

# **ETF MEDA OBSERVATORY FUNCTION PROJECT 2001-08**

## **Inventory Report**

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This inventory was prepared by the  
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# List of abbreviations

<b>ASCO</b>	Arab Standard Classification of Occupations
<b>CAPMAS</b>	Central Agency for Public Mobilisation and Statistics (Egypt)
<b>CBS</b>	Central Bureau of Statistics (Syria)
<b>CERPEQ</b>	Centre d'Études et de Recherche sur les Professions et Qualifications (Algeria)
<b>CIDA</b>	Canadian International Development Agency
<b>DFP</b>	Département Formation Professionnelle (Morocco)
<b>DOS</b>	Department of Statistics (Jordan)
<b>EETEO</b>	Egyptian Education, Training and Employment Observatory (Egypt)
<b>ENPI</b>	European Neighbourhood and Partnership Instrument
<b>ETE</b>	Education and Training for Employment, EU MEDA project
<b>FIMMEE</b>	Fédération des Industries Mécaniques, Métallurgiques, Electriques et Electroniques (Morocco)
<b>FNIH</b>	Fédération Nationale de l'Industrie Hôtelière (Morocco)
<b>HRIS</b>	Human Resource Information System (Jordan)
<b>IDSC</b>	Information and Decision Support Centre (Egypt)
<b>JSCED</b>	Jordan Standard Classification of Education (Jordan)
<b>JSCO</b>	Jordan Standard Classification of Occupations (Jordan)
<b>LM</b>	Labour Market
<b>MoHESR</b>	Ministry of Higher Education and Scientific Research (Jordan)
<b>MOSAL</b>	Ministry of Social Affair and Labour (Syria)
<b>NCHRD</b>	National Centre for Human Resources Development (Jordan)
<b>OF</b>	Observatory Function
<b>OFN</b>	Observatory Function Network
<b>SEFP</b>	Secrétariat d'État à la Formation Professionnelle (Morocco)
<b>SPC</b>	State Planning Commission (Syria)
<b>TVET</b>	Technical Vocational and Educational Training
<b>VET</b>	Vocational and Educational Training
<b>VTC</b>	Vocational Training Corporation (Jordan)





# Summary

## Summary

This report provides a chronological view of the *ETF MEDA Observatory Function Project*, which took place between 2001 and 2008 in the framework of the MEDA Programme and, subsequently, under the scope of the *European Neighbourhood and Partnership Instrument (ENPI)*.

The **European Training Foundation** is a specialised agency of the European Union assisting partner countries that receive support from the EU external relations programmes to improve their human capital development.

The **MEDA Programme** was established in 1996 to provide assistance to the Mediterranean countries in the context of the *Barcelona process* initiated by the *Declaration* of 1995, which envisages the regional socio-economic integration and the establishment of a Euro-Mediterranean free-trade area by 2010.

Since 2007, the countries that were previously beneficiaries of MEDA support have been under the scope of the **European Neighbourhood and Partnership Instrument (ENPI)**. The European Neighbourhood Policy and the respective action plans stress the need for the development of efficient and effective education and labour market systems.

Against this framework, the **MEDA Observatory Function Project** aimed to contribute to the development of new focused human resource policies and vocational education and training strategies in the Mediterranean countries so as to make local labour markets responsive to the challenges imposed by the Euro-Mediterranean free-trade area. In particular, it was launched to address the lack of adequate and strategic information, indicators and analysis for efficient decision making in the field of human resources.

The Observatory Function project was originally included in the ETF's 2001-2003 Work Programme as a multi-annual regional project 'to reinforce national institutional capacities in selected Mediterranean countries to collect, process and analyse relevant information for informed decision making in the field of employment and human resource development.'



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Subsequently the Observatory Function project was framed within annual projects until 2008.

The overall project budget from 2002 to 2007 amounts to approximately €1.4 million, of which almost half was financed by the Italian Trust Fund (ITF) (the co-funding of the Italian Trust Fund started in 2003). Nearly 90% of the overall budget was spent on Jordan, Egypt, Syria and Morocco.



ETF capacity building support to the Observatory Function project in **Jordan** started in 2002 in collaboration with the *Al Manar* project, based in the National Center for Human Resource Development (NCHRD) and financed by the Canadian International Development Agency (CIDA).

A Human Resource Information System (HRIS) was set up in the NCHRD, providing information on the supply and demand sides of the labour market. A strategy for HRIS development was drafted and followed by pilot initiatives to provide

stakeholders with the capacity to analyse the available information. In 2004, a report on unemployment in Jordan was published.



Furthermore, the ETF supported a Technical Committee led by the NCHRD and involving the main stakeholders to elaborate a technical vocational education and training (TVET) indicator handbook in order to provide institutions with the required technical tools to develop a monitoring system based on indicators measuring the performance of the entire TVET sector. Efforts were made to build a link between the outcome of this work with the reform of the Employment and TVET system as recommended in the National Agenda in 2005, and to comply with the 2006 national strategy for TVET reform, which made the availability of a performing HRIS a high priority. This was translated into a set of recommendations addressed to the E-TVET Council, which is in charge of piloting the reform of the sector.

In relation to Jordan, the project supported six seminars, eight workshops, two study visits, one twinning arrangement with two people trained as well as the preparation of four publications and one report. The amount spent between 2002 and 2007 was €369,816 (26% financed by the ETF and 74% by the ITF).



In **Egypt** the Observatory was established in 2006 within the Information and Decision Support Centre (IDSC) under the Prime Minister's Office.

During the first years of operation, the ETF supported stakeholders to define the Observatory strategy and vision. In 2007, the ETF supported: i. the task force working on the development of the observatory function, in terms of administrative capacities and specific expertise; and ii. the hub and the entire network to move from information provision to policy advice on human resources and labour market issues in line with reform priorities in Egypt.

The first outputs were produced in 2007: labour market indicators and a stocktaking of labour market information sources. Furthermore, two regional observatories were set up. In 2008, the focus of the Observatory work moved towards the stocktaking of labour market needs.

The outputs produced in the context of the Egypt observatory function were: two seminars, one workshop, two conferences, three study tours, one publication and six papers. The overall amount spent between 2002 and 2007 was €186,671 (38% financed by the ETF and 62% by the ITF).

In **Syria**, an independent unit was created in 2002 to perform the observatory function under the aegis of the State Planning Commission (SPC). Since its start, the observatory function in Syria could count on the experiences already matured in the Mashreq region, especially in Jordan. Syrian stakeholders were therefore exposed to Jordan experience on many occasions (study visits, knowledge sharing events and twinning arrangements).

In 2004, the Observatory collected and re-organised the information that already existed from different sources, with the aim of making it available to the interested stakeholders. From 2004 to 2007, besides expertise support to set up and consolidate the observatory function, ETF support focused on the elaboration of a number of tools such as a human resources study, a handbook on occupational and educational classifications, a handbook on TVET indicators, and a human resources information system.



Photo: © Hovir

The consolidation of the achievements of the project is being taken on board by the SPC.

In relation to Syria the project supported the organisation of four seminars, ten workshops, four study visits, one twinning arrangement with seven people trained, and the elaboration of two publications and three papers. The budget spent between 2002 and 2007 amounts to €405,613 (28% financed by the ETF and 72% by the ITF).



In **Morocco**, the project had two main components. On the one hand, it focused on the development of observation capabilities at sector level – in line with the *MEDA VET Project* – through the support to the professional associations and the development of methodological tools (the sectors addressed were tourism, mechanical, metallurgical and electrical industries, and information and communication technology). The second component aimed at developing the capacity of the State Secretary for Vocational Training (SEFP) to set up a national observatory. The lack of certainty about the location of the sectoral observatory led the ETF to stop financing the project.



In Morocco eight workshops, two seminars, and one study visit were organised and supported the elaboration of one publication and five papers were produced. The budget spent between 2002 and 2007 amounted to €286,834 (56% financed by the ETF and 44% by the ITF).



In **Algeria** activities started with a stocktaking exercise on the existing capacities, which took place in the framework of a study on the Maghreb region in 2002. A preparatory phase to set up an observatory followed, but activities were suspended in 2003 due to the unstable political situation. In 2006 discussions with Algerian counterparts were resumed and it was agreed that the ETF would carry out capacity building actions for CERPEQ (*Centre d'Etudes et de Recherche sur les Professions et Qualifications*), to pave the way to the creation of an observatory function to be established under the European Commission *HR MEDA Programme*.

In Algeria, three study visits, and two seminars were organised and one paper prepared. The overall amount spent between 2002 and 2007 was €123,795 (59% financed by the ETF and 41% by the ITF).



In the **Occupied Palestinian Territories** project activities were very limited due to the instability of the political context. Besides a preliminary stocktaking exercise in 2001, the project supported the participation of national stakeholders in regional events. The overall budget spent amounted to €17,836 (entirely financed by the ETF).

In **Lebanon** project support was limited to a preliminary diagnosis phase in 2003 and the participation of country representatives to seminars in Amman. The overall budget spent amounted to €17,990 (entirely financed by ETF).

The ETF did not support the observatory function in **Tunisia**. However the project budget partly financed the organisation of an event in Tunis. The budget spent by the ETF amounted to €12,907.

The support provided by the project at country level was complemented by **regional activities**, with the purpose of facilitating the exchange of national experiences and good practice. In this context, a number of initiatives have been undertaken, such as study visits, twinning arrangements and knowledge sharing events among stakeholders from the different countries. Furthermore, the following outputs have been produced: a publication on the observatory function in Egypt, Lebanon, Jordan and Syria; a cross-country analysis in the Maghreb region; a concept paper on the future observatory function concept.



The regional dimension of the project was also enhanced by component 2.1 of the Project *EU MEDA Education and Training for Employment* (ETE). This is a DG AidCo programme, implemented by the ETF, which was launched in November 2004 with the aim of supporting MEDA partners to design and implement TVET policies. In order to ensure synergy and complementarities of national and regional activities, a regular exchange of information between the two projects has been pursued.

The extent to which the purpose of reinforcing national institutional capacities to manage relevant data for informed decision making has been achieved or it is likely to be achieved in a sustainable manner has



been assessed against five criteria, namely: i. the level of cooperation among stakeholders; ii. the degree of integration of the OF within national structures; iii. the availability of tools developed and publications elaborated under the project; iv. the exchange of good practices within the region; and v. the reliance of decision makers on OF advice and recommendations for human resources policy and strategy in the overall economic reform context.

**Improved and concrete cooperation among stakeholders** was attained mainly in Jordan and Egypt. In Jordan the networking approach of the project allowed the institutions involved in the OF to rationalise their data collection and build a series of key indicators to support decision making. Furthermore, the contribution of all main TVET stakeholders (private and public) in the OF network has been recorded as considerable and contributing to the overall human resources reform process in the country.

The Egyptian Observatory facilitated the participation of various stakeholders in the reform process, and created a better communication flow between them as well as a division of responsibility among the various public agencies, which resulted in a high level of commitment and feeling of ownership.

In Syria the project suffered, since the beginning, from a lower than expected commitment from many of the institutions involved. In fact, even though the Observatory had the chance to take maximum advantage of a previous positive institutional network created during the apprenticeship scheme, local organisational support was weak. Furthermore, the low levels of confidence among the different public institutions and the limited ability to work “on demand” have been identified as major constraints to a network approach.

In Morocco the main stockholder’s reluctance to work in partnership with other institutions and to rely on information provided by others hampered the implementation of a network approach. On the other hand, the insufficient financial and human resources to set up a sustainable OF at sector level has weakened the motivation and the capacity of the professional associations to cooperate.

As to the **integration of the Observatory operational and institutional function within national structures**, in Jordan the OF is embedded into the work plan of the NCHRD, which is in charge of coordinating all the HR information system in the country and is



considered as the technical arm of the E-TVET Council for what pertains to information provision.

The Egyptian Observatory is part of the IDSC structure and work programme. Being under the Prime Minister's Cabinet has guaranteed cooperation from other institutions who might already have similar mandates. In addition to its strategic position in the information and decision support sector, the IDSC can also mobilise sufficient financial and human resources as well as technology and infrastructure when needed to support the activity.



In Syria, the OF seemed to be, in principle, of highest priority for the Government, but received insufficient input, in terms of financial and human resources. It was, in fact, clear from the beginning that a significant organisational effort would have been necessary to overcome the obstacles deriving from the implementation of a new centre of information, independent but connected to all institutions involved. A major obstacle was the lack of strong leadership among the high number of public bodies involved. The OF was dissolved in 2008. Since 2009, the OF has been based inside the SPC and is cooperating with the various line ministries and the Central Bureau of Statistics.

In Morocco, the OF hub was established at the Ministry for Employment and VET in 2007. However, a decision on the domiciliation, statute and financing of sector observatories has never been taken and therefore a complete integration of the function within the national structures has not been achieved.

Besides publications which reflected the stocktaking exercise at the project outset, several **tools and publications** have been developed and disseminated among stakeholders in the target countries.

In Jordan the project supported the elaboration of: a Report on unemployment published in 2005; a report on the analysis of quantitative TVET indicators in the years 2001-2006 a branch profile of tourism and a methodological handbook for its transferability to other economic sectors, disseminated to stakeholders in charge of information provision involved in the elaboration of sector studies.

In Egypt a number of tools were developed in 2007 and 2008 and widely disseminated through a dedicated web-site and at final events, namely: a handbook on indicators of the labour market for Greater Cairo and Delta;

a labour demand forecast (2007-2012); a methodological guide to forecasting the labour market. The project also supported the elaboration of an initial strategy paper in 2006 and a study reporting on three years of performance.

In Syria a concept paper for the design of a survey on human resources in Syria was prepared in 2004 and presented to the SPC as: input for their five year plan. Other tools were then developed, such as: the study *Human Resources development, Employment and economic Performances in Syria*; a handbook on TVET indicators; a handbook on occupational classifications and TVET indicators; guidelines for implementation on new educational and occupational classifications (developed in 2007 for implementation in the different ministries in 2008); a draft analytical report on the status of Technical vocational education.

In Morocco a pilot sector study was elaborated to be used as a feasibility exercise on how to set up a sector observatory function. Sector and National Statistic Portraits were elaborated and disseminated at a seminar attended by representatives of several stakeholders. A tool to help taking policy decisions has also been elaborated and disseminated in a final seminar in April 2008.

The project fostered the **exchange of good practice among countries.**

The experience of the Jordan Observatory has served as an example in neighbouring countries. The project supported the organisation of study visits to Jordan and twinning arrangements as well as the participation of stakeholders in events where the Jordan model was presented. Also the Egyptian experience was disseminated to OF actors from other countries that took part to dissemination events in Cairo.



