

**LMIS**

Cumulative Report

November 2019

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# List of Terms and Abbreviations

|  |  |
| --- | --- |
| Abbreviation | Explanation |
| AQACHEI | Accreditation and Quality Assurance Commission for Higher Education Institutions |
| AG | Advisory Group |
| ALMMs | Active labour market measures |
| ALMPs | Active Labour Market Programs |
| BAU | Al Balqa Applied University; |
| CA | Contracting Authority |
| CASE | Computer Aided Software Engineering |
| CoE | Centres of Excellence |
| CEQA | Centre of Accreditation and Quality Assurance |
| CF | Conceptual Framework |
| CF LMIS | Conceptual Framework LMIS, LMIS for Jordan as foreseen and architectured in the Conceptual Framework document |
| CS | Civil society |
| CSO | Civil society organisation |
| CMS | Content management system |
| DEF | Development employment fund |
| DEVCO | EC Directorate-General for Development and Cooperation (DG DEVCO) |
| DEU | Delegation of the European Union to the Hashemite Kingdom of Jordan |
| DG | Directorate General (of the European Commission) |
| DOS | Department of Statistics |
| EC | European Commission |
| ETF | European Training Foundation |
| ETVET | Employment and technical vocational education and training |
| ETVET-C | ETVET Council |
| EU | European Union |
| GIZ | Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation) |
| GoJ | Government of Jordan |
| HEAC | Higher Education Accreditation Commission |
| HR | Human resources |
| HRD | Human resources development |
| IS | Information system |
| IT | Information technologies |
| JICA | Japan International Cooperation Agency |
| KE | Key expert |
| KILM | Key Indicators of Labour Market |
| LM | Labour market |
| LMI | Labour market information |
| LMIS | Labour market information system |
| LMIMS | Labour market information management system |
| M&E | Monitoring and evaluation |
| MIS | Management Information System |
| MoE | Ministry of Education |
| MoHE | Ministry of Higher Education |
| MoL | Ministry of Labour |
| MoPIC | Ministry of Planning and International Cooperation |
| MoSD | Ministry of Social Development |
| MSCoE | Model Skill Centres of Excellence |
| NAF | National Aid Fund |
| NCHRD | National Council for Human Resources Development |
| NGO | Non-governmental organisation |
| NES | National Employment Strategy |
| NEES | National employment electronic system |
| NETVETS | National ETVET Strategy |
| NKE | Non-key expert |
| NMPF | National Policy for Microfinance Framework |
| NSHRD | National Strategy for Human Resources Development |
| NQF | National Qualification Framework |
| PC | Project (Steering) Committee |
| PCM | Project Cycle Management |
| PETS | Public Expenditure Tracking Survey |
| PMP | Performance management programme |
| PIU | Project implementation unit |
| PMU | Project management unit |
| PPF | Project Preparation Facility |
| PPP | Public-private partnership |
| PRS | Poverty Reduction Strategy |
| PWDs | People with disabilities |
| QSDS | Qualitative Service Delivery Survey |
| PSC | Project Steering Committee |
| SME | Small and medium-sized enterprise |
| SC | Steering Committee |
| SS-C | Sector Skills Council |
| SSC | Social Security Corporation |
| STE | Short-term Expert |
| TA | Technical assistance |
| TAT | Technical assistance team |
| TVETC | Technical and Vocational Education and Training Council |
| ToR | Terms of reference |
| TOT | Teaching of Teachers or Training of Trainers |
| TVET | Technical Vocational Education and Training |
| UAT | User Acceptance Tests/Testing |
| UNDP | United Nations Development Programme |
| UNHCR | UN Refugee Agency |
| USAID | U.S. Agency for International Development |
| VTC | Vocational Training Corporation |
| WB | World Bank |

# Document Version History

|  |  |  |  |
| --- | --- | --- | --- |
| Version | Revision date | Implemented by | Reason |
| 1.0 | November, 2019 | Ivan Majerčák | Version released for use by The Ministry of Labour, SESIP Project etc. |

# Introduction

## Purpose of the Document and Background

The presented document is a Cumulative Report about the LMIS Activity (1.4.6) of the SESIP Project. The Report reflects the state of play of the **SESIP Activity** (further referenced also as “Activity”) as well as of the future **LMIS Jordan Project** (further referenced also as “Project”) as of November 2019.

