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ENHANCE LABOUR OPPORTUNITIES TO IMPROVE SOCIAL ENVIRONMENT

Labour Market Information Systems: Good Practices collected and transferred within the ELOISE Project

Project

«ELOISE: Enhance Labour Opportunities to Improve Social Environment »

Contract n. DC-HUM/2009/211-263

EuropeAid: "Investing in People"

Partner: IS-LM Srl (Innovazione e Sistemi per il Lavoro ed il Mercato S.r.l.)

Author: Monica Redaelli

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Contents

Preliminary remark

The Italian partner **Dolmen Srl** has been replaced by the company **IS-LM Srl** since January 2011, which has maintained the existing Dolmen team and competences.

In the report the name of DOLMEN has not been changed because the document describes the actions undertaken by the ELOISE partnership in 2010.

1. Introduction – Aim and phases of the ELOISE project and scope of the report.

As reported in the application form, the broad objective of the ELOISE project is to capitalise the experiences gained in past or existing actions implemented by private and public stakeholders coming from the partner countries in the field of LMIS, in view of generating a flow of more reliable, timely and internationally comparable information, as a pre-requisite to design and implement targeted policies and services.

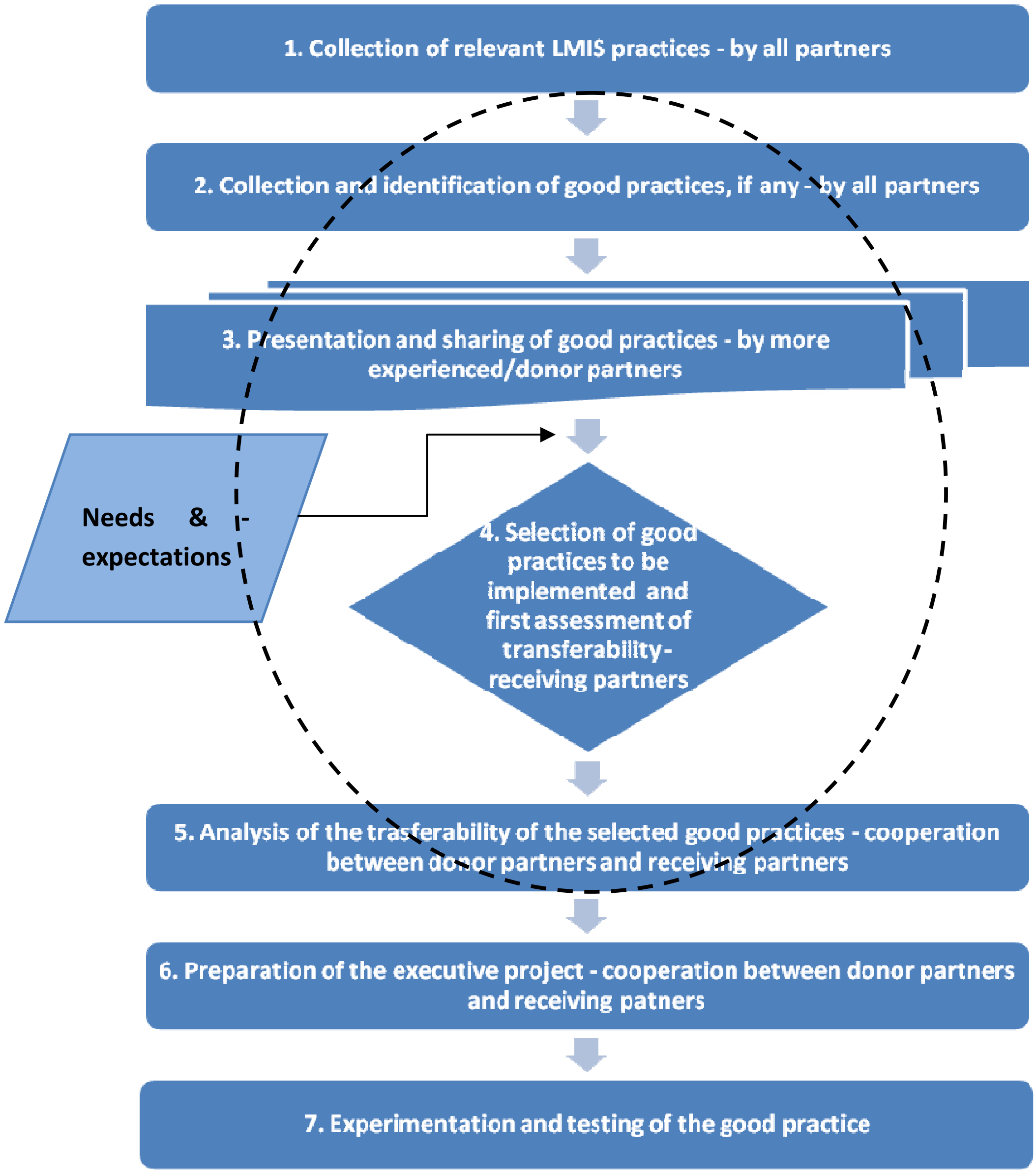
In order to achieve the project goals a transnational partnership was set up, willing to create a mutual flow of exchange of experiences, lessons learnt and good practices.