Furthermore, MEDA OF stakeholders were exposed to European experiences thanks to study visits in EU countries, namely in Denmark, France, Ireland, Italy, the Netherlands and Spain.

The synergy with MEDA ETE project also allowed the capitalisation of regional experience at national level and, at the same time, the expertise developed at country level could be valued by the regional Observatory.

The extent to which **decision makers rely on OF advice and recommendations for human resources policy and strategy** varies from one country to another.

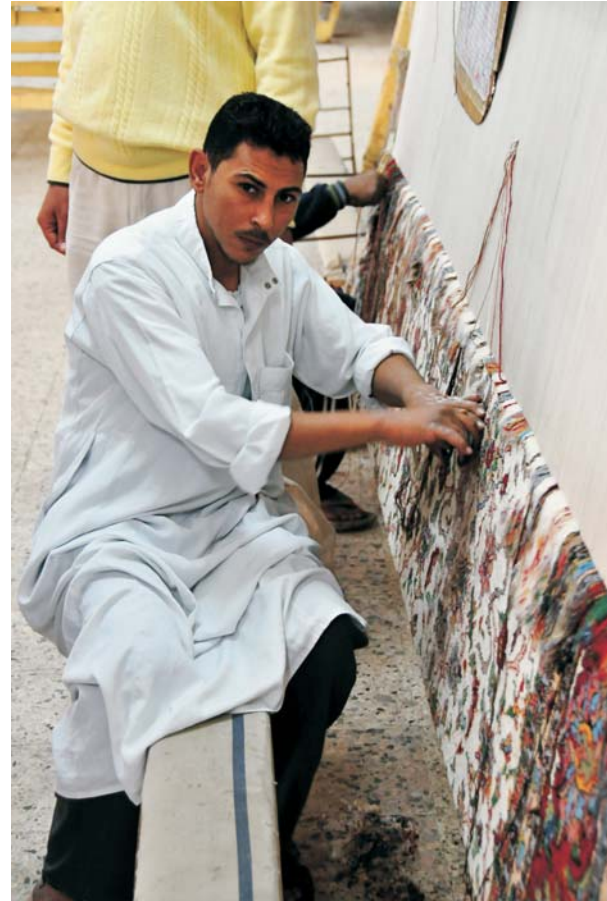


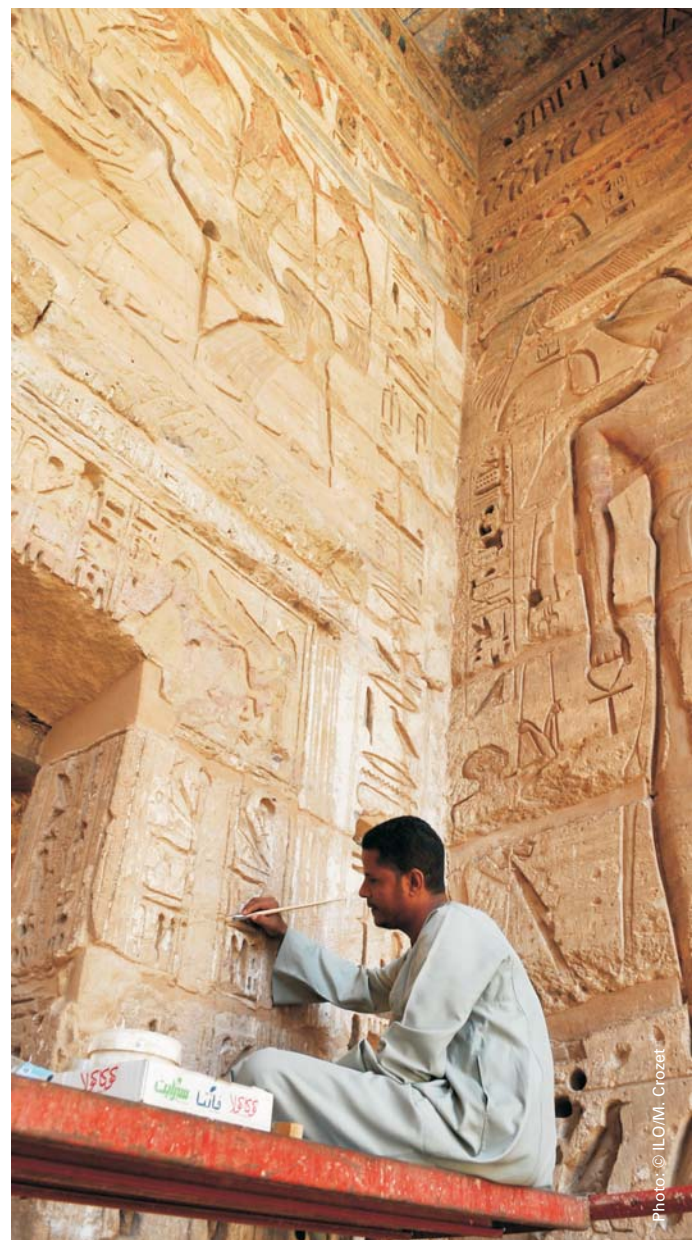
In Jordan, with project support, operational objectives have been derived from national policy documents in order to define indicators measuring progress towards them. The first set of indicators was then collected and calculations made. The completed analysis provided the basis for recommendations addressed to the E-TVET Council. In 2009, the ETF is expected to provide technical assistance for the development of qualitative indicators. Upon request of the EC Delegation, the ETF will contribute to the development of a framework of indicators capable of measuring progress on E-TVET reform.

In Egypt, moving from statistical data collection to delivery of policy advice has been identified as a main challenge. To this purpose, it is crucial that the observatory expands its own functions and develops the necessary analytical skills of its staff (this is the main reason for continuing ETF support in 2009).

In Syria, for OF to be part of the overall human resources reform process, co-operation with the EU VET reform programme was established through a Memorandum of Understanding and a common work plan in 2007. Furthermore, it was planned that starting from 2008 onwards, policy advice would be provided to decision makers in the overall human resources reform context. The impasse caused by the dissolution of OF, made this goal impossible to achieve. However, the SPC's revitalisation of the Observatory in 2009 might be a basis for further development.

In Morocco, the National Statistic Portrait and three Sector Statistic Portraits (tourism, metallurgy and IT) were expected to support decision and policy making as well as monitoring the government's reform strategy. Furthermore, support has been provided to elaborate tools to guide decision making (*Matrice d'Aide à la Décision - MAD*) and to prepare analysis notes, which would support decision making. Due to the lack of government commitment this has not happened. In countries where the necessary human and financial resources have been provided and the OF has been made an integral part of the system, it has succeeded in contributing to capacity building. This has been particularly true in Egypt and Jordan.





# Introduction

The purpose of this report is to provide a chronological view of the ETF *MEDA Observatory Function Project* (hereinafter referred as *Meda OF Project*), which was undertaken between 2001 and 2008.

This report is organised in four sections:

**section 1** describes the programme background;

**section 2** is an outline of the main features and evolution of the *Meda OF Project*;

**section 3** contains an analysis of the implementation of the project at country as well as at regional level;

**section 4** outlines the outcomes achieved by the project.

The report is based on a desk analysis of the relevant documentation as well as on interviews with ETF officials (see list of references and meetings in Annex 4).



# 1

## Programme background Programme background

The **European Training Foundation** is a specialised agency of the European Union established in Turin, Italy, in 1994, to assist the partner countries that receive support from the EU external relations programmes to modernise their human resource development policies.

The ETF was originally created to support the implementation of the *Phare* external assistance programme through the contribution to the development of the vocational training systems of the partner countries of Central and Eastern Europe.

Following three subsequent amendments to its founding Regulation, ETF's geographical scope was extended to the countries until recently covered by the Tacis, CARDS and MEDA programmes.

As far as the thematic scope of the Foundation is concerned, the original focus on *initial and continuing vocational training as well as retraining for young people and adults, including in particular management training* is being broadened by the ETF's recast regulation which (entered into force 20 January 2009) to include the support to the improvement of human capital development, intended as *"work which contributes to the lifelong development of each individual's skills and competences through the improvement of vocational education and training systems"*.

The **MEDA programme** was established in 1996 and was the main EU financial instrument for the Mediterranean region over the following decade. MEDA areas of intervention and objectives are derived from the *Barcelona Declaration of 1995*, which envisages the regional socio-economic integration and the establishment of a Euro-Mediterranean free-trade area by 2010.

The programme provided technical and financial support measures to accompany the reform of economic and social structures in the Mediterranean countries.

<sup>1</sup> Council Regulation (EEC) No 1360/90 of 7 May 1990 establishing a European Training Foundation, Official Journal L 131, 23/05/1990.

<sup>2</sup> *Ibidem*, art. 2.

<sup>3</sup> The first legal basis of the MEDA programme was 1996 MEDA Regulation (Council Regulation No. 1488/96) for the period until 1999. On November 2000 a new regulation (No.2698/2000) establishing MEDA II for the period of 2000-2006 was adopted.

Since 2007, the countries which were previously beneficiaries of MEDA support have been under the scope of the **European Neighbourhood and Partnership Instrument (ENPI)**.

ENPI was adopted by Regulation No 1638/2006 with the aim of promoting progressive economic integration and deeper political cooperation between the EU and partner countries as well as addressing the specific opportunities and challenges related to the geographical proximity between the EU and its neighbours.

In line with the new wider Europe strategy, which aims at supporting reforms between the EU and its Mediterranean partners, the European Neighbourhood Policy and the respective action plans stress the need for the development of efficient and effective education and labour market systems.



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<sup>4</sup> Regulation (EC) No 1638/2006 of the European Parliament and of the Council of 24 October 2006.

<sup>5</sup> Partner countries include those of South and Eastern Mediterranean, the Western NIS and those of the Southern Caucasus.

<sup>6</sup> A strategy validated during the meeting of ministers of foreign affairs in Naples on 2 and 3 December 2003.

# 2

## Meda Observatory Function Meda Observatory Function Project

The origin of the *MEDA OF project* is the *Barcelona Process* and, in particular, to the need to develop new focused human resource policies and VET strategies in the Mediterranean countries so as to make local labour markets responsive to the challenges imposed by the Euro-Mediterranean free-trade area to be established by 2010.

The *MEDA OF project* was launched to address the concerns expressed by the EC and the donor community in general as well as the partner countries regarding the lack of adequate and strategic information, indicators and analysis for efficient decision making in the field of human resources. In particular, ETF action aimed at supporting the setting up of the most efficient mechanisms for ensuring that information was available to various parties and the data from various sources could reach the different stakeholders at the right time and in the proper form for use in decision making. This was deemed possible only in the context of a network aimed at supporting decision making.

At the outset of the process, each country demonstrated different situations as regards the structures and mechanisms for producing and analysing information and forecasting needs in terms of training, qualifications and employment. While some countries already had specific institutions carrying out observatory functions, in others such functions were barely developed or shared between different entities with little coordination.

This heterogeneity called for different approaches, tailor-made by country, complemented by a “Mediterranean” dimension aimed at the exchange of information and national experiences.

The OF was originally included in ETF 2001-2003 Work Programme as a multi-annual project **to reinforce national institutional capacities in selected Mediterranean countries to collect, process and analyse relevant information for informed decision making in the field of employment and human resource development.** Subsequently the OF was framed within annual projects until 2008.

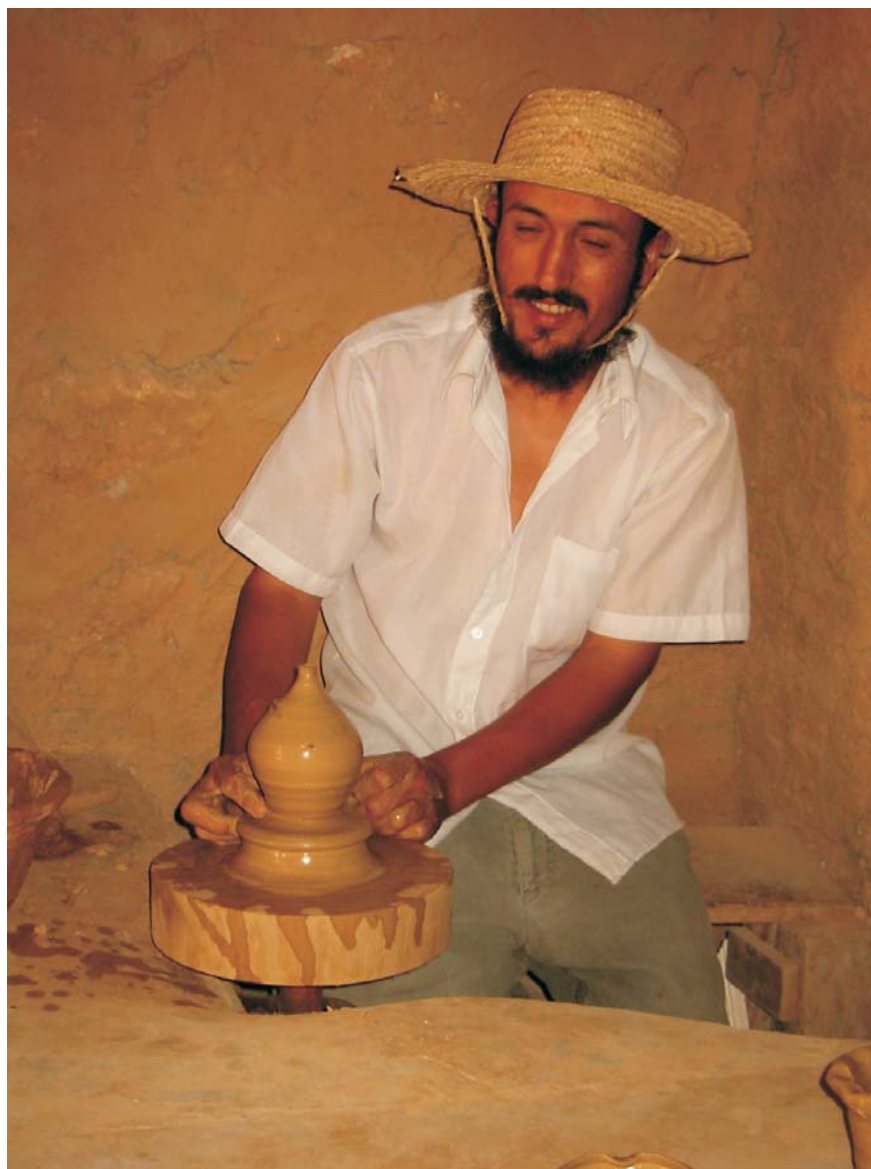


# on Project

The support provided by ETF to the beneficiary countries is based on a capacity building approach, including training, organisation and facilitation of workshops, dissemination seminars, support to the elaboration of tools, analytical and technical advice for the preparation of studies and reports, organisation of knowledge sharing events at regional level.