The LMIS Activity, as defined in the ToR (*“Provide technical support and assist the MOL and relevant stakeholders to integrate and harmonise the fragmented labour market information systems and develop unique and accessible relevant LMIS (labour market information system) based on the labour market needs with the participation of the National Department of Statistics and other key institutions. This also requires provision of support to the MOL for improving the NEES (National Employment Electronic System).”*) has been fully executed to a satisfaction of the beneficiary, as expressed on several occasions privately and publicly.

The goal of the LMIS Activity has been fulfilled, providing the beneficiary with a Project Dossier, which is a comprehensive baseline material for starting the LMIS Jordan Project without further and repeated investigation into project extent, planning, budgeting, architecture, connected institutions data and capacities, alignment with various national strategies etc.

The **LMIS Jordan Project** however has to wait for a proper funding and increased initiative from the MoL. Considering there is a solid foundation for advertising the project to possible donors and there should be no barriers hard to overcome for starting the project itself, we can express the hope that this step will happen in the near future.

# Activity Review

## Activities timeline

During the SESIP Project **Activity 1.4.6**, following sub-activities were executed in total duration of 60 MDs:

|  |  |  |
| --- | --- | --- |
| Sub-activity | Duration (MD) | Outcome  Document/Capacity building |
| Review of the current situation (including analysis conducted, findings, gaps/weaknesses, possible optimising of existing fragmented pieces of LMI, etc. & set of recommendations for optimal scenario based on the possible scenarios for LMIS in Jordan) | 15 | Document(s):   * *TA JO LMIS - Review of the IT Systems integrated with LMIS* |
| Conceptual Framework for the chosen scenario (including institutional arrangements and procedures that coordinate collection, processing, storage, retrieval and dissemination of LMI; technology platform & datasets and information flows) with concrete Strategy for LMIS optimal for Jordan stakeholders´ needs (supply & demand) | 15 | Document(s):   * *TA JO LMIS - Conceptual Framework* |
| Action Plan for Strategy implementation with timetable for outcomes | 5 | Document(s):   * *TA JO LMIS - Slot 1\_Budget Estimate* * *LMIS Project Plan* |
| Set of templates for data collection forms (students, job seekers, current employees, private sector companies, industry and trade unions, education institutions, training centres) | 5 | Document(s):   * *TA JO LMIS - Form Templates and Portal Linkages* |
| ToR for the software of the technology platform extracting accurate information from input collected data on i.e. labour force participation rates, unemployment rates, employment opportunities by economic sector / governorate, part time workers, informal employment, unemployment rates, long term unemployment, opportunities by sector, opportunities by governorate. | 5 | Document(s):   * *TA JO LMIS - ToR* |
| Prepare the LMIS portal linkages to NEES/MoL, AlManar, NAF database, etc. | 7 | Document(s):   * *TA JO LMIS - Form Templates and Portal Linkages* |
| Prepare recommendations for public awareness campaign on LMIS | 3 | Document(s):   * *TA JO LMIS - Recommendations for public awareness campaign on LMIS* |
| Prepare Capacity building plan with training measures for stakeholders to develop, maintain and use the LMIS portal & 3 training sessions of LMIS beneficiaries in line with the Capacity Building Plan | 5 | Training content:   * *Indicators, Monitoring and Evaluation* * *Tools for data analysis (hands-on session)* * *Managing large scale SW projects* * *Closing of the LMIS activity* |

For each of the sub-activity with a major document release (Conceptual Framework, ToR) a workshop was held with the members of Working Group 4:

|  |  |
| --- | --- |
| Date | Workshop Agenda |
| 16.10.2018 | 1. Defining LMIS    * What is LMIS and what questions it answers    * LMIS in an EU Country 2. Review of the current Data Landscape    * Main data sources and data consumers in Jordan LMIS    * Observations and conclusions: Roadmap to LMIS 3. Project timeline and outputs    * Our cooperation in the next months 4. Discussion on findings and current situation – next steps |
| 19.11.2018 | 1. Current project situation - overview    * Activity 1.4.6 (LMIS) Timeline    * Review document available 2. Scenario for the LMIS implementation    * LMIS Roadmap    * LMIS Tier 1 Institutions - Active data providers    * LMIS Tier 2 Institutions - Analysts and observatories    * LMIS Capacity Building    * LMIS Institutional arrangements    * LMIS Infrastructure and Financing 3. LMIS Architecture - Conceptual Framework |
| 24.1.2019 | 1. Current SESIP Project situation overview    * Little exercise (never killed nobody :-)    * Activity 1.4.6 (LMIS) Timeline 2. Conceptual Framework Document    * Overview of the document - What to expect and how to review the document    * Project Strategy 3. Action Plan for Strategy implementation with timetable for outcomes    * Action Plan explained 4. Detailed introduction of the proposed LMIS outputs    * Indicators vs. Registers |
| 24.10.2019 | 1. Indicators, Monitoring and Evaluation    * Assessing data sources    * Data collection issues    * Designing policy relevant indicators    * Generating descriptive statistics    * Reporting    * Methods of policy evaluation    * Principles of impact evaluation 2. Tools for data analysis (hands-on session)    * Microsoft Excel and PivotTable Tools    * Microsoft Power BI    * R – further examples 3. Managing large scale SW projects:    * Basic activities and responsibilities    * Managing resources (Human, financial, infrastructure)    * Interfaces to supplier company(ies)    * Risks, pitfalls and their mitigation 4. Closing of the LMIS activity    * What was achieved    * Future steps |
|  |  |

