPI networks project aims at seeking new ways for the ETF to relate to partner countries in line with its evolving mandate and functions (more focus on policy and system development in the broader field of HRD). This is part of a greater effort by the ETF in terms of revising its approach to, and management of, relationships with corporate networks at various levels (including with member states, international organisations, donors, internal bodies, etc.), through the establishment of an International Advisory Panel. Since the current advisory forum will remain in place until a new Council regulation takes effect in 2008, in 2007 there will be adequate time for extensive internal discussions and piloting exercises in relation to the new forms of networks. This should guarantee a proper bottom-up approach to improving the outputs produced to date by the ETF networks.
- Supporting the implementation of the Euro-Med Charter for Enterprise. In collaboration with the Enterprise and Industry DG and in the form of distance coaching, the ETF will provide support to the Jordan national coordinator in charge of the implementation of the Euro-Med Charter for Enterprise, particularly in regard to the introduction of entrepreneurship in the VET sector. The ETF will also participate in missions for the monitoring of this project in Jordan, organised by the Enterprise and Industry DG. For this purpose the ETF and the Enterprise and Industry DG will develop an ad hoc methodology that will include specific indicators. This support will connect up with the regional MEDA-ETE project and will share, with the persons responsible for implementing the Charter, the results of Component 3 of the ETE project focusing on the development of entrepreneurship. In 2007 the ETF intends to contribute to the dissemination of the principles of the Charter in support of EU initiatives. This will keep the main stakeholders informed on progress and status in line with the objectives of the Jordan Charter for Enterprise, and enable comparisons with other countries in the MEDA region, so as to work towards creating synergies and disseminating and exchanging experiences.

The main outcomes will be the development of informative materials on developments in a variety of countries, analysis of the relevance of the Euro-Med Charter for Enterprise and its priorities in the Jordan context, the provision of data and information on Jordan's progress with regard to implementation of Charter, and full Jordanian membership of the network of Euro-Med Charter countries.

5. Work programme 2007: objectives and indicators

ETF objectives for Jordan: To prepare the ground for comprehensive VET reform and future sector support for EC intervention in the framework of ENPI assistance.

PROJECT NUMBER	PROJECT TITLE	SPECIFIC COUNTRY OBJECTIVE	EXPECTED OUTCOMES Outcome = short-term and medium-term effects of an intervention's output (during or by the end of the project)	ACHIEVEMENT INDICATORS Quantitative or qualitative variables measuring achievements against expected outcomes	SOURCES OF VERIFICATION	(YEARLY) OUTPUTS Products and services resulting from activities	PROJECT DURATION
ENPI07-01	Facility to respond to EC requests	To support the delivery of EU assistance to Jordan in the HRD field	<p>Relevant assistance opportunities for education and training in Jordan identified and designed in the context of ENPI and national sector policy strategy needs</p> <p>Analysis and relevant information provided as input to EU programming and in contribution to the definition and monitoring of EU external policies</p> <p>Capacities at policy-making and middle management levels improved in order to design a comprehensive sector programme</p> <p>MoL capacities enhanced for successful implementation of sector programme, particularly in regard to governance issues</p>	<p>National policy documents in the VET/labour market field make reference to the findings and recommendations of the ETF report on TVET and are based on methodological tools provided through ETF technical assistance</p> <p>EC decision to launch the identification of a VET SPSP to be funded under the ENPI</p> <p>Donor assistance programming papers make reference to ETF reports</p>	<p>National policy documents in the VET/labour market field</p> <p>Donor programming documents</p> <p>ETF mission reports</p> <p>ETF quarterly reports</p>	<p>EIOD</p> <p>ETF workshops to discuss TVET reform strategy paper, logframe, action plan and activity fiches</p> <p>MTEF handbook and action plan</p> <p>Annual ETF seminar providing a unique agora for discussing achievements in the sector</p> <p>Continuous support to the MoL to build leadership for reform implementation</p> <p>Input provided on state of implementation of ENP action plan on VET-related issues</p>	2007
ENPI07-02	Entrepreneurship learning and skills development	To support the EC in the implementation of the Euro-Med Charter for Enterprise	<p>Data on progress and status in line with the objectives of the Charter in Jordan that enable comparisons with countries in the MEDA region</p> <p>Development of synergies between the Charter and the MEDA-ETE.</p> <p>Dissemination and exchange of experiences on entrepreneurship and skills development between Charter and MEDA regional project participants</p>	<p>Contribution to the working group on entrepreneurship</p> <p>Monitoring of indicators of the Charter developed and put in place</p> <p>Participation in mission organised by Enterprise and Industry DG</p>	<p>Enterprise and Industry DG</p> <p>National coordinators for implementation of the Charter</p> <p>Progress reports</p> <p>Mission reports</p>	<p>Progress report 2008</p> <p>Report by the working group on entrepreneurship</p>	2007 and 2008