The overall amount spent on expertise, event organisation and publications from 2002 to 2007 amounts to €1,421,465, of which €677,936 financed by the Italian Trust Fund (the co-funding of the Italian Trust Fund started in 2003).

The project focused mainly on Jordan, Egypt, Syria and Morocco (nearly 90% of the overall budget from 2002 to 2007 was spent on these countries). In Algeria, the ETF supported some preparatory activities for the creation of an OF under a HR MEDA Programme of the European Commission. In Tunisia, Lebanon and the Occupied Palestinian Territories an OF was not established with ETF support. However, some resources were spent for publications and participation of local stakeholders in regional initiatives related to the OF.



# 3

## Meda OF Project by country

### **Meda OF Project by country: activities, outputs and budget**

In this section a description of the activities carried out and the output produced in the framework of the project in the beneficiary countries as well as at regional level is provided. Budget data per country and by year are also indicated.

### **3.1 Jordan**

ETF capacity building support to the OF in Jordan started in 2002 and was based on a network approach, bringing together private and public users and providers of HR information. The OF project was implemented in collaboration with *Al Manar*, a project based in the National Center for Human Resource Development (NCHRD) and financed by the Canadian International Development Agency (CIDA).

A Human Resource Information System (HRIS) was set up in the NCHRD, providing comprehensive information concerning the supply and demand sides of the labour market. A strategy for HRIS development was drafted and followed by pilot initiatives to provide stakeholders with the capacity to analyse the available information. In 2004, a report on unemployment in Jordan was published, based on the information available in *Al Manar*, the Department of Statistics (DOS) and the databases of other data providers.

In 2005, a Technical Committee was set up under the leadership of the NCHRD, including representatives of the three main TVET providers (the Ministry of Education - MOE), the Vocational Training Corporation – VTC - and Al Balqa Applied University - BAU), DOS, Social Security Corporation, and the Chambers of Commerce and Industry.

With ETF expert support, in 2005/06 the Technical Committee elaborated a TVET indicator handbook in order to provide stakeholders with the required technical tools to develop a monitoring system based on indicators measuring the performance of the entire TVET sector.

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Support continued to build links between the outcome of this work and the reform of the Employment and TVET system as recommended in the National Agenda in 2005, and to comply with the 2006 national strategy for TVET reform, which made the availability of an HRIS a high priority. This was translated into a set of recommendations addressed to the E-TVET Council, the highest governance body, in charge of piloting the reform of the sector.

The following table provides a description of the activities undertaken and the outputs produced in Jordan as well as budget data broken down per year.

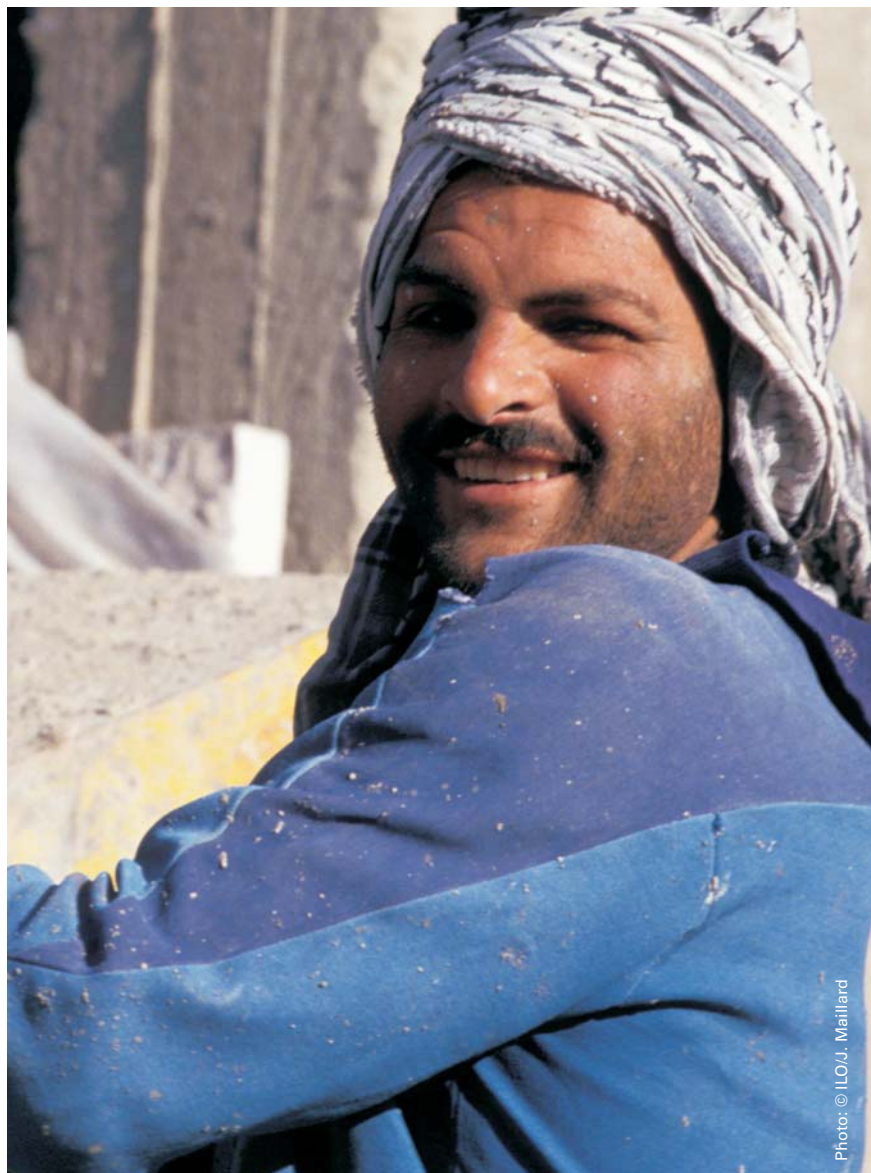


Photo: © ILO/J. Maillard



## JORDAN

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2001	<ul style="list-style-type: none"> <li>• Diagnosis of the structures, functions and mechanisms for information and needs forecast related to training, qualifications and employment.</li> <li>• Definition of the present stage of development regarding the OF (advanced institutional).</li> <li>• Assessment of the strengths and weaknesses of the OF in the country and definition of strategic guidelines to strengthen the OF.</li> </ul>		Not applicable
2002	<ul style="list-style-type: none"> <li>• Organisation of the seminar <i>Mechanisms for Anticipation of Labour Market Competencies and Training Needs Responses: the Observatory Function - Situation in Jordan and The Way Forward in The Region</i>, in which the current situation of the Jordanian OF was presented as a model to be applied to other countries of the region. Besides 22 Jordanian stakeholders, 6 participants from Lebanon, 2 from the Occupied Palestinian Territories and one from Syria were also present (16 July 2002).</li> <li>• Validation seminar of the Jordanian OF task force co-organised by ETF and NCHRD (17 December 2002). The event was also attended by Syrian, Lebanese and Palestinian participants.</li> <li>• Jordan-Syria co-operation on OF development initiated through a joint workshop (18 December 2002), attended by 14 Jordanian stakeholders and 7 Syrian.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 seminars</li> <li>• 1 workshop</li> <li>• Publication: <i>Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment – The Observtaory Function in Jordan, 2002</i></li> </ul>	€37,923.55
2003	<ul style="list-style-type: none"> <li>• Completion of an analysis of the information production system.</li> <li>• In collaboration with CIDA <i>Al Manar Project</i>, set up of Human Resource Information System (HRIS) in the National Centre for HRD (NCHRD), providing information concerning the supply and demand sides of the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 study visits</li> <li>• 1 workshop</li> </ul>	€103,731.03

YEAR	ACTIVITIES	OUTPUTS	BUDGET
	<ul style="list-style-type: none"> <li>• Elaboration of a draft report on unemployment initiated by the ETF, in cooperation with NCHRD.</li> <li>• Organisation of study visits to Madrid and Dublin for a group of key stakeholders responsible for HR data collection and analysis (4 participants). The institutions visited were in Spain: Public Spanish Employment Service within the National Employment Institute (INEM); National Institute of Social Security (INSS); Centre for European Initiatives and Research in the Mediterranean (CIREM); National Institute of Qualifications (INCUAL); in Ireland: Central Statistics Office (CSO); FÁS; Irish Congress of Trade Unions (ICTU); Economic and Social Research Institute (ESRI); Department of Enterprise Trade and Employment, Employment Support Services (Department of Social and Family Affairs; Irish Business Employers Confederation (IBEC).</li> <li>• Organisation of an activity review workshop attended by 20 representatives of the main stakeholders (17 December 2003).</li> </ul>		
2004	<ul style="list-style-type: none"> <li>• Organisation of a kick-off meeting (26-27 April 2004).</li> <li>• Organisation of a seminar on management information system for vocational training, attended by 19 Jordanian stakeholders, most of them from VTC,. Three people from the <i>Al-Manar</i> project and one from DOS (13 July 2004).</li> <li>• Support to local authorities for the harmonisation of statistical databases and the development of methodological tools for analysis of data on the basis of a concrete case study on unemployment and skills mismatch.</li> <li>• Finalisation of the report on unemployment and discussion of the draft at a task force workshop in September.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 seminar</li> <li>• 1 workshop</li> <li>• Twinning arrangements (2 persons trained)</li> </ul>	€79,214.52

YEAR	ACTIVITIES	OUTPUTS	BUDGET
	<ul style="list-style-type: none"> <li>• Organisation of a workshop in November, to discuss the final draft of the unemployment report, the achievements to date and work plan for 2005.</li> <li>• Organisation of a twinning visit in Spain for two members of the NCHRD, hosted by relevant departments of the Ministry of Employment (September 2004).</li> <li>• Partnership between Jordan and Syria formalised through a decision of the Jordan government (Official Journal of 26/05) to put the national education and occupational classification system at the disposal of the Syrian government in the context of the OF development.</li> </ul>		
2005	<ul style="list-style-type: none"> <li>• Publication and dissemination of the report on unemployment prepared in 2004 to the main key stakeholders and the Royal Court.</li> <li>• Elaboration of a TVET indicator handbook aiming at providing stakeholders with the required technical tools to develop a monitoring system based on a set of Key Indicators to measure the performance of the entire TVET sector. The main stakeholders, apart from the three dominant TVET providers that are part of the Technical Committee, were consulted on the list of TVET indicators in a workshop (28 February 2005), therefore securing the political backing of the development of a handbook. The leadership regarding the drafting of definitions and a common glossary has been taken by the Technical Committee and the leadership regarding the handbooks chapter on methodology and analytical applications has been taken by the ETF experts.</li> <li>• Presentation of the Handbook on TVET indicators on 13 December to national stakeholders in a wrap-up seminar. The presentation has been held jointly by members of the Technical Committee (NCHRD and the three TVET providers in Jordan: Al Balqa Applied University, the VTC and the Ministry of Education) and the ETF experts.</li> <li>• Support to VTC in improving its information system.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication: <i>Unemployment in Jordan</i>, 2005.</li> <li>• 1 workshop</li> <li>• 1 seminar</li> </ul>	€62,855.49



YEAR	ACTIVITIES	OUTPUTS	BUDGET
2006	<ul style="list-style-type: none"> <li>The Technical Committee continued to meet regularly to finalise the publication of the Handbook on TVET indicators.</li> <li>Organisation of a workshop on TVET indicators (September 2006).</li> <li>Capacity building activities with VTC staff, MoE, MoHESR and <i>Al Manar</i> staff to manage JSCED and JSCO coding fully compatible with national HRIS system have been undertaken.</li> <li>Dissemination seminar on 26 November 2006 (<i>Towards a TVET sector approach in Jordan – The role of the Observatory Function to support the reform process</i>).</li> </ul>	<ul style="list-style-type: none"> <li>1 workshop</li> <li>1 seminar</li> </ul>	€54,368.44
2007	<ul style="list-style-type: none"> <li>Support to Technical Committee continued in the framework of TVET indicators (data covering the period 2001-2006 for the calculations of the 28 indicators of the first set of indicators was gathered and calculations made where the data was available). The full report contains the complete analysis which was subsequently made of the calculated indicators.</li> <li>Workshop on OF with Technical Committee (March 2007). Two sessions organised with NCHRD support to discuss the expected results of the OF project (session I: discussion about the preparation of E-TVET publication; session II: discussion about a pilot study aiming at establishing a branch profile on tourism with subsequent methodological handbook for transferability to other economic sectors).</li> <li>Organisation of two workshops for the elaboration of branch profile on tourism and methodological handbook.</li> <li>Elaboration and approval by ETF and local stakeholders/authorities of a branch profile on tourism.</li> <li>Elaboration and approval by ETF and local stakeholders/authorities of a methodological handbook for transferability of the branch profile to other economic sectors.</li> <li>The Jordan OF team hosted two study visits (Syrian OF stakeholders in June and Egypt OF stakeholders in July).</li> </ul>	<ul style="list-style-type: none"> <li>Publication: <i>Tourism Branch Profile - Human resource indicators for the tourism industry from generally available statistical sources, 2007</i></li> <li>Publication: <i>Methodological handbook for transferability of tourism branch profile on to other economic sectors, 2007</i></li> <li>3 workshops</li> </ul>	€31,723.27

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2008	<ul style="list-style-type: none"> <li>Finalisation of TVET indicators report, approval by the Steering Committee for E-TVET sector reform (June 2008) and disseminated both in Arabic and English (November 2008). The report has not been approved by the ETF editorial board as ETF publication, as it does not reflect ETF guidelines, and has to be considered as a working paper.</li> <li>Hand-over preparation of OF activities (under the leadership of the TVET Council and management by NCHRD).</li> <li>Phase out workshop with all stakeholders (60 participants) to discuss a strategy for sustainability in the context of the sector reform (16 October 2008).</li> </ul>	<ul style="list-style-type: none"> <li><i>Report on Analysis of Quantitative TVET Indicators in Jordan 2001-2006, 2008</i></li> <li>1 seminar</li> </ul>	Not applicable

## 3.2 Egypt

The Egyptian Observatory was established in 2006 within the Information and Decision Support Centre (IDSC) operating directly under the Prime Minister's Office, and by 2007 became part of its structure and work programme. This has enabled the mobilisation of sufficient financial and human resources as well as technology and infrastructure (90% of funds for the Observatory's activities derive from Egyptian sources).