## Importance of the activity for the LMIS Jordan Project

The role of the LMIS Project Dossier is depicted on the schema below, describing respective project phases in the LMIS Jordan Project (bottom to top):

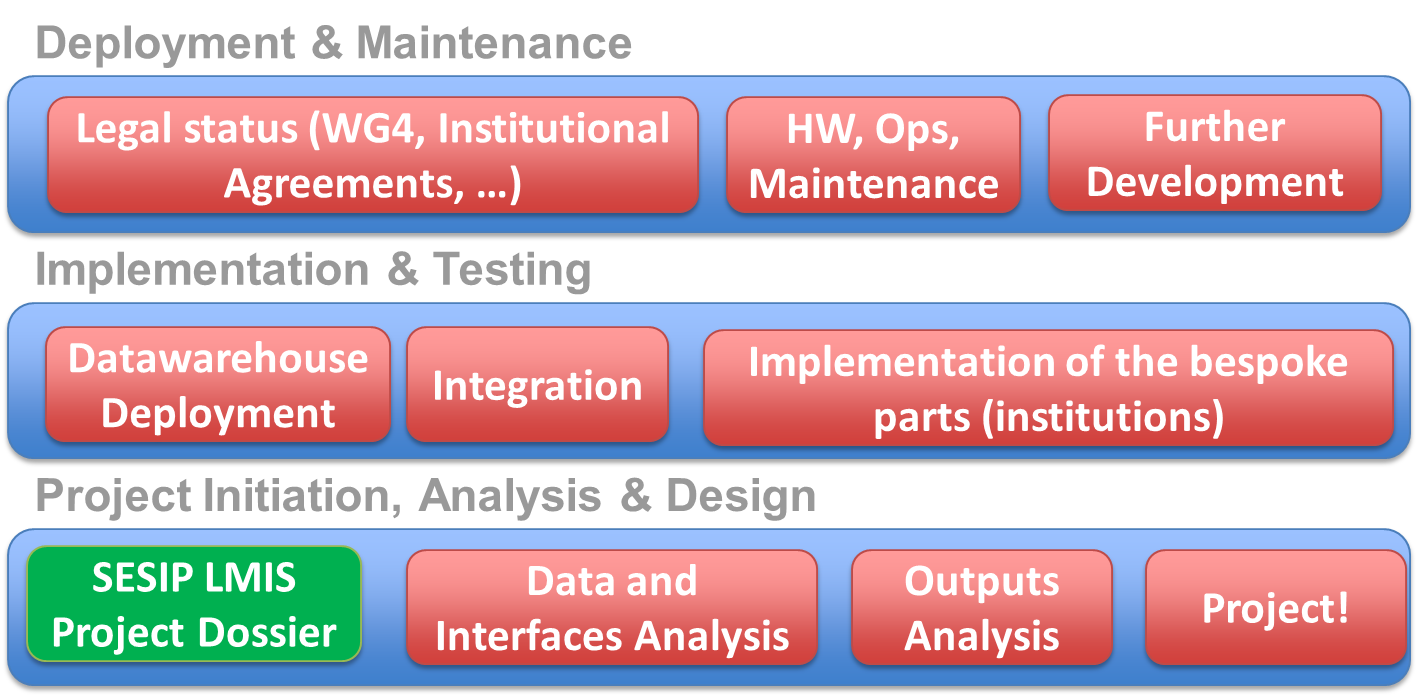


Figure 1 Project Dossier and other necessary building blocks of the LMIS Jordan Project

The Project Dossier contains all the necessary guidelines required to initiate the LMIS Jordan Project. The content of the Dossier is equal to usually performed Feasibility Study before a project of such extent is started. Such studies are usually performed by external consulting companies, in order to ensure independent view, and come at a cost.