The specific objective was, originally, the modelling and adoption of a shared LMIS based on common targets and indicators, more specifically resulting in the implementation of a Labour Observatory (LO) in the Municipality of Plateau (Ivory Coast) and in Arequipa (Peru), as well as in strengthening of the existing Observatories in Lima and Casablanca.

Starting from the assumption that experience and/or model transfers can be successful only if they take into account the local specific receiving context, the project partners agreed that any transfer of good-practise or success-tool shall be subjected to a thorough contextualization related of the social-economic system of each beneficiary country and to its specific needs and priorities. Therefore, a deep knowledge of the socio-economic context and of the existing LMIS of each partner were considered crucial elements to (re)-design and plan models and tools to be transferred from the more experienced regions to the less experienced ones. Actually, the attentive analysis of the beneficiary countries' socio-economic context and LMIS development led the ELOISE partners to select more carefully the practices to be transferred. More specifically, with regard to Mairie du Plateau, the partners agreed upon the transferability of some first elements of a Labour Observatory.

The following flowchart outlines the main phases of the ELOISE project that are related to the good practices. The present report concerns steps from n. 2 to n. 5, which are included in Task 2 of the project "Sharing of experiences and best practices" and that are related to the identification and sharing of good practices.

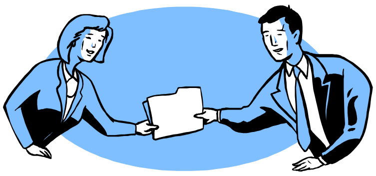
Figure 1 – Scope of this report



2. Process and methodology to identify good practices

2.1 Introduction

The chapter describes the process and the methodological approach adopted to identify and share the relevant good practices on Labour Market Information System (LMIS). The objective of the action was to encourage the interregional investigation on the existing LMIS, to identify the solutions adopted by the more experienced regions in this field and transfer any useful lessons to the less advanced regions. In fact, the ELOISE project partnership is composed of more advanced regions and less experienced ones on the topic, therefore the partners, as policy makers or closely linked to them, are strongly interested in sharing their experiences and knowledge, being aware that a sound and transparent LMIS can be a valuable tool to match short-term objectives (matching of demand and supply of labour) with medium and long-term ones (design and appliance of adequate social inclusion policies and instruments). Indeed, sharing knowledge and practice is a crucial element especially in a particular critical period due to the global economic crisis, which threaten the most vulnerable groups to be excluded from the labour market.



More specifically, within the framework of EU Structural Funds Programmes identifying and transferring successful practices is recognized as the main operative tool to strengthen the policy making in the fields of employment policies and social policies. Consistently with the EU approach, the methodology adopted within the ELOISE project is grounded on the assumption that the implementation of the practices aimed at producing innovation requires to be necessarily based on:

- an effective knowledge of the need or problem to be solved; .
- the past experiences of other countries and other players in the field.

In line with this approach, the ELOISE team used the concept of "good practice" as defined by ISFOL (2004):

"as a general definition, a practice is connoted as good when it answers effectively to the whole system of expectations, because of the effectiveness of results, the characteristics of internal quality and because of the contribution it offers to the satisfaction of need or the solution provided to the problem" (ISFOL, 2004: 3).

Figure 2 – The good practice circle

The process of **identification and sharing** the good practices has been structured around the following macro-phases:

a) collection, in each partner country, of relevant practices related to the four identified main elements of the LMIS and identification, among those, of good practices;
b) presentation and sharing of the identified good practices;
c) selection of the good practices suitable to be transferred to the "receiving partners" and analysis of the transferability of each selected good practice according to the social-economic context and to the LMIS existing in the receiving partners (information on the social-economic context and the existing LMIS were collected within the framework of Task 1).