During the first year of operation, the ETF had a considerable role in supporting stakeholders to define the Observatory strategy and vision. In 2007, ETF support was addressed to: i. the task force working on the development of the OF, concerning administrative capacities and specific expertise; and ii. the hub and the entire network to move from information provision to policy advice on human resources and labour market issues in line with reform priorities in Egypt.

The first outputs were produced in 2007: labour market oriented indicators and stocktaking of labour market information sources. Furthermore, two regional observatories have been set up. In 2008, the focus of the Observatory work moved towards stocktaking of labour market needs.

The following table provides a description of the activities undertaken and the outputs produced in Egypt as well as budget data broken down per year.



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## EGYPT

YEAR	ACTIVITIES	OUTPUTS	BUDGET
<b>2001</b>	<ul style="list-style-type: none"> <li>• Diagnosis of the current situation regarding the structures, functions and mechanisms for information and needs forecast related to training, qualifications and employment (stakeholders' analysis; main producers of info on the training and employment relationship – who they are, what info they produce and how).</li> <li>• Definition of the present stage of development regarding the OF (advanced institutional).</li> <li>• Identification of the conditions necessary to move forward towards a coordination strategy and recommendations to strengthen the OF in the country.</li> </ul>		Not applicable
<b>2002</b>	As above.		€531.75
<b>2003</b>	No activities were undertaken (the outputs were elaborated in 2001 and 2002 and published in 2003).	<ul style="list-style-type: none"> <li>• Publication: <i>Structures and mechanisms for information and needs forecast on training qualification and employment. The Observatory function – Egypt, 2003</i></li> </ul>	€2,250.00
<b>2004</b>	No activities were undertaken.		€0.00
<b>2005</b>	<ul style="list-style-type: none"> <li>• Preparatory mission for the launch of the OF in September (strong endorsement of the need for an OF in Egypt by stakeholders recorded): assessment of the need for establishing a network between data producers and users in the field of human resources development, TVET and labour market; identification and contact establishment with the main partners involved in HRD, TVET and labour market; elaboration of recommendations for setting up an OF.</li> <li>• Official launching of the OF in a awareness raising event (7 December 2005).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 seminar</li> <li>• Report: <i>Recent developments in Egypt in the field of human resource development, qualification and training with special emphasis on vocational education and training, 2005</i></li> </ul>	€24,205.95



YEAR	ACTIVITIES	OUTPUTS	BUDGET
2006	<ul style="list-style-type: none"> <li>Establishment of the Observatory Function Network (OFN) under the responsibility of the IDSC. The network is composed of representatives from various institutions from the public and private sectors.</li> <li>Organisation of a study visit to Paris and Dijon for 15 members of the OFN with the aim to learn how observatories work and improve the quality of the Strategy Paper in course of preparation. In Paris the participants were hosted by the Ministry of Labour and the Ministry of Education. In Dijon they visited the Regional Council, the <i>Agence Nationale pour l'Emploi</i> (ANPE), and the <i>Centre de formation d'apprentis</i>, and attended presentations made by representatives of some relevant institutions at the Bourgogne University.</li> <li>Finalisation and approval of the <i>Strategy Paper to develop the Egyptian Education, Training and Employment Observatory</i> (EETEO), including: i. a diagnosis of the Education and Training environment; ii. a strategy for the development of the Observatory; and iii. an Action Plan for the implementation of the strategy.</li> <li>Decision by the IDSC to set up a small unit dedicated to the OFN, expected to develop the first analytical reports in 2007.</li> <li>Organisation of a dissemination seminar in December 2006 where the strategy has been presented and endorsed.</li> </ul>	<ul style="list-style-type: none"> <li>Strategy Paper Egyptian Education, Training and Employment Observatory (EETEO), 2006</li> <li>1 study visit</li> <li>1 seminar</li> </ul>	€83,668.15

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2007	<ul style="list-style-type: none"> <li>• Organisation of a workshop with EETEO for an in-depth revision of the content of the outputs of the year.</li> <li>• Support for setting-up two regional Observatories (Greater Cairo and Delta region).</li> <li>• Support for the elaboration of an inventory of labour market data sources.</li> <li>• Support for the elaboration of a report on the available data on the employment level in Greater Cairo and selected locations in the Delta region including details on manpower, population and unemployment for the textile sector.</li> <li>• Elaboration and dissemination of an Handbook on indicators of the labour market for Greater Cairo/ Delta.</li> <li>• Organisation of a study visit of representatives of the OF team in Jordan, with the aim to gain experience on the development of an HRD OF (July 2007). The participants were 12 from IDSC, Ministry of Education, Ministry of Manpower and Migration, Darb Ahmar Development Organisation, 6 October Investors' Association and Cairo Chamber of Commerce. The study visit was preceded by the mission of a Jordan expert in Egypt. An assessment report on Jordan Observatory was elaborated.</li> <li>• Development of an Observatory dedicated web-site.</li> <li>• Organisation of a dissemination seminar in December 2007, chaired by Minister of Manpower, with the attendance of the Chairman of IDSC and around 100 stakeholders. Outputs of the work of 2007 were presented. Wide media coverage and visibility for ETF and for the Observatory itself recorded. The regional dimension was fostered by the presence of Observatory representatives from Jordan and Tunisia plus a presentation of the ETE Project.</li> </ul>	<ul style="list-style-type: none"> <li>• Report : <i>Assessment of the Jordanian Observatory Experience, 2007</i></li> <li>• Handbook on indicators of the labour market for Greater Cairo/ Delta</li> <li>• 1 workshop</li> <li>• 1 study visit</li> <li>• Dissemination conference</li> </ul>	€76,015.87

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2008	<ul style="list-style-type: none"> <li>Support to the development of a methodology on the forecast of labour market needs (preparation of methodological note, survey).</li> <li>Organisation of a study visit to the Netherlands, identified by the Egyptian stakeholders as an example of good practice of labour market needs forecasting. It was attended by 13 people (researchers from EETEO and members of the Steering Committee: Ministry of Labour, Ministry of Education, Central Agency for Public Mobilisation and Statistics (CAPMAS), Central Statistics Agency, NGO's, Association of Employers). The institutions visited were: Ministry of Social Affairs and Employment, Ministry of Education, Central Office for Statistics, Knowledge Expertise Centre Kenteq, Centre for Labour and Income Eindhoven, Regional Training Centre Eindhoven, ROA University of Maastricht, Fontys Teacher Training &amp; Interactive Department, BZW Employers' Association and Trade Union Federation (October 2008).</li> <li>Organisation of a final dissemination conference with regional participation (presentation of the Jordanian Model of job forecasting and of the Tunisian experience in employment) (25 November 2008).</li> </ul>	<ul style="list-style-type: none"> <li>1 study visit</li> <li>1 dissemination conference</li> <li>Labour demand forecast in Egypt (2007-12)</li> <li>Methods of forecasting the labour market</li> <li>Egyptian Observation Centre for Education, Training and Employment - 3 years of performance.</li> </ul>	Not applicable

### 3.3 Syria

In Syria, the highest authorities decided to support the network approach, including experts from the private sector and representatives from institutions with a major role in producing information about human resources. To perform the OF, an independent unit was created in 2002 under the aegis of the State Planning Commission (SPC), formed by experts made available by their parent institutions (i.e. the Ministry of Education, Central Bureau of Statistics, Ministry of Labour and Social Affairs).



Since its start, the OF in Syria could count on the experiences already matured in the Mashrek region, especially in Jordan. Syrian stakeholders were therefore exposed to Jordan experience on many occasions (study visits, knowledge sharing events and twinning arrangements) and, from 2003, the external expert received support from by a Jordan expert that had previous project experience within Al Manar project.



In 2004, the Observatory collected and re-organized a set of already existing information from different sources, with the aim of making it available to the interested stakeholders. From 2004 to 2007, besides expertise support to set up and consolidate the OF, ETF support focused on the elaboration of a number of tools such as a human resources study, an handbook on occupational and education classifications, an handbook on TVET indicators, a short analytical report on TVET status and a strategy and implementation plan for an human resources information system.

The consolidation of the achievements of the project is at stake due to the dissolution of OF following the death of its head at the beginning of 2008. However, discussions with the Syrian Authorities are expected to take place in 2009, following SPC's announcement that the OF would be revitalised.

The following table provides a description of the activities undertaken and the outputs produced in Syria as well as budget data broken down by year.

## SYRIA

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2001	<ul style="list-style-type: none"> <li>• Diagnosis of the current situation and proposals to improve the observatory skills and the monitoring of labour market and training developments. Key factors analysed: economic situation; labour market; industry, social partner role in training and employment; main producers of information on the relationship between training and employment.</li> <li>• Definition of the present stage of development regarding the OF (informal stage).</li> <li>• Elaboration of strategic guidelines to strengthen the OF.</li> </ul>		Not applicable
2002	<ul style="list-style-type: none"> <li>• Agreement between the State Planning Commission (SPC) and the ETF to launch the OF and set up a Syrian task force for the development of the OF.</li> <li>• Organisation of seminar gathering the main stakeholders such as: i) the Damascus Chambers of Industry and of Commerce, ii) the Ministry of Education and of Labour, iii) the State Planning Commission and iv) the Statistical Office (discussion of the state of the art regarding the labour market information system and its links with the labour market needs). Also the Jordan representatives of the OF took part and followed the presentation of the task force draft report (7 September 2002).</li> <li>• Participation of the task force in a workshop in Amman and presentation of the final report on the OF (18 December 2002).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 seminar</li> <li>• Publication: <i>Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment - The Observatory function – Syria, 2002</i></li> </ul>	€44,220.70

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2003	<ul style="list-style-type: none"> <li>• Expertise support for the development of a Syrian occupational classification and statistical codification.</li> <li>• Formalisation of the twinning between Syria and Jordan.</li> <li>• Organisation of a study visit to Jordan for a team of 11 Syrian stakeholders active in the OF network and subsequent workshop to disseminate the results of the study visit.</li> <li>• Organisation of an activity review workshop attended by 18 representatives of the main stakeholders (15 December 2003).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 study visit</li> <li>• 1 workshop</li> </ul>	€37,603.05
2004	<ul style="list-style-type: none"> <li>• Prime Minister's approval of the creation of an OF in Syria and National authorities' agreement to create a national observatory hub to be financed with Syrian resources, supported in the set-up phase by the ETF.</li> <li>• Expertise support to set up the observatory hub and to develop an occupational codification as basis for data collection.</li> <li>• State Planning Commission's (SPC) request for support from the ETF to carry out a survey on HR in Syria as input for their 5 year plan (activity not originally foreseen in the work programme). A concept paper for the design of the survey has been prepared and presented to the SPC.</li> <li>• Organisation of a study visit to Denmark for nine Syrian stakeholders. The participants visited the following institutions: Aarhus Technical College, a manufacturing company, Aarhus Labour Market Board, Aarhus County, Aarhus Municipality, Labour Union and the Association of Employers, and the Ministry of Labour (September-October 2004).</li> <li>• Organisation of a study visit to Jordan for eight Syrian stakeholders. The programme included a visit to NCHRD and field visits to the following human resources information sources: DOS, SSC, MOE, MOL (November-December 2004).</li> </ul>	<ul style="list-style-type: none"> <li>• 2 study visits</li> <li>• 1 seminar</li> </ul>	€138,868.91

YEAR	ACTIVITIES	OUTPUTS	BUDGET
	<ul style="list-style-type: none"> <li>• Organisation of a final seminar attended by the main Syrian stakeholders involved in human resources and TVET issues. The main outcomes of ETF activities in supporting the development of an OF in 2005 were discussed and participants mentioned the need for a functioning quality human resources system geared towards decision making (21 December 2004).</li> </ul>		
2005	<ul style="list-style-type: none"> <li>• Completion of the survey on <i>Human Resources development, Employment and Economic Performance in Syria</i> (the purpose of the study was to examine human resources and the functioning of the labour market in Syria and analyse weaknesses and problems that restrict employment and limit growth potential of human resources. The ultimate objective was to identify areas requiring policy action and present recommendations that could lead to better labour utilisation and greater economic growth).</li> <li>• Facilitation of a workshop between Observatory staff and VET PMU representatives to agree on co-operation (April 2005).</li> <li>• Organisation of twinning arrangements with Jordan: Seven OF members were trained in Jordan during subsequent visits from May to September on data warehousing and tools, on website design and development, and on the preparation of supply and demand indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication: <i>Human Resources Development, Employment and Economic Performance in Syria, 2005</i></li> <li>• 1 workshop</li> <li>• Twinning arrangements (7 persons trained)</li> </ul>	€92,781.55



YEAR	ACTIVITIES	OUTPUTS	BUDGET
2006	<ul style="list-style-type: none"> <li>• Organisation of a workshop on occupational and education classifications in which it was decided to set up: i. a technical team to work on occupational classifications, comprising representatives from CBS, the Ministry of Industry, the Ministry of Labour, Chamber of Industry and two members of the OF; ii. a technical team to work on the classification of education, including representatives from MOE, MOHE, MOI and members of the OFU (May 2006).</li> <li>• Organisation of a follow up workshop on classifications (July 2006).</li> <li>• Organisation of a training workshop on the methodology and application of classification of occupation (September 2006).</li> <li>• Elaboration and approval by OF Steering Committee (9 November 2006) of the <i>Handbook on Occupational Classifications</i> and of the framework of the education classification (specialisations to be entered and coded in 2007).</li> <li>• Elaboration and approval by OF Steering Committee of the <i>Handbook on TVET Indicators</i>.</li> <li>• Organisation of a final dissemination seminar attended by high level Syrian representatives and 50 participants from VET and labour market who had the opportunity to discuss with the Vice Prime Minister the role, responsibilities and results of the OF (13 November 2006).</li> </ul>	<ul style="list-style-type: none"> <li>• 3 workshops</li> <li>• 1 seminar</li> <li>• <i>Handbook on Occupational Classifications</i></li> <li>• <i>Handbook on TVET Indicators</i></li> <li>• Article in Live and Learn Magazine on the OF</li> </ul>	€42,593.70

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2007	<ul style="list-style-type: none"> <li>Expertise development on the implementation of occupational and educational classifications in the Central Bureau of Statistics and the Ministry of Labour and Social Affairs (including: two workshops with the National Committee for Educational Classifications (Ministry of Education, Ministry of Industry, MOSAL, other the Ministries involved in VET); three training sessions with representatives of MOSAL and CBS to support the implementation of common classifications for education and occupations). Guidelines finalised.</li> <li>Study visit of the Syrian OF members (four participants) to Jordan to prepare for the human resources information strategy and to attend a seminar on Occupational Classifications (June 2007).</li> <li>Elaboration of a short analytical report on the status of Technical Vocational Education, based on a set of indicators.</li> <li>Development of terms of reference for the structure of the web site and database.</li> <li>Links and co-operation with VET PMU materialised in particular on labour market indicators (labour market Component of VET Programme). This work has fed into a proposal from the VET PMU for a labour market information system for the approval of MOSAL.</li> <li>Organisation of a final dissemination seminar , attended by 56 representatives of the main stakeholders (29 November 2007).</li> <li>Draft analytical report on TVET.</li> </ul>	<ul style="list-style-type: none"> <li><i>Guidelines on the implementation of new educational and occupational classifications</i></li> <li>1 study visit</li> <li>5 workshops</li> <li>1 seminar</li> </ul>	€49,545.80

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2008	<ul style="list-style-type: none"> <li>Activities stopped in 2008 due to the dissolution of OF due to internal staffing developments. The ETF provided the Head of the SPC with an overall assessment of the situation and recommendations for a possible continuation of the unit at the beginning of 2008. A new head of the OF was appointed in February 2008, with a very limited amount of time allocated for the assignment. Almost all the staff have gone back to their previous functions. The SPC, besides stressing an interest at a general level, did not show a clear commitment for the OF in financial or human resources terms. As a consequence the ETF funds foreseen for the implementation of activities in 2008 were re-allocated. In 2009 the SPC integrated the OF into its own structure.</li> </ul>		Not applicable

### 3.4 Morocco

In Morocco, the HRD OF project had two main components. On the one hand, it focused on the development of observation capabilities at sector level – in line with the MEDA VET project – through support to the professional associations and the development of methodological tools. The sectors addressed were tourism, mechanical, metallurgical and electrical industries, and information and communication technology. The second component aimed at developing the staff capacity of the State Secretary for Vocational Training (SEFP) to set up a national observatory.