However, the Dossier contains also more detailed information about the future logical, physical, data architecture, insights into the data providers organizations, databases, interfaces and electronical services. Also, it contains the budgeting options for starting a project with technology from ILO (LMIS.Stat) and without (building from scratch, without the DB, statistical and presentational layer of LMIS.Stat).

## Project Dossier

Following are the deliverables contained in the Project Dossier. Their importance for the future Project is described in the table:

|  |  |
| --- | --- |
| Deliverable | Importance |
| Review of the IT Systems integrated with LMIS | The Review contains necessary information about the future connected systems with a description of the data content, data technology and envisaged data exchange with the LMIS. |
| LMIS Conceptual Framework | This document describes the chosen scenario for LMIS of Jordan (including institutional arrangements and procedures that coordinate collection, processing, storage, retrieval and dissemination of LMI; technology platform & datasets and information flows) with concrete Strategy for LMIS optimal for Jordan stakeholders´ needs (supply & demand). |
| LMIS Project Plan (with budget estimate) | Plan and Budget provide essential insight into the financial and organizational aspect of the future Project, which allows for fundraising activities with clear metrics. |
| LMIS Terms of Reference | The ToR extends the Conceptual Framework, Project Plan and Budget Estimate with the information necessary to run a public procurement for the system. It is foreseen, that the LMIS Project will be a mix of local contractors and an expertise from country with advanced LMIS. |
| Recommendations for public awareness campaign on LMIS (to be finished by the end of April 2019) | The Recommendations describe ways the how to raise the public awareness on the subject of existence of a new Labour Market Information System and the services it can provide for the different groups of its users. |
| Set of Templates for Data Collection Forms and LMIS Portal Linkages (Indicators & Architecture) | This document is an addendum to the document Conceptual Framework. It provides the gap analysis of the possible deployment of the LMIS.Stat solution (ILO) compared to the full functionality of the LMIS, as described in the Conceptual Framework (further referenced as Conceptual Framework LMIS or CF LMIS). |
| Capacity Building Plan | The training for the above stated activities was provided for the beneficiary and the training materials were distributed together with data samples. |

## Where to find…

This chapter provides an index of the most important project initiation objects, that can be found throughout the Project Dossier documents.

|  |  |
| --- | --- |
| Term | Where to find it and what you can expect |
| Alignment with National Strategy | **Document: *LMIS Conceptual Framework***  The alignment of the LMIS with various national strategies (HR, ICT, E-TVET, Statistics) is described in the Conceptual Framework on **pages 25-28**. |
| Architecture | **Document: *LMIS Conceptual Framework***  The various types of architecture (database, data exchange, user environments, security, physical etc.) are described in the Conceptual Framework on **pages 59-70**. |
| Budget | **Document: *LMIS Project Plan (with budget estimate)***  The budget and closely related project plan are described in this document. Various views of the budget are available – including financial and effort expression. |
| Capacity Building | **Document: *Capacity Building Plan***  The Capacity Building suggestions can be found in the document Capacity Building Plan. The concrete training materials used through out the activity are part of the Project Dossier under the *08\_EN-AR\_Capacity building training.zip*. |
| Data Sources | **Document: *Review of the IT Systems integrated with LMIS***  The review of the data sources is part of the review of the IT systems of the institutions found in this document on **pages 18-45**. |
| Current IT Systems | **Document: *Review of the IT Systems integrated with LMIS***  Current IT Systems are described |
| Lead Institution | **Document: *LMIS Conceptual Framework***  The proposed Lead Institution in the project development and its roles are described in Conceptual Framework on **page 18**. |
| Non-functional Features | **Document: *LMIS Conceptual Framework***  The non-functional features (including environments, language, scalability, availability etc.) of the future LMIS Jordan System are described on **pages 68-70**. |
| Project Assumptions | **Document: *LMIS Conceptual Framework***  The project assumptions, including legal, standardization, infrastructure, licensing and post-implementation, are described in Conceptual Framework on **pages 36-38**. |
| Project Governance | **Document: *LMIS Conceptual Framework***  The proposed project organization (governance) divided into project steering committee and implementation group is described in Conceptual Framework on **pages 19-21**. |
| Project Plan | **Document: *LMIS Project Plan (with budget estimate)***  The budget and closely related project plan are described in this document. Various views of the budget are available – including financial and effort expression. The project plan is available as Gannt Chart with description of the distinct activities. |
| Recommendations for the current IT Systems | **Document: *Review of the IT Systems integrated with LMIS***  Recommendations for the current IT Systems describe necessary improvements in the existing line-of-business systems at the future connected institutions which will help with the improvement of the data quality exchanged with LMIS |
| Reporting (System Outputs) | **Document: *LMIS Conceptual Framework***  The proposed outputs (reports but also raw data outputs) are described in Conceptual Framework on **pages 54-58**. |
| Stakeholders | **Document: *LMIS Conceptual Framework***  The exhaustive list of project stakeholders (including contact data) is described in Conceptual Framework on **pages 18-19**. |
| System Users | **Document: *LMIS Conceptual Framework***  The various system users and roles of the future LMIS Jordan System are described in Conceptual Framework on **page 18**. |
|  |  |