Subsequent phases will include the adoption of the good practises identified by each receiving partner, after making adjustments to make the practices fit into each national context. In more details, this will comprise the preparation of an executive project, which will be drawn jointly by the "donor partner", owner of the knowhow, and by the receiving partner, the only one who can have a precise and thorough knowledge of the context; the experimentation and testing of the good practice within the region and evaluation of results obtained.

2.2 The methodology used to identify good practices

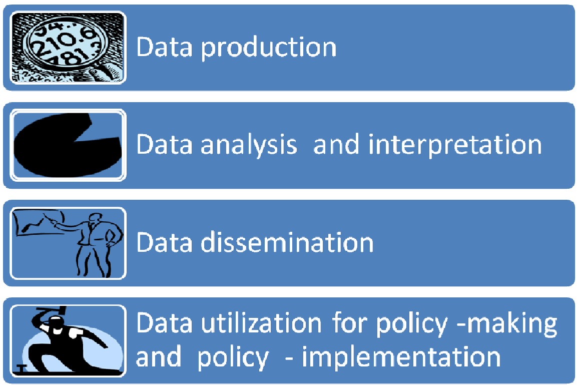
The first step of the process to identify good practices was to define the concept of good practice as referred to the field of LMIS. This activity was conducted:

- on the basis of the general definition of good practice (as stated in the introduction);
- through a rich debate among partners, developed during the opening session of the project[1].

First, the discussion highlighted that a LMIS is composed of a set of sequential "modules", going from the data production phase to the data utilisation one, whose integration built up the information system itself. Consequently, the meeting agreed upon the following definition of "LMIS good practice" : **"a LMIS can be defined, in theory, as a good practice, if the main items which compose it can be recognized, themselves, as good practices**".

The partners identified the following as the **main phases/items of a LMIS**:

Figure 3 – Main items of a LMIS



In practice, partners recognized that it was unlikely, for a specific LMIS, to be successful, i.e. to be a good practice, in each and all of the mentioned elements. Therefore, the agreed position was that **a good practice in the field of LMIS is a system where good practices can be recognized in at least one of the main items of the LMIS**.

After defining the broad concept of "good practice", a **checklist** has been designed by the Dolmen's experts to guide each partner in identifying its own good practices, with reference to each module of the LMIS. Within the EU framework, checklists are increasingly used in guidance to replace more binding descriptions of what is considered appropriate, as mentioned in the CECILY Project "Guidelines for good practice transfer" (project supported from the European Union PROGRESS Programme).

[1] The opening session was held in Turin from 22 to 26 March 2010.

The **checklist,** which is presented in the following pages, provides **the key dimensions of good practice** for each main element of the LMIS. Key dimensions are clarified by means of **examples / prompts** which support the users in their practical application . The checklist, specifically designed for the ELOISE project, has been used by the partner countries as an optional tool to self-assess their own LMIS modules.

Key dimensions have been defined on the basis of the statistical quality criteria established by a number of international sources: European Union Regulation (CE) n. 223/2009; Eurostat (2003 e 2007); United Nation Statistical Commission (1994); UK Statistics Authority (2010). In addition, guidelines coming from ISFOL (2004) have bee also taken into account. ISFOL, the Italian Institute for Workers' Training Development, provides methodological suggestions and tips to be used when identifying good practices in the fields covered by the European Social Fund: labour market policies, education and training policies, social policies etc.

The checklist was discussed and finally circulated by Ceipiemonte in mid-May 2010, so as to give the partners enough time to prepare their good practices' reports for the second Cross Country meeting foreseen to be held in Lima in July 2010 (18-23 July).

2.3 The check list to identify good practices

1. DATA PRODUCTION:

Completeness and level of detail of the data produced

Prompts: do data provide a complete and clear picture of the phenomenon to be investigated? Are the available elements sufficient to describe the different characteristics and trends of the phenomenon? Etc.

Adequacy of the statistical methods and full transparency about the methods used

Prompts: are the statistical method used consistent with scientific principles and internationally recognised good practices?; are the statistical methods correctly applied? Are these methods described in enough details? Etc.

Data quality

Prompts: have the data the characteristics of relevance[2], accuracy[3]; comparability[4], coherence[5]? Are formal procedures to check data quality in place? Etc.