The following table provides a description of the activities undertaken and the outputs produced in Morocco as well as budget data broken down per year.



## MOROCCO

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2002	Stocktaking exercise on the existing capacities in developing an OF, as part of a study within the Maghreb region.		€6,000.00
2003	<p>Elaboration of a study on structures and mechanisms for production and analysis of information and forecasting in terms of training, qualifications and job opportunities. The study was orientated towards the creation of an OF in the Casablanca region (this would have followed up a process initiated by the SEFP between 1997 and 1999, but never realised). However the Moroccan authorities asked the ETF to switch to a sector approach in line with their national strategy supported by the EU.</p> <ul style="list-style-type: none"> <li>• Organisation of a kick-off meeting to launch the preparatory works for implementing an observatory at national and sector level (October 2003).</li> <li>• Workshop chaired by the Secretary General of SEFP and attended by the main stakeholders (December 2003).</li> </ul>	<ul style="list-style-type: none"> <li>• Publication: <i>Structures and mechanisms for information and needs forecast on training qualification and employment – The Observatory Function in Morocco, 2003</i></li> <li>• 1 workshop</li> </ul>	€45,205.95
2004	<ul style="list-style-type: none"> <li>• Elaboration of an inventory of data sources on employment and training.</li> <li>• Organisation of a study visit for civil servants in France with the aim several examples of observatory function development at national, (<i>Centre d'études et de recherche sur les qualifications</i> - CEREQ), regional (<i>Observatoire regional des métiers de la région Provence Alpes Côte d'Azur</i>) and sector levels (<i>Observatoire des télécommunications, Observatoire des industries du textile</i> and <i>Observatoire de l'industrie hôtelière</i>). (10-14 May 2004). The participants were 12 Moroccan stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 study visit</li> </ul>	€59,281.99



YEAR	ACTIVITIES	OUTPUTS	BUDGET
	<ul style="list-style-type: none"> <li>The ETF received a request from the Secretary of State to re-orientate its support to focus on the development of observatory function on the textile branch and to support bilateral cooperation with France. The ETF proposed a working meeting in November to discuss the proposal since it did not match the ETF strategy, conditional on the development of a national observatory function. Other activities foreseen until end of the year (finalisation of national strategy, discussion at workshop in December) were put on hold and postponed to the following year.</li> <li>Development of the Morocco report for the <i>Cross-Country Analysis on the OF in the Maghreb countries, 2005</i> (see regional activities Chapter 4.7).</li> </ul>		
2005	<ul style="list-style-type: none"> <li>An agreement with Moroccan authorities on the reorientation of the activities was reached in June: a) capacity strengthening of tourist sector and mechanical, metallurgical and electrical industries; b) support to the SEFP to develop an OF.</li> <li>Expertise support to the DFP to review and analyse data sources and to develop indicators.</li> <li>Expertise support to the Tourism and Metallurgy Associations (FNIH and FIMMEE) with the aim of identifying the future skills needs of the sectors through meetings with employers and associations.</li> <li>For the tourist sector, determination of the statistical data to be produced regularly and elaboration of the questionnaire supporting the collection of data and strategic information.</li> <li>Workshop with the Tourism Association with the aim to analyse the work progress, present the methodology to elaborate sector statistical portraits and analyse the progress in setting up the OF in the tourist sector (December 2005).</li> </ul>	<ul style="list-style-type: none"> <li>1 workshop</li> </ul>	€79,262.47

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2006	<ul style="list-style-type: none"> <li>Finalisation of a National Statistic Portrait and three Sector Statistic Portraits (tourism, mechanical, metallurgical and electrical industries, and IT).</li> <li>Organisation of three workshops on: i. networking between tourism sector observatory and observatory at ministry level; ii. list of statistics to be collected and developed in sectors and at national level; iii. endorsement of the list of national and sector statistics to be collected and developed.</li> <li>Expertise support to the sector teams within the three associations which enabled the formulation of employers' expectations, the definition of the framework of the sector observatory (missions, functions, tools), the analysis of the capacity of the sector portrait to cope with the employers' expectations and the construction of tools to solve specific problems.</li> <li>Expertise support to DFP to develop tools for the review and analysis of VET/labour market data and information. DFP officials took part in the production exercise and analysis of the national and sector statistical portraits and in the identification of the diagnosis elements for each sector.</li> <li>Elaboration of a study on the management of sector observatories focusing on: the issue of financing and domiciliation of the observatories; the choice of the appropriate mechanisms of management; the necessary human resources to manage the tools, to facilitate meetings and to monitor, review and assess the work realised.</li> </ul>	<ul style="list-style-type: none"> <li><i>National Statistic Portrait</i></li> <li><i>3 Sector Statistic Portraits</i></li> <li>3 workshops</li> <li><i>Study on management and financing mechanisms of sector observatories</i></li> <li>1 seminar</li> </ul>	€66,814.13

YEAR	ACTIVITIES	OUTPUTS	BUDGET
	<ul style="list-style-type: none"> <li>• Organisation of a dissemination seminar in November 2006 attended by stakeholders at national and sector level where the national and sector portraits were presented, interest in the tools and statistics produced has been expressed and the process based on a synergy between the associations and DFP considered relevant (20 representatives of 15 Moroccan institutions and projects attended).</li> <li>• It was agreed that further ETF contributions would await the decision of the Moroccan Government for a national framework on the statute, domiciliation and financing of sector observatories.</li> </ul>		
<b>2007</b>	<ul style="list-style-type: none"> <li>• Pending the national authorities' decision on the institution to host the OF hub and on domiciliation, the financing of activities and statute of the sector observatories, work on sector profiles was put on hold beginning 2007 and then stopped. However, in parallel the ETF agreed to focus on policy advice to the DFP. This consisted in the support to the elaboration of a matrix of policy indicators for monitoring VET (<i>Matrice d'Aide à la Décision</i> - MAD). The method of elaboration of the MAD was experimented in the textile sector (three workshops organised).</li> <li>• The OF hub was part of the DFP.</li> </ul>	<ul style="list-style-type: none"> <li>• 3 workshops</li> </ul>	€30,000.00
<b>2008</b>	<ul style="list-style-type: none"> <li>• In the framework of the support to DFP work on the matrix was finalised.</li> <li>• Organisation of a dissemination seminar within the Ministry for Employment and VET (April 2008).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 seminar</li> </ul>	Not applicable

### 3.5 Algeria

OF activities started with a stocktaking exercise on the existing capacities for developing an OF, which took place in the framework of a study on the Maghreb region in 2002. A preparatory phase to set up an OF followed, but the activities were suspended in 2003 due to the instable political situation.

Discussions with the Algerian counterparts on the development of an OF were resumed in 2006 and it was agreed that ETF would carry out some capacity building actions for the CERPEQ (*Centre d'Etudes et de Recherche sur les Professions et Qualifications*), to be considered as a start-up for the Observatory Function Unit to be established under the EU human resources MEDA project.

The following table provides a description of the activities undertaken and the outputs produced in Algeria as well as budget data per year.





## ALGERIA

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2002	<ul style="list-style-type: none"> <li>• Stocktaking exercise on the existing capacities for developing an OF.</li> <li>• Study visit to France and Spain for seven Algerian representatives of institutions involved in the OF (October 2002). In Dijon representatives of the following institutions met: DRTEFP (Direction régionale du travail, de l'emploi et de la formation professionnelle), Observatoire Régional de l'Emploi Bourgogne, Académie de Dijon aux enseignements techniques e a formation continue, Conseil régional de Bourgogne – Service de l'apprentissage et de la formation continue. In Madrid the institutions visited: CIREM (Centre for European Investigation and Research in the Mediterranean Region), INCUAL (National Institutes of Qualifications), National Institute of Statistics, INEM (National Labour Agency). In Barcelona the institutions visited: CIREM, Barcelona Department, Proxim (social inclusion agency), Mataro' local observatory, regional government.</li> </ul>	<ul style="list-style-type: none"> <li>• 2 study visits</li> </ul>	€54,165.92
2003	<ul style="list-style-type: none"> <li>• Discussion within an inter-institutional working group with the aim of building an OF network.</li> <li>• Validation seminar planned for July did not take place because the project manager nominated by the Ministry for VET did not endorse the results of the inter-institutional working group.</li> <li>• Activity suspended due to change of government.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Rapport sur la situation de la production de l'information statistique dans le domaine de la formation professionnelle et de l'emploi, Algeria, 2003</i></li> </ul>	€17,850.00
2004	<ul style="list-style-type: none"> <li>• Development of the Algeria Report for the <i>Cross-Country Analysis on the OF in the Maghreb countries</i>, 2005 (see regional activities Chapter 4.7).</li> </ul>		€16,277.80
2005	<ul style="list-style-type: none"> <li>• Start of the preparatory phase to launch an OF in Algeria. However, due to the instable political situation, for safety reasons a postponement of the activities was decided.</li> </ul>		€456.67

YEAR	ACTIVITIES	OUTPUTS	BUDGET
2006	<ul style="list-style-type: none"> <li>• Organisation of a capacity building seminar on the elaboration and management of studies for nine members of CERPEQ staff (25-29 November 2006).</li> <li>• Organisation of a capacity building seminar on labour market analysis for seven members of CERPEQ staff (9-13 December 2006).</li> </ul>	<ul style="list-style-type: none"> <li>• 2 seminars</li> </ul>	€12,149.46
2007	<ul style="list-style-type: none"> <li>• Organisation of a study visit to Lombardy (Italy) for seven CERPEQ officials and a representative of the Algerian TVET Ministry. The institutions visited were: ARIFIL (Regional Agency for education, training and employment), IRER (Regional Research Institute), CEFASS (European Centre for Public Administration Training), ISMU (Foundation promoting initiatives and studies on multiethnicity), ISTAT (National Institute of Statistics), Unioncamere (Association of Chambers of Commerce), Statistics office of Lombardy Region, Statistic Office of Milan Municipality (June 2007).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 study visit</li> </ul>	€22,895.17

## 3.6 Other MEDA countries

### Occupied Palestinian Territories

The Occupied Palestinian Territories were included in the preliminary stocktaking exercise undertaken by the ETF in 2001 in MEDA countries, with the aim of identifying the observatory-type functions performed in each Mediterranean country, on existing structures, systems and institutions already active in promoting co-operation between the worlds of training, education and labour, as well as needs for possible future assistance.

However, OF project activities were very limited due to the instability of the political context.

The Project financed: i. the participation of the Deputy Minister of Labour and the Deputy Minister of Education to the seminar "Mechanisms for Anticipation of Labour Market Competencies and Training Needs Responses: the Observatory Function - Current Situation in Jordan and The Way Forward in The Region", held in Amman in July 2002; ii. the participation of the Deputy Minister of Labour in the final seminar held in Amman in December 2002.



The start up of the OF and awareness-raising actions planned for 2006 did not take place and funds were reallocated.

The overall budget spent by the ETF amounted to €17,836.

## Lebanon

Lebanon was subject to a preliminary diagnosis of the current situation regarding the OF, which fed into the report published in 2003 under the title *"Structures and mechanisms for information and needs forecast on training, qualification and employment – The Observatory Function in Egypt, Lebanon, Jordan and Syria"*.

However, OF project activities were very limited due to the instability of the political context.

The OF project supported the participation of representatives from Lebanon to two seminars in Amman (6 in July and 7 in December 2002) where the Jordan model of the Observatory was presented.

The overall budget spent by the ETF amounted to €17,990.

## Tunisia

The ETF did not support the OF in Tunisia. However the project budget partly financed the organisation of an event in Tunis in 2003 (see section 4.7 below).

The overall budget spent by the ETF amounted to €12,907.



### 3.7 Regional activities

The regional dimension of the MEDA OF Project complemented the support provided at country level, facilitating the exchange of national experience and good practice. In this context, a number of initiatives were undertaken, such as study visits, twinning arrangements and knowledge sharing events among OF stakeholders from the different countries.

The achievements of the MEDA OF Project are complemented and accommodated by a specific component (2.1) of the Project *EU MEDA Education and Training for Employment* (ETE). This is a DG AidCo programme, implemented by the ETF, which was launched in November 2004 with the aim to support MEDA partners in designing and implementing TVET policies. Component 2.1 has the purpose of developing the regional *Euro-Med Employment and Training Observatory* recommended during the 5th Euro-Med conference of Euro Med Ministers of Foreign Affairs in Valencia (April 2002). MEDA ETE supports the process and in particular the identification of common indicators allowing monitoring the HR evolutions and developing benchmarks.

MEDA ETE is fed by the expertise developed at country level and, at the same time, through the regional observatory, regional experience is also capitalized at national level.

In order to ensure synergy and complementarities of national and regional activities, a regular exchange of information between the two projects has been pursued. Staff and network members from the human resources OF participated in the MEDA ETE regional project (as far as possible, the staff of the regional network has been the same as those of the national observatories).

The following table contains a brief summary of the initiatives undertaken at regional level by the MEDA OF Project. Most of them have already been described in the sections devoted to countries.