ENPI07-03	MEDA-ETE	To support MEDA partners in the design of relevant technical and vocational education and training policies that can contribute to promoting employment through a regional approach	<p>Enhancement of national capacities on specific issues linked to education and training</p> <p>Consolidation of a permanent observatory network with full participation of the Jordan observatory function network</p> <p>Provision of relevant information and analysis on issues relevant to education and training reform in Jordan (in particular apprenticeship and quality)</p> <p>Enhancement of the dissemination and exchange of experiences on issues related to education and training reform between EU member states, partner countries and donors</p>	<p>Project forum organised each year</p> <p>Events organised for each component</p> <p>Annual work plan and six monthly progress reports approved from CEI</p>	<p>European Commission</p> <p>National authorities in MEDA countries</p> <p>Mission reports</p> <p>Progress report</p>	<p>Annual project forum</p> <p>Yearly work plan</p> <p>Six monthly progress reports</p>	2007-10
ENPI07-05	NQF	To design specific country tailor-made initiatives in Jordan through working groups consisting of policy stakeholders	<p>Design of a national NQF strategy for Jordan in the context of the modernisation process</p> <p>Improved policy and implementation capacities in Jordan through peer-learning activities and the implementation of pilot experiences with sector frameworks</p> <p>Dissemination and networking activities to expose Jordan to EU member state and other partner country good practices, including the impact of financing on qualifications development and the role of the European Qualifications Framework.</p>	<p>A national strategy for NQF development agreed and integrated in the overall reform process</p> <p>Policy-maker and major stakeholder participation in peer review activities</p> <p>Major stakeholder participation in the final dissemination event</p>	<p>A national strategy for an NQF</p> <p>Peer review reports</p> <p>Expert reports</p>	<p>Peer review reports</p> <p>Expert reports</p> <p>Mission reports</p> <p>Final seminar</p>	2007-09
ENPI07-06	HRD OF	To reinforce national institutional capacities in Jordan for the collection, processing and analysis of relevant information on education, training and employment issues for informed decision-making.	<p>Capacity building activities for the Jordan OF network participants</p> <p>Improved regional exchanges of experiences</p> <p>Implementation of pilot analyses</p>	<p>Jordanian Human Resource Information System fully included in the TVET sector governance organisation chart</p> <p>Decision-makers trained to use the TVET indicators</p> <p>Conditions for contribution of private and public sector to implement labour market needs analysis in place</p>	<p>Yearly reports based on the analysis of key indicators widely disseminated</p> <p>TVET indicators used to develop stakeholder strategies</p>	<p>Yearly ETF seminar providing a unique agora forum for discussing achievements in the sector</p> <p>Production of a full set of TVET indicators</p> <p>Production of an analytical report on TVET status based on the set of indicators by the end 2007</p> <p>Preparation of a handbook to develop labour market needs analysis and a pilot report</p>	2007-08

ENPI07-07	ENPI networks	To reinforce regional exchanges on experiences of sector policy development and implementation.	<p>Strengthening of policy formulation and the implementation capacities of national stakeholders in overall or specific reform issues</p> <p>Dissemination and networking activities to expose national stakeholders to EU policies and other partner country experiences on education and training sector reform</p>	<p>Selected stakeholder participation in network activities and provision of relevant input when requested</p> <p>New networks fully operational in an integrated manner at the national and regional levels, in coordination with the other ETF networks.</p>	<p>ETF quarterly reports</p> <p>Project plan for 2008</p>	Preparation of a concept note and work plan	2007-13
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