# Conclusions and Recommendations

## Next Steps

Following are the next steps in the preparation and execution of the LMIS Jordan Project:

* **Internal advocacy of LMIS at MoL** – to proceed with the LMIS Jordan Project, an internal advocacy – sponsor of the project is needed within MoL, as the leading institution, which can push forward the initiation of the project, necessary fundraising and oversee the project through all of its phases. The LMIS should be perceived as one of the Active Labour Market Measures and therefore be given a proper attention.
* **Finding donors for technology and/or finance** – with the design and budget on the table, LMIS with its clear and undisputable intention to improve the Labour Market in Jordan should be attractive for possible donors. Although the final project will probably be slightly different from what is described in the Project Dossier, massive divergence from current project intent would also mean need for update of the preliminary work.
  + **Project Dossier can be presented to potential donors as a package** – no further need to go on fact-finding missions, create feasibility studies, budgets etc. With little or now work to be done, the Dossier is ready to be presented on any type of forum the next.
* **ILO LMIS.Stat is the first hand solution, but LMIS Jordan should not stop there.** While LMIS.Stat appears to be the most suitable solution for instant implementation of the core LMIS for Jordan, the work should not stop there. If implemented according to the ILO guidance, LMIS will contain only app. 30 basic Key Indicators of Labour Market in different segregations. However, more refined data and the ability to work on the level of records will not be there yet. The LMIS Project should aim high in its ambitions, so that it will be supreme to any other system in Jordan containing Labour Market Information. A solid data warehouse and integration platform must be built – start small, but think BIG!
* **Use the meantime for capacity building –** to be able to develop and run future LMIS in Jordan, several skills have to be built within the project team, namely:
  + Leadership / Governance
  + Project Management
  + Statistical Methods
  + Data Management and Statistical Analysis
  + Standard Software Management
  + Specific LMIS.Stat Trainings
  + Building Capacity Through Networking with Other Institutions

The building of the skills can take please asynchronously with project development, but should not be very distant from the time the skills are needed.

* **Do not wait for 100% solution** – as it was presented on the Capacity Building training, certain aspects of the solution do not have to be complete in order to leverage the solution’s existence. One of them is possibility to use 3rd party tools for big data analysis, which removes the need for fully functional, hard to design web User Interface for working with data.

## First Wave of Institutions

Following is the list of first wave of institutions and their systems intended to be connected to the LMIS (data interchange) in the initial phase of the Project

|  |  |
| --- | --- |
| Institution | System |
| Ministry of Labour | * NEES – National Electronic Employment System * SAJJIL – New job matching system developed with Akhtaboot |
|  | Working Permits Registry |
|  | Labour Inspection System |
| Social Security Company | Pension System |
| Ministry of Education | Register of Students |
| E-TVET | Register of Trainees |
| Department of Statistics | Statistical System |

## Project Kick-off Recommendations

To start the LMIS Project in the right way, there are certain preconditions, which should be met. They include small as well as larger units of work, following is their breakdown:

**Project**

1. **Appoint Project Manager** – for a project of such extent a full time PM must be appointed and have counterparts on each connected institution and by each awarded contractor/subcontractor.
2. **Get project approval and sponsorship** – only a formally approved project with clear budget chapter can be run, this does not mean having a MoU with a potential donor of the finance or technology.
3. **Secure project funding** – project funding must be secured for years to come, not only for the upcoming period. This is true also for any other form of resources, that project will require on the way.   
   It is also necessary to have a clear process of how the PM can get “hands on” the process of spending the money, when it comes to first payments (which soon will).
4. **Define objectives** – although clearly defined in the Project Dossier, the objectives of such project are candidates for incorporation into the national strategy, which would express the long-lasting support of such project.
5. **Define project scope (including negative scope) –** the project scope, as defined in the Project Dossier/Conceptual Framework is probably broader, than the initial scope. The scope should be redefined for the actual budgeting possibilities and project plan adjusted accordingly.
6. **Identify deliverables –** this project will be full of partial deliverables, sometimes interconnected, sometimes not. An exhaustive list of deliverables will help with the acceptance of the project by the customer. Deliverables should not be limited to the project milestones, but should include a higher level of detail – e.g. documentation, source code delivery, deployment of number of environments, code comments etc.
7. **Identify risks –** this project is full of risks, as it is usual with the one-off projects. The risks might affect the actual delivery of the project and the mitigation is mostly in summoning the right skills at right time.

**Team**

1. **Find project sponsor** – this is a person high enough in the hierarchy of the MoL to support the project and oversee it actively at the same time, in order not to create an image of a rogue project with no master. The project sponsor at the same time lobbies for the project with the donors/lead institution decision makers.
2. **Assign team members** – although the majority of the work will be delivered by contractors, it is wise to assemble a team from the governmental sector, who, although part time, will engage in everyday project life.
3. **Identify other stakeholders** – there are many people, who will be affected by the project and will not be directly part of the project team. These belong to other stakeholders and should be kept informed and involved.
4. **Create organisational chart of responsibilities** – defining roles and responsibilities makes everyone clear of what a PM/organization is asking them to perform. It is also a way of representing multiple teams working together, which will be the case on this project.
5. **Identify suppliers, define their contracts** – whether individual experts/contractors, small team, external companies or any other form of cooperation is chosen, it should be clear and transparent in the aspects of selection criteria, tasks, responsibilities, deadlines, deliverables etc. This all has to be supported by an effective contract.
6. **Create communication plan** – Comm Plan represents a way of how to keep the team and stakeholders informed. It doesn’t have to be complicated but should be effective – like e.g. sending the project status report at the end of each week/month.
7. **Set dates for kick-off, first meeting** – the first meeting should include everyone on the project team, even people with remote responsibility, like assistants. This creates an environment of people knowing each other being one team, whether customer or supplier.

**Tools**

1. **Select PM software tool** – when running a project with more than 3 persons involved, an email and a spreadsheet probably won’t suffice. Unless there is a culture of PM in the lead institution, an online set of tools is recommended to be chosen for this task. The tools should help foremost with the tasks of resource planning, task management, project reporting, storage of the documents and project tracking.
2. **Create online Content Management System** – a task on its own, CMS is nowadays so easily done with tools like SharePoint Online (part of Office 365). Sometimes, the tools are even integrated with code repository, although not a must in this project.
3. **Create structured task list** – this is a starting point for any actions performed within the project. The tasks should be available to the project team, but should allow for role-based access, unless everyone should see everything.
4. **Create online project plan/schedule** – this is mostly about adding dates to the tasks in a tool of choice. Once done, it is possible to track the project.

## Conclusion

The Activity 1.4.6 leading towards establishment of the foundations for LMIS can be considered a success, delivering the full package of what the customer – Jordan Government – might need for the future development of the LMIS. Its results were approved by all members of the Working Group 4, who actively participated on the workshops and on commenting/elaboration of the documents.

Needless to say, it is only a small step on a very long way. The building of the real LMIS will take another 2-3 years and the first results (improvement of the Labour Market through LMIS) might take even longer. However, it is never too late to start with such a project as the economy of Jordan will be dealing with highly sensitive (and explosive) issues of LM for many years to come. In the everchanging world of the demand on the Labour Market, the country’s intelligence can not depend solely on the information systems revealing only supply side of the problem.

# List of Annexes

The following documents were collected and used during the preparation of the Conceptual Framework:

|  |  |  |
| --- | --- | --- |
| N | Document | Author(s) |
|  | TA JO LMIS - Review of the IT Systems integrated with LMIS | Ivan Majerčák, Mohammad Ismail, Luba Pavlovova |
|  | TA JO LMIS - Conceptual Framework | Ivan Majerčák, Mohammad Ismail, Luba Pavlovova |
|  | TA JO LMIS – Terms of Reference | Ivan Majerčák, Mohammad Ismail, Luba Pavlovova |