YEAR	ACTIVITIES	OUTPUTS <sup>7</sup>
2002	<ul style="list-style-type: none"> <li>• Seminars in Amman attended by OF stakeholders from Jordan, Syria, Lebanon and Palestine (16 July 2002 and 17 December 2002).</li> <li>• Jordanian OF stakeholders participation in a seminar in Damascus (7 September 2002).</li> <li>• Jordan-Syria joint workshop in Amman (18 December 2002).</li> </ul>	
2003	<ul style="list-style-type: none"> <li>• MEDA/EU Workshop held in Tunis to exchange experiences and methodologies on the OF.</li> <li>• Syrian OF stakeholders' study visit to Jordan.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 workshop</li> <li>• Publication: <i>Structures and mechanisms for information and needs forecast on training qualification and employment – The Observatory Function in Egypt, Lebanon, Jordan and Syria</i>, 2003</li> </ul>
2004	<ul style="list-style-type: none"> <li>• Information gathering focused on the development of a cross-country comparative analysis on the OF in the Maghreb countries to reach a convergence of approach at regional level. The results of this exercise informed a cross-country report to be used as background material for the MEDA ETE opening event in November 2004.</li> <li>• Syrian OF stakeholder study visit in Jordan (November-December 2004).</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Cross-Country Analysis on the OF in the Maghreb countries</i>, 2005</li> </ul>
2005	<ul style="list-style-type: none"> <li>• Implementation of twinning arrangements for Syrian OFU members with Jordan.</li> </ul>	
2006	<ul style="list-style-type: none"> <li>• Input to the elaboration of a concept paper on a future Observatory concept developed and financed under <i>MEDA ETE Project</i>, discussed with the OFN of the ten MEDA countries during the <i>MEDA ETE Forum</i> in April 2007 in Rome. This was aimed at providing a concrete basis for the development of a strategy paper comprising national and regional aspects under the supervision and coordination of the ETF.</li> <li>• Organisation of a knowledge sharing seminar for the ETF project team and experts from the countries on the development of the concept paper. The topics (institutional setting and OFN tools) were discussed and agreed with the countries beforehand (16 October 2006).</li> </ul>	<ul style="list-style-type: none"> <li>• 1 seminar</li> </ul>

<sup>7</sup> In this column the outputs which have already been indicated in the country sections are not mentioned.

YEAR	ACTIVITIES	OUTPUTS
2007	<ul style="list-style-type: none"> <li>• Validation of the draft concept paper on future Observatory concept (in co-operation with MEDA ETE – Regional Observatory Project), discussion at the <i>MEDA ETE Forum</i> held in Rome in April 2007 and finalisation.</li> <li>• Elaboration of an Article on Observatory function network published on <i>Live and Learn</i>.</li> <li>• Syrian OF stakeholder study visit in Jordan (June 2007).</li> <li>• Egyptian OF stakeholder study visit in Jordan (July 2007).</li> <li>• Participation of Jordanian OF stakeholders in a dissemination seminar in Cairo (December 2007).</li> </ul>	<ul style="list-style-type: none"> <li>• Concept paper</li> <li>• Article on OF Network, 2007</li> </ul>
2008	<ul style="list-style-type: none"> <li>• Internal workshop in April of the ETF project team to review and assess progress and to provide recommendations to the countries followed by another workshop in September with the aim to elaborate a policy note on OF for a wider dissemination.</li> <li>• Draft policy note.</li> <li>• Participation of Jordanian OF stakeholders to dissemination conference in Cairo (25 November 2008).</li> </ul>	<ul style="list-style-type: none"> <li>• 2 workshops</li> </ul>



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# 4

## Closure of the project and **4. Closure of the project and achievements**

In this section an analysis of the outcomes of the *Meda OF Project* is provided.

The extent to which the purpose of reinforcing national institutional capacities to manage relevant data for informed decision making has been achieved or is likely to be achieved in a sustainable manner will be described along the following points:

- i.** Improved and concrete cooperation among stakeholders;
- ii.** Observatory operational and institutional function embedded within national structures;
- iii.** Availability of the tools developed and publications;
- iv.** Exchange of good practices with other countries;
- v.** Decision-makers' reliance on OF advice and recommendations for human resources policy and strategy in the overall economic reform context.

Considering that the scope of implementation of the project was very limited in the Occupied Palestinian Territories, Lebanon and Tunisia, a description against all the criteria will only be undertaken for Jordan, Egypt, Syria and Morocco. For Algeria it is limited to criterion V.

The following table summarises the verification of the above-mentioned criteria by country.



# achievements



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CRITERIA	VERIFICATION
<b>1. Improved and concrete cooperation among stakeholders</b>	<p><b>Jordan</b></p> <p>The networking approach of the project allowed the institutions involved in the OF – principally, NCHRD, the Ministry of Education, the Vocational Training Centre, Al-Balqa Applied University, and DOS with support of the Chambers of Commerce and Industry - to rationalise their data collection and build a series of key indicators to support decision making. In the OF 2007 project implementation plan, reporting on the current state of affairs in Jordan, the contribution of all main TVET stakeholders (private and public) in the OF network has been recorded as considerable and contributing to the overall human resources reform process in the country.</p>
	<p><b>Egypt</b></p> <p>The Egyptian Observatory, in cooperation with the ETF, facilitated the participation of various stakeholders in the reform process, and created a better communication flow between them as well as a division of responsibility among the various public agencies, which resulted in a high level of commitment and feeling of ownership. This is supported by a number of observations put forward by the <i>Final Report on Evaluation of ETF activities in Egypt</i> (2008), namely:</p> <ul style="list-style-type: none"> <li>• The Observatory is the only forum in the country where different key stakeholders from industry, the government and technical entities can meet and exchange ideas;</li> <li>• Since January 2006, regular monthly meetings of the OF network have taken place, steered by IDSC and with the support of ETF. Network members have taken an active role in the preparation of the Observatory Function Strategy, in the preparation of a four year action plan for the implementation of the strategy, and in the dissemination of this strategy to broader stakeholders;</li> <li>• The perceived importance of the project has attracted support from high level policy makers, such as the Minister of Manpower and Emigration and the Prime Minister. The involvement of these policy makers has provided the project with a high visibility among stakeholders.</li> </ul>
	<p><b>Syria</b></p> <ul style="list-style-type: none"> <li>• The <i>Final Report on Evaluation of ETF activities in Syria</i>, (2006) highlights that the project suffered, from its beginning, of a lower than expected commitment from many of the institutions involved. In fact, even if the Observatory had the chance of taking maximum advantage of the previous positive institutional network created during the apprenticeship scheme, local organisational support was weak.</li> <li>• Furthermore, the low level of confidence among the different public institutions and the limited habit to work “on demand” have been identified as major constraints to a network approach.</li> </ul>
	<p><b>Morocco</b></p> <p>The main stockholder’s reluctance to work in partnership with other institutions and to rely on information provided by others has hampered the implementation of a network approach. On the other hand, the insufficient financial and human resources to set up a sustainable OF at sector level has weakened the motivation and the capacity of the associations to cooperate.</p>

CRITERIA	VERIFICATION
<b>2. Observatory operational and institutional function embedded within national structures</b>	<b>Jordan</b> <p>The OF is embedded into the work plan of the NCHRD, which is in charge of coordinating all the human resources information system in Jordan and is considered as the technical arm of the E-TVET Council for what pertains to information provision.</p>
	<b>Egypt</b> <ul style="list-style-type: none"> <li>• The Egyptian Observatory is part of the IDSC structure and work programme. Being under the Prime Ministry Cabinet, has guaranteed cooperation from other ministries and/or agencies who might already have similar mandates as the OF. In addition to its strategic position in the information and decision support sector, the IDSC can also mobilise sufficient financial and human resources as well as technology and infrastructure when needed to support the activity.</li> <li>• Furthermore, as the <i>Final Report on Evaluation of ETF activities in Egypt</i> (2008) highlights, the national authorities recognise the OF potential to become the main source of information within HRD, TVET and labour market needs as well as analysis, recommendations and policy advice for economic reforms with a view to the free-trade zone 2010.</li> </ul>
	<b>Syria</b> <ul style="list-style-type: none"> <li>• As recorded in the <i>Final Report on Evaluation of ETF activities in Syria</i> (2006), the OF that seemed to be, in principle, of highest priority for the Syrian Government, in the end received insufficient inputs in terms of financial and human resources. It was, in fact, clear from the beginning that a significant organisational effort would have been necessary to overcome the obstacles deriving from the implementation of a new centre of information, independent but connected with all involved institutions. The lack of strong leadership among the high number of public bodies involved has also been identified.</li> <li>• Furthermore, the operational budget of 5 Million Syrian Pounds for the OF approved in 2007 was not allocated.</li> <li>• In 2008, the Observatory was dissolved and the achievements obtained during the years are at stake due to limited commitment at political level. The staff have gone back to their former positions except for the representative of the Ministry of Education. In the MEDA ETE dissemination seminar in December 2008 in Damascus the person responsible for the Observatory in the State Planning Commission announced that the OF would be revitalised, which happened in 2009 under the SPC.</li> </ul>
	<b>Morocco</b> <p>The OF hub was part of the DFP in 2007. However, a decision on the domiciliation, statute and financing of sector observatories has never been taken.</p>

CRITERIA	VERIFICATION
<b>3. Availability of the tools developed and publications</b>	<b>Jordan</b> <ul style="list-style-type: none"> <li>Thanks to the project support, a number of tools have been developed (see section 4.1) and disseminated among stakeholders.</li> <li>As regards the <i>Report on Unemployment</i>, representatives of Economic and Development Division at the Royal Hashemite Court were well aware of the Observatory function project and mentioned the use they have made of the recent report on unemployment prepared in the framework of the OF project in 2004 (ETF mission report, May/June 2005).</li> <li>The TVET report was finalised and was approved by the Steering Committee for E-TVET sector reform in June 2008 and disseminated both in Arabic and English. The quality of the report needs improvements and points to the need for further capacity building of the local information providers. Recommendations on the development of such capacity through collaboration with academic world have been provided by ETF to the E-TVET Council in November 2008.</li> <li>The methodological handbook for the transferability of the tourism branch profile to other economic sectors provides a series of recommendations which makes it a valuable methodological document for analysis of other sectors (i.e. construction, industry, etc). It can also be considered as a reference document for other countries interested in initiating branch sector analysis for tourism. So far it has not been widely disseminated, apart from a number of stakeholders in charge of information provision that could be involved in the future in the elaboration of branch profiles. NHRD uses the document to lead the elaboration of other sector studies.</li> </ul>
	<b>Egypt</b> <ul style="list-style-type: none"> <li>All the tools developed by the Observatory with the support of the ETF have been published on an OF dedicated web-site, set up in 2007.</li> <li>A strong dissemination of the project outputs developed in 2007 and high visibility for the Observatory was achieved through the final seminar of December 2007 attended by around 100 stakeholders and with a wide media coverage.</li> </ul>
	<b>Syria</b> <ul style="list-style-type: none"> <li>Upon request of the SPC, a concept paper for the design of a survey on HR in Syria was prepared in 2004 and presented to SPC as input for their five year plan.</li> <li>A number of tools were developed and disseminated (such as the study of 2005 <i>Human Resources development, Employment and economic Performances in Syria</i>, the <i>Handbook on TVET Indicators</i> of 2006).</li> <li>A handbook on occupational classifications and TVET indicators has been developed and approved by the Syrian authorities.</li> <li>Guidelines for implementation on new educational and occupational classifications were developed in 2007 for implementation in the different Ministries in 2008.</li> <li>The draft analytical report on Technical Vocational Education status was drafted in 2007.</li> </ul>



CRITERIA	VERIFICATION
	<p><b>Morocco</b></p> <ul style="list-style-type: none"> <li>• In 2006 a pilot sector study was elaborated to be used as a feasibility exercise on how to set up a sector observatory function. The Secretary of State undertook the commitment to ensure the maximum dissemination (ETF Mission Report, 26 November 2006).</li> <li>• Sector and National Statistic Portraits were elaborated and disseminated at a seminar attended by representatives of 15 stakeholders.</li> <li>• A tool to help taking policy decisions was elaborated and disseminated in a final seminar in April 2008.</li> </ul>
<b>4. Exchange of good practices with other countries</b>	<p><b>Jordan</b></p> <ul style="list-style-type: none"> <li>• The experience of the Jordan Observatory has served as an example in neighbouring countries such as Syria and Egypt.</li> <li>• Jordan hosted study visits and twinning arrangements for Syrian and Egyptian stakeholders.</li> <li>• OF stakeholders from the region (Syria, Lebanon, Palestine) were hosted in occasion of three events in 2002.</li> <li>• Jordan model of OF was presented in Cairo in a dissemination conference in 2008.</li> <li>• The Jordanian stakeholders were exposed to European experience thanks to study visits to Spain and Ireland.</li> <li>• A selected number of indicators developed throughout the project have been adopted at the broader Mediterranean level in the context of the <i>MEDA-ETE Programme</i>.</li> </ul>
	<p><b>Egypt</b></p> <ul style="list-style-type: none"> <li>• According to the <i>Final Report on Evaluation of ETF activities in Egypt, 2008</i>, the networking of the Egyptian Observatory with other Observatories in the region was found to be useful by Observatory members and especially the experts from Jordan were cited as enabling in the strengthening of the OF in Egypt.</li> <li>• A study visit was organised in Jordan in 2007, preceded by the visit of a Jordan expert in Egypt and followed by an assessment report of the Jordanian OF.</li> <li>• Egyptian OF stakeholders were shown European experiences thanks to study visits to France and the Netherlands.</li> <li>• Representatives from Jordan and Tunisian observatories were hosted on occasion of dissemination events in 2007 and 2008.</li> <li>• The network members show particular interest in learning and sharing with partners from MEDA and EU countries. (ETF Mission Report, 2005).</li> </ul>

CRITERIA	VERIFICATION
	<b>Syria</b> <ul style="list-style-type: none"> <li>Syrian OF benefited highly of Jordan experience (study visits and twinning arrangement in Jordan were organised and a Jordanian expert provided support to the Syrian expert team). Syrian stakeholders attended also events in Amman.</li> <li>Syrian stakeholders were shown to European experience thanks to a study visit to Denmark.</li> </ul>
	<b>Morocco</b> <p>OF stakeholders were shown to French experience of observatories at national, regional and sector level, thanks to a study visit in 2004.</p>
	<b>Algeria</b> <p>OF stakeholders were shown European OF experience thanks to study visits to France, Spain and Italy.</p>
<b>5. Decision makers rely on OF advice and recommendations for HR policy and strategy in the overall economic reform context</b>	<b>Jordan</b> <ul style="list-style-type: none"> <li>In the context of the overall reform of the TVET sector in Jordan, the existence of a sustainable HRIS is considered as a priority by Jordanian government.</li> <li>"The links between the policy decision-making level and the HRIS require further strengthening. The recent survey of community colleges found that managers of the system did not use available information in planning the growth and adaptation of the system. Moreover, the practice of tracer studies needs to be institutionalised and made routine, rather than ad hoc" (<i>Technical and vocational education and training in Jordan: Areas for development cooperation</i>, 2006).</li> <li>Operational objectives have been derived from national policy documents in order to define indicators measuring progress towards them. The first set of indicators was then collected and calculations made. The completed analysis provided the basis to issue recommendations addressed to E-TVET Council.</li> <li>In 2009 the ETF was expected to provide technical assistance to the development of qualitative indicators. Upon request of the EC Delegation, the ETF will contribute to the development of a framework of indicators capable of measuring progress on E-TVET reform. A first outline of how indicators developed on OF project may be used to measure progress on the E-TVET reform process has been produced and forwarded to the EC Del in Amman for comments in November 2008 (ETF mission report, November 2008).</li> </ul>
	<b>Egypt</b> <ul style="list-style-type: none"> <li>Moving from statistical data collection to delivery of policy advice has been identified as a main challenge for the OF in Egypt (see minutes of Meda OF Project Team Meeting, held on 17 April 2008). To this purpose, it is crucial that the observatory expands its own functions and develops the necessary analytical skills of its staff (this is the main reason for continuing ETF support in 2009).</li> </ul>

CRITERIA	VERIFICATION
	<p><b>Syria</b></p> <ul style="list-style-type: none"> <li>• For the OF to be part of the overall human resources reform process, a co-operation with the VET PMU was established through a Memorandum of Understanding and a common work plan with clear assignments in 2007. Even if a regular dialogue was never established, cooperation continued throughout 2007 on the labour market indicators, which contributed to a proposal of the VET PMU for approval with MOSAL.</li> <li>• It was planned that starting from 2008 onwards policy advice would be provided to decision makers in the overall HR reform context. However, the impasse caused by the dissolution of OF, made this goal impossible to achieve.</li> <li>• However inside the State Planning Commission a Unit for an OF exists which might be a basis for further development.</li> </ul> <p><b>Morocco</b></p> <ul style="list-style-type: none"> <li>• The National Statistic Portrait and three Sector Statistic Portraits (tourism, metallurgy and IT) were expected to support decision and policy making as well as monitoring of the Government's reform strategy.</li> <li>• Support has been provided to elaborate tools to guide decision making (Matrice d'Aide à la Décision - MAD) and to prepare analysis notes, which would support decision making. Due to lack of commitment of the Government this has not happened.</li> </ul>

## Annex 1 – Project stakeholders

### Jordan

Al-Balqa Applied University  
Amman Chamber of Commerce  
Civil Service Bureau  
Department of Statistics  
E-TVET Fund  
General Federation of Jordan Trade Unions  
Jordan Chamber of Industry  
Ministry of Education  
Ministry of Higher Education and Scientific Research  
Ministry of Labour  
Ministry of Planning  
National Centre for Employment and Training  
National Centre for Human Resource Development  
National Trainer of Trainers Institute  
Social Security Corporation  
Vocational Training Corporation

### Egypt

6 October Investors' Association  
Cairo Chamber of Commerce  
Cairo University  
Central Agency for Public Mobilisation and Statistics  
Coptic Evangelical Association for Social Services  
Darb Ahmar Development Organisation  
Egyptian Federation for Building and Construction

Federation of Egyptian Industries  
Federation of Tourism  
Industrial Training Council  
Information and Decision Support Centre  
Investors' Association Union  
Ministry of Education  
Ministry of Foreign Trade and Industry  
Ministry of Manpower and Migration  
National Qualification Agency  
Social Fund for Development

### Syria

Central Bureau of Statistics  
Damascus Chamber of Commerce  
General Commission for Employment and Projects Developments  
General Federation of Crafts Association  
Ministry of Education  
Ministry of Higher Education  
Ministry of Industry  
Ministry of Social Affair and Labour  
Social Security Institute  
State Planning Commission  
Syrian European Business Centre  
Workers General Federation

### Morocco

Agence Nationale de Promotion de l'Emploi et des Compétences  
Association des Professionnels des Technologies de l'Information



Département de l'Emploi  
Département de l'Industrie  
Département du Tourisme  
Direction de la Statistique  
Fédération des Industries Mécaniques,  
Métallurgiques, Electriques et  
Electroniques  
Fédération Nationale de l'Industrie  
Hôtelière  
Groupements Interprofessionnels d'Aide  
au Conseil  
Secrétariat d'État à la Formation  
Professionnelle

## **Algeria**

Centre d'Etudes et de Recherche sur les  
Professions et Qualifications  
Centre de Recherche en Anthropologie  
Sociale et Culturelle  
Institut National Formation Professionnelle  
Ministère de la Formation et de  
l'Enseignement Professionnel  
Ministère des Finances  
Ministère du Travail et de la Sécurité  
Sociale  
Office National des Statistiques  
Union Générale des Travailleurs Algériens

## **Annex 2 - ETF Meda Observatory publications and events**

### **PUBLICATIONS/STUDIES/REPORTS**

#### **Publications:**

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment – The Observatory Function in Jordan, 2002*

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment - The Observatory function in Syria, 2002*

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment - The Observatory function – Egypt, 2003*

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment – The Observatory Function in Morocco, 2003*

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment – The Observatory Function in Egypt, Lebanon, Jordan and Syria, 2003*

*Analyse Comparative de la Fonction Observatoire dans la Sous Région du Maghreb: Algérie, Maroc, Tunisie, 2004*

*Unemployment in Jordan, 2005*

*Human Resources Development, Employment and Economic Performance in Syria, 2005*

*Handbook on Occupational Classifications, Syria, 2006*

*Handbook on TVET Indicators, Syria, 2006*

*National Statistic Portrait, Morocco, 2006*

*Sector Statistic Portraits, Morocco, 2006*

*Tourism Branch Profile - Human resource indicators for the tourism industry from generally available statistical sources, Jordan, 2007*

*Methodological handbook for transferability of tourism branch profile on to other economic sectors, Jordan, 2007*

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## **EVENTS**

### **2002**

- 3 seminars
- 1 workshop
- 2 study visits

### **2003**

- 4 workshops
- 3 study visits

### **2004**

- 2 seminars
- 1 workshop
- 3 study visits
- Twinning arrangement (2 persons trained)

### **2005**

- 2 seminars
- 3 workshops
- Twinning arrangement (7 persons trained)

### **2006**

- 7 seminars
- 7 workshops
- 1 study visit

### **2007**

- 2 seminars
- 9 workshops
- 3 study visits

### **2008**

- 3 seminars
- 2 workshops
- 1 study visit

## Annex 3 – Project budget analysis

Jordan	Committed	Spent	Egypt	Committed	Spent	Syria	Committed	Spent	Marocco	Committed	Spent
2002	43,773.30	37,923.55	2002	513.88	531.75	2002	46,670.00	44,220.70	2002	6,000.00	6,000.00
2003	110,166.48	103,731.03	2003	2,333.75	2,250.00	2003	45,913.75	37,603.05	2003	45,289.70	45,205.95
2004	96,213.48	79,214.52	2004	--	--	2004	143,869.61	138,868.91	2004	82,139.35	59,281.99
2005	72,245.95	62,855.49	2005	26,488.24	24,205.95	2005	125,959.59	92,781.55	2005	83,270.00	79,532.47
2006	56,554.83	54,368.44	2006	89,616.06	83,668.15	2006	46,731.27	42,593.70	2006	78,146.91	66,814.13
2007	35,940.00	31,723.27	2007	87,110.44	76,015.87	2007	52,752.56	49,545.80	2007	30,000.00	30,000.00
<b>Total</b>	<b>414,894.04</b>	<b>369,816.30</b>	<b>Total</b>	<b>206,062.37</b>	<b>186,671.72</b>	<b>Total</b>	<b>461,896.78</b>	<b>405,613.71</b>	<b>Total</b>	<b>324,845.96</b>	<b>286,834.54</b>
Algeria	Committed	Spent	West Bank & Gaza	Committed	Spent	Lebanon	Committed	Spent	Tunisia	Committed	Spent
2002	68,354.07	54,165.92	2002	20,000.00	15,586.08	2002	20,263.88	14,952.56	2002	6,000.00	5,657.76
2003	17,933.75	17,850.00	2003	2,333.75	2,250.00	2003	3,121.75	3,038.00	2003	2,333.75	2,250.00
2004	18,000.00	16,277.80	2004	--	--	2004	--	--	2004	5,000.00	5,000.00
2005	456.67	456.67	2005	--	--	2005	--	--	<b>Total</b>	<b>13,333.75</b>	<b>12,907.76</b>
2006	13,490.00	12,149.46	2006	--	--	2006	--	--			
2007	22,895.17	22,895.17	2007	--	--	2007	--	--	<b>GRAND TOTAL</b>	<b>Committed</b>	<b>Spent</b>
<b>Total</b>	<b>141,129.66</b>	<b>123,795.02</b>	<b>Total</b>	<b>22,333.75</b>	<b>17,836.08</b>	<b>Total</b>	<b>23,385.63</b>	<b>17,990.56</b>	<b>2002-2007</b>	<b>1,607,881.94</b>	<b>1,421,465.68</b>



JORDAN								Euro
	Activity	ETF		ITF		TOTAL		
		Committed	Spent	Committed	Spent	Committed	Spent	
2002	Expertise	22750.00	21500.00	0.00	0.00	22750.00	21500.00	
	Event organisation	20509.42	15891.80	0.00	0.00	20509.42	15891.80	
	Publication	513.88	531.75	0.00	0.00	513.88	531.75	
	<b>TOTAL</b>	<b>43773.30</b>	<b>37923.55</b>	<b>0.00</b>	<b>0.00</b>	<b>43773.30</b>	<b>37923.55</b>	
2003	Event Organisation	2341.48	2270.09	57825.00	51938.00	60166.48	54208.09	
	Expertise	50000.00	49522.94	0.00	0.00	50000.00	49522.94	
	<b>TOTAL</b>	<b>52341.48</b>	<b>51793.03</b>	<b>57825.00</b>	<b>51938.00</b>	<b>110166.48</b>	<b>103731.03</b>	
	Expertise	0.00	0.00	80500.00	65900.00	80500.00	65900.00	
2004	Interimaire support	4711.00	4029.48	0.00	0.00	4711.00	4029.48	
	Event Organisation	0.00	0.00	11002.48	9285.04	11002.48	9285.04	
	<b>TOTAL</b>	<b>4711.00</b>	<b>4029.48</b>	<b>91502.48</b>	<b>75185.04</b>	<b>96213.48</b>	<b>79214.52</b>	
	Expertise	0.00	0.00	55545.00	52847.71	55545.00	52847.71	
2005	ETF missions	0.00	0.00	5000.00	3601.32	5000.00	3601.32	
	Publication	0.00	0.00	6507.00	2871.87	6507.00	2871.87	
	Event Organisation	0.00	0.00	5193.95	3534.59	5193.95	3534.59	
	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>72245.95</b>	<b>62855.49</b>	<b>72245.95</b>	<b>62855.49</b>	
2006	Expertise	0.00	0.00	42243.00	40465.90	42243.00	40465.90	
	Event Organisation	4330.40	3921.11	9981.43	9981.43	14311.83	13902.54	
	<b>TOTAL</b>	<b>4330.40</b>	<b>3921.11</b>	<b>52224.43</b>	<b>50447.33</b>	<b>56554.83</b>	<b>54368.44</b>	
	Expertise	0.00	0.00	35940.00	31723.27	35940.00	31723.27	
2007	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>35940.00</b>	<b>31723.27</b>	<b>35940.00</b>	<b>31723.27</b>	
	<b>GRAND TOTAL</b>	<b>105156.18</b>	<b>97667.17</b>	<b>309737.86</b>	<b>272149.13</b>	<b>414894.04</b>	<b>369816.30</b>	
	<b>Spent/Committed</b>						<b>89.14%</b>	

MOROCCO								Euro	
		ETF		ITF		TOTAL			
	Activity	Committed	Spent	Committed	Spent	Committed	Spent		
2002	Expertise	6000.00	6000.00	0.00	0.00	6000.00	6000.00	6000.00	
	<b>TOTAL</b>	<b>6000.00</b>	<b>6000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6000.00</b>	<b>6000.00</b>	<b>6000.00</b>	
2003	Event Organisation	2333.75	2250.00	3491.95	3491.95	5825.70	5741.95		
	Publication	964.00	964.00	0.00	0.00	964.00	964.00	964.00	
	Expertise	0.00	0.00	38500.00	38500.00	38500.00	38500.00	38500.00	
	<b>TOTAL</b>	<b>3297.75</b>	<b>3214.00</b>	<b>41991.95</b>	<b>41991.95</b>	<b>45289.70</b>	<b>45205.95</b>	<b>45205.95</b>	
2004	Expertise	50190.00	36098.86	0.00	0.00	50190.00	36098.86	36098.86	
	Event Organisation	27238.35	19153.65	0.00	0.00	27238.35	19153.65	19153.65	
	Interiminaire support	4711.00	4029.48	0.00	0.00	4711.00	4029.48	4029.48	
	<b>TOTAL</b>	<b>82139.35</b>	<b>59281.99</b>	<b>0.00</b>	<b>0.00</b>	<b>82139.35</b>	<b>59281.99</b>	<b>59281.99</b>	
2005	Layout publication	270.00	270.00	0.00	0.00	270.00	270.00	270.00	
	Expertise	83000.00	79262.47	0.00	0.00	0.00	79262.47	79262.47	
	<b>TOTAL</b>	<b>83270.00</b>	<b>79532.47</b>	<b>0.00</b>	<b>0.00</b>	<b>83270.00</b>	<b>79532.47</b>	<b>79532.47</b>	
2006	Expertise	10000.00	9289.11	65673.00	55249.92	75673.00	64539.03	64539.03	
	Event organisation	2473.91	2275.10	0.00	0.00	2473.91	2275.10	2275.10	
	<b>TOTAL</b>	<b>12473.91</b>	<b>11564.21</b>	<b>65673.00</b>	<b>55249.92</b>	<b>78146.91</b>	<b>66814.13</b>	<b>66814.13</b>	
2007	Expertise	0.00	0.00	30000.00	30000.00	30000.00	30000.00	30000.00	
	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>30000.00</b>	<b>30000.00</b>	<b>30000.00</b>	<b>30000.00</b>	<b>30000.00</b>	
	<b>GRAND TOTAL</b>	<b>187181.01</b>	<b>159592.67</b>	<b>137664.95</b>	<b>127241.87</b>	<b>324845.96</b>	<b>286834.54</b>	<b>286834.54</b>	
	<b>Spent/Committed</b>						<b>88.30%</b>	<b>88.30%</b>	

EGYPT								Euro
		ETF		ITF		TOTAL		
	Activity	Committed	Spent	Committed	Spent	Committed	Spent	
2002	Publication	513.88	531.75	0.00	0.00	513.88	531.75	
	<b>TOTAL</b>	<b>513.88</b>	<b>531.75</b>	<b>0.00</b>	<b>0.00</b>	<b>513.88</b>	<b>531.75</b>	
2003	Event Organisation	2333.75	2250.00	0.00	0.00	2333.75	2250.00	
	<b>TOTAL</b>	<b>2333.75</b>	<b>2250.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2333.75</b>	<b>2250.00</b>	
2005	Expertise	17000.00	14717.71	0.00	0.00	17000.00	14717.71	
	Event Organisation	9488.24	9488.24	0.00	0.00	9488.24	9488.24	
	<b>TOTAL</b>	<b>26488.24</b>	<b>24205.95</b>	<b>0.00</b>	<b>0.00</b>	<b>26488.24</b>	<b>24205.95</b>	
2006	Event Organisation	48683.06	44493.80	0.00	0.00	48683.06	44493.80	
	Expertise	0.00	0.00	40933.00	39174.35	40933.00	39174.35	
	<b>TOTAL</b>	<b>48683.06</b>	<b>44493.80</b>	<b>40933.00</b>	<b>39174.35</b>	<b>89616.06</b>	<b>83668.15</b>	
2007	Expertise	0.00	0.00	41000.00	39604.58	41000.00	39604.58	
	Event Organisation	0.00	0.00	40888.44	32472.29	40888.44	32472.29	
	Publication	0.00	0.00	5222.00	3939.00	5222.00	3939.00	
	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>87110.44</b>	<b>76015.87</b>	<b>87110.44</b>	<b>76015.87</b>	
	<b>GRAND TOTAL</b>	<b>78018.93</b>	<b>71481.50</b>	<b>128043.44</b>	<b>115190.22</b>	<b>206062.37</b>	<b>186671.72</b>	
	<b>Spent/Committed</b>						<b>90.59%</b>	

SYRIA								Euro	
	Activity	ETF		ITF		TOTAL			
		Committed	Spent	Committed	Spent	Committed	Spent		
2002	Expertise	40000.00	37852.05	0.00	0.00	40000.00	37852.05		
	Event organisation	6156.92	5836.90	0.00	0.00	6156.92	5836.90		
	Publication	513.88	531.75	0.00	0.00	513.88	531.75		
	<b>TOTAL</b>	<b>46670.80</b>	<b>44220.70</b>	<b>0.00</b>	<b>0.00</b>	<b>46670.80</b>	<b>44220.70</b>		
2003	Event Organisation	2333.75	2250.00	15180.00	7880.00	17513.75	10130.00		
	Expertise	28000.00	27073.05	0.00	0.00	28000.00	27073.05		
	Publication	400.00	400.00	0.00	0.00	400.00	400.00		
	<b>TOTAL</b>	<b>30733.75</b>	<b>29723.05</b>	<b>15180.00</b>	<b>7880.00</b>	<b>45913.75</b>	<b>37603.05</b>		
2004	Expertise	55000.00	51860.82	0.00	0.00	55000.00	51860.82		
	Expertise	71000.00	71000.00	0.00	0.00	71000.00	71000.00		
	Event organisation	3726.00	3726.00	9432.61	8252.61	13158.61	11978.61		
	Interimaire support	4711.00	4029.48	0.00	0.00	4711.00	4029.48		
	<b>TOTAL</b>	<b>134437.00</b>	<b>130616.30</b>	<b>9432.61</b>	<b>8252.61</b>	<b>143869.61</b>	<b>138868.91</b>		
2005	Expertise	90693.00	69641.65	0.00	0.00	90693.00	69641.65		
	Event organisation	16586.61	13535.62	12917.98	4024.28	29504.59	17559.90		
	Publication	0.00	0.00	5762.00	5580.00	5762.00	5580.00		
	<b>TOTAL</b>	<b>107279.61</b>	<b>83177.27</b>	<b>18679.98</b>	<b>9604.28</b>	<b>125959.59</b>	<b>92781.55</b>		
2006	Expertise	0.00	0.00	42275.27	38839.70	42275.27	38839.70		
	Publication	1456.00	1456.00	0.00	0.00	1456.00	1456.00		
	Event Organisation	3000.00	2298.00	0.00	0.00	3000.00	2298.00		
	<b>TOTAL</b>	<b>4456.00</b>	<b>3754.00</b>	<b>42275.27</b>	<b>38839.70</b>	<b>46731.27</b>	<b>42593.70</b>		
2007	Expertise	0.00	0.00	44000.00	43885.59	44000.00	43885.59		
	Event Organisation	4500.00	2400.00	3000.00	2007.65	7500.00	4407.65		
	Publication	0.00	0.00	1252.56	1252.56	1252.56	1252.56		
	<b>TOTAL</b>	<b>4500.00</b>	<b>2400.00</b>	<b>48252.56</b>	<b>47145.80</b>	<b>52752.56</b>	<b>49545.80</b>		
	<b>GRAND TOTAL</b>	<b>328077.16</b>	<b>293891.32</b>	<b>133820.42</b>	<b>111722.39</b>	<b>461897.58</b>	<b>405613.71</b>		
	<b>Spent/Committed</b>						<b>87.81%</b>		



ALGERIA								Euro
		ETF		ITF		TOTAL		
	Activity	Committed	Spent	Committed	Spent	Committed	Spent	
2002	Expertise	15000.00	8647.90	0.00	0.00	15000.00	8647.90	
	Event Organisation	53354.07	45518.02	0.00	0.00	53354.07	45518.02	
	<b>TOTAL</b>	<b>68354.07</b>	<b>54165.92</b>	<b>0.00</b>	<b>0.00</b>	<b>68354.07</b>	<b>54165.92</b>	
2003	Event Organisation	2333.75	2250.00	15600.00	15600.00	17933.75	17850.00	
	<b>TOTAL</b>	<b>2333.75</b>	<b>2250.00</b>	<b>15600.00</b>	<b>15600.00</b>	<b>17933.75</b>	<b>17850.00</b>	
2004	Expertise	18000.00	16277.80	0.00	0.00	18000.00	16277.80	
	<b>TOTAL</b>	<b>18000.00</b>	<b>16277.80</b>	<b>0.00</b>	<b>0.00</b>	<b>18000.00</b>	<b>16277.80</b>	
2005	Expertise	0.00	0.00	456.67	456.67	456.67	456.67	
	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>456.67</b>	<b>456.67</b>	<b>456.67</b>	<b>456.67</b>	
2006	Expertise	0.00	0.00	13490.00	12149.46	13490.00	12149.46	
	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>13490.00</b>	<b>12149.46</b>	<b>13490.00</b>	<b>12149.46</b>	
2007	Event Organisation	0.00	0.00	22895.17	22895.17	22895.17	22895.17	
	<b>TOTAL</b>	<b>0.00</b>	<b>0.00</b>	<b>22895.17</b>	<b>22895.17</b>	<b>22895.17</b>	<b>22895.17</b>	
	<b>GRAND TOTAL</b>	<b>88687.82</b>	<b>72693.72</b>	<b>52441.84</b>	<b>51101.30</b>	<b>141129.66</b>	<b>123795.02</b>	
	<b>Spent/Committed</b>						<b>87.72%</b>	

WEST BANK AND GAZA							Euro
		ETF		ITF		TOTAL	
	Activity	Committed	Spent	Committed	Spent	Committed	Spent
2002	Expertise	8000.00	7665.28	0.00	0.00	8000.00	7665.28
	Event organisation	12000.00	7920.80	0.00	0.00	12000.00	7920.80
	<b>TOTAL</b>	<b>20000.00</b>	<b>15586.08</b>	<b>0.00</b>	<b>0.00</b>	<b>20000.00</b>	<b>15586.08</b>
2003	Event Organisation	2333.75	2250.00	0.00	0.00	2333.75	2250.00
	<b>TOTAL</b>	<b>2333.75</b>	<b>2250.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2333.75</b>	<b>2250.00</b>
	<b>GRAND TOTAL</b>	<b>22333.75</b>	<b>17836.08</b>	<b>0.00</b>	<b>0.00</b>	<b>22333.75</b>	<b>17836.08</b>
	<b>Spent/Committed</b>						<b>79.86%</b>

LEBANON							Euro
		ETF		ITF		TOTAL	
	Activity	Committed	Spent	Committed	Spent	Committed	Spent
2002	Expertise	7750.00	6500.00	0.00	0.00		
	Event organisation	12000.00	7920.80	0.00	0.00		
	Publication	513.88	531.75	0.00	0.00		
	<b>TOTAL</b>	<b>20263.88</b>	<b>14952.55</b>	<b>0.00</b>	<b>0.00</b>	<b>20263.88</b>	<b>14952.55</b>
2003	Event Organisation	2333.75	2250.00	0.00	0.00	2333.75	2250.00
	Publication	788.00	788.00	0.00	0.00	788.00	788.00
	<b>TOTAL</b>	<b>3121.75</b>	<b>3038.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3121.75</b>	<b>3038.00</b>
	<b>GRAND TOTAL</b>	<b>23385.63</b>	<b>17990.55</b>	<b>0.00</b>	<b>0.00</b>	<b>23385.63</b>	<b>17990.55</b>
	<b>Spent/Committed</b>						<b>76.93%</b>

TUNISIA								Euro
		ETF		ITF		TOTAL		
	Activity	Committed	Spent	Committed	Spent	Committed	Spent	
2002	Expertise	6000.00	5657.76	0.00	0.00	6000.00	5657.76	
	<b>TOTAL</b>	<b>6000.00</b>	<b>5657.76</b>	<b>0.00</b>	<b>0.00</b>	<b>6000.00</b>	<b>5657.76</b>	
2003	Event Organisation	2333.75	2250.00	0.00	0.00	2333.75	2250.00	
	<b>TOTAL</b>	<b>2333.75</b>	<b>2250.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2333.75</b>	<b>2250.00</b>	
2004	Expertise	5000.00	5000.00	0.00	0.00	5000.00	5000.00	
	<b>TOTAL</b>	<b>5000.00</b>	<b>5000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5000.00</b>	<b>5000.00</b>	
	<b>GRAND TOTAL</b>					<b>13333.75</b>	<b>12907.76</b>	
	<b>Spent/Committed</b>						<b>96.81 %</b>	

## Annex 4 – List of references and ETF staff interviewed

### LIST OF REFERENCES

*ETF Annual Reports (2000-2007)*

*ETF Work Programmes (2000-2008)*

*ETF Country Plans: Jordan (2007, 2008), Egypt (2007, 2008), Syria (2007, 2008), Morocco (2008), Algeria (2008), Tunisia (2007, 2008)*

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*ETF, Aperçu sur l'enseignement professionnel et la formation au Royaume Hachémite de Jordanie, 1999*

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment – The Observatory Function in Jordan, 2002*

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*Tunisia and Morocco Observatory Project Fiche, 2002*

*ETF, L'enseignement et la formation professionnels en relation avec le marché du travail au Maroc, 2002*

*Structures and Mechanisms for Information and Needs Forecast on Training Qualification and Employment – The Observatory Function in Egypt, Lebanon, Jordan and Syria, 2003*

*Structures and mechanisms for information and needs forecast on training qualification and employment - The Observatory function – Egypt, 2003*

*Structures and mechanisms for information and needs forecast on training qualification and employment – The Observatory Function in Morocco, 2003*

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*Morocco Observatory Project Fiche, 2004*

*Syria Observatory Project Fiche, 2004*

*Jordan ETF Country Analysis, 2005*

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*ETF, Maroc - Etude Pays, 2005*

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*ETF, Technical and vocational education and training in Jordan - Areas for development cooperation, 2006*

*Evaluation of ETF Activities in Syria, Final Report, 2006*

*Egyptian Education, Training and Employment Observatory (EETEO), 2006*

*Meda-ETE Regional Project - Notes méthodologiques - Fonction observatoire Euromed - Manuel de développement d'indicateurs sur l'enseignement technique et la formation professionnelle, 2007*

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*Meda-ETE Regional Project - Methodological notes – Euromed Observatory Function – Objectives, results, instruments and evolutions, 2007*

*MEDA Observatory Function Project Implementation Plans (2006-2008)*



MEDA Observatory Function Project Progress Reports (2003-2008)  
 CIDA - Labor Market Conditions in Jordan, 1995-2006: An Analysis of Microdata Sources, 2008  
 Final Report on Evaluation of ETF activities in Egypt, 2008  
 Report on Analysis of Quantitative TVET Indicators in Jordan 2001-2006, 2008  
 EFT Staff and experts' reports of the missions in the relevant countries from 2002 to 2008

## LIST OF MEETINGS WITH ETF STAFF

Time	Meetings
Various	<b>Planning, Monitoring and Evaluation Unit (PMEU)</b> Outi Kärkkäinen, PMEU project manager Aleksandra Falcone, PMEU project assistant
<b>Friday 14 November</b>	
12.00-12.30	<b>Filippo del Ninno</b> Project assistant: budget
14.30-15.30	<b>Ulrike Damyanovic</b> Project manager OF (2006-08), Country Manager Syria
16.00-16.15	<b>Elena Carrero Perez</b> Country manager Egypt
<b>Friday 21 November</b>	
10.45-11.30	<b>Mounir Baati</b> Country manager Morocco
11.30-12.15	<b>Jens Johanssen</b> Quantitative analyst
14.30-15.15	<b>Eva Jimeno Sicilia</b> Regional coordinator ENPI
15.30-16.15	<b>Jean Marc Castejon</b> Project manager NQF Meda
<b>Tuesday 25 November</b>	
15.30-16.30	<b>Borhène Chakroun</b> Project manager MEDA ETE
16.30-17.15	<b>Gérard Mayen</b> Project manager OF (2001-05), Country manager Jordan and Lebanon

The **European Training Foundation** is a specialised agency of the European Union established in Turin, Italy, in 1994, to assist the partner countries that receive support from the EU external relations programmes to modernize their human resource development policies.

The ETF was originally created to support the implementation of the Phare external assistance programme through the contribution to the development of the vocational training systems of the partner countries of Central and Eastern Europe.

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