[2] Relevance concerns the degree to which statistics meet the current and potential needs of users.

[3] Accuracy indicates closeness of estimates to the unknown true values.

Data timeliness and punctuality

Prompts: is the delay between the availability of the information and the event or phenomenon it describes acceptable? Etc.

Innovation

Prompts: are innovative methods applied to produce data? Etc.

Economic sustainability

Prompts: is the data collection supported by financial resources stable over time or is the data collection depending on ad hoc financial resources?

2. DATA ANALYSIS AND INTERPRETATION:

Presence of this phase

Prompts: is there a phase of data analysis and interpretation?

Pertinence/correspondence

Prompts : does the analysis provide an effective picture of the investigated phenomena, by addressing the problems that are at the basis of the implementation of the LMIS?

Quality

Prompts: in which ways and through which procedures is the quality of the analysis ensured?

Innovation

Prompts: is the analysis characterised by any element of innovation?

3. DATA DISSEMINATION:

Completeness of information

Prompts: are the data accompanied by clear information about the methodology used (methods, glossary, definitions)? Final users are provided with information about quality of the data?

Presence of a release policy

[4] Comparability indicates the degree to which statistics are comparable between geographical areas, non-geographical domains, sectoral domains, or over time.

[5] Coherence refers to the adequacy of the data to be reliably combined in different ways and for various uses.

Prompts: Is there a planned timing for statistics and analysis releases? Is such a schedule available to the public?

Presence of a dissemination and marketing policy

Prompts: is there a structured dissemination and marketing policy, including dealing with media to clarify interpretation of data?

Data accessibility

Prompts: are data really accessible to all users? Under which conditions and modalities users can obtain and use the data?

4. USE OF THE DATA FOR POLICY MAKING AND POLICY IMPLEMENTATION IN THE FIELD OF LABOUR MARKET:

Prompts: are statistics used to:

- *Elaborate performance indicators on labour market?*
- *Monitor and evaluate labour market policy results?*
- *Assist workforce planning?*
- *Elaborate regional profile, identify areas of deprivation, etc?*
- *Fulfill the requests of statistical information coming from international organizations?*

3. Presenting and sharing the identified good practices: the process

The forum designated for presentation, analysis and discussion on good practices identified by each ELOISE partner was the second cross-country meeting (Lima, 18-23 July 2010). Indeed, the Agenda of the meeting included, among others, the presentation and discussion of the partners' reports on the socio-economic context (report 1.1) and on the LMIS of the country/region of origin (report 1.2), and the presentation of the reports on the LMIS good practices, as identified on the basis of the checklist described above (report 2.1).

On the one hand, the debate on the two reports of Task 1, highlighted that some gaps existed in the data gathered and in the analysis carried out. Therefore, the action of the partner was readdressed in order to complete the documents, or to amend them, so as to deliver all the information needed to understand the country/region context and to have a clear picture of the relevant LMIS practices. As explained in the introductory chapter, both these two sets of information were essential to identify good practices (from the practices collected) and, among them, the transferable ones.

On the other hand, the presentation and discussion about the identified good practices was intended to give the meeting participants enough information on the successful experiences existing in the more advanced partners in order to allow the less advanced ones to select the experiences of interest and think about any eventual application of such experiences in their own contexts.

In practices, most partners delayed their research activities on the identification of good practices (report 2.1), in some cases because they were heavily engaged in the preparation of the Task 1 reports, in other cases mainly due to administrative and organizations difficulties. Therefore, with the only exception of the UCSP of Arequipa[6], the partners presented a very preliminary version of the required report on good practices - in some cases, just a first outline of the experiences that they wanted to share -, or a partial view of the panorama. Moreover, they rarely gave a clear evidence of the match with the key dimensions of the checklist prepared for the identification of a LMIS good practice.

[6] UCSP had no good practices to share with other partners.

UCSS presented a very preliminary version of the report on the identified good practices[7] manly focusing on the "Households Local Survey" (ELHO)[8] on employment level and on the "Register of economic units in establishments" (DUEE)[9]. A complete version of the report on the identifies good practices was delivered in September 2010[10]. However, the very detailed slides-show presentation[11] of the relevant Peruvian LMIS models and tools (for further details see Report 1.2 of Task 1) and the following detailed discussion about them, allowed the potential beneficiary partners to discern some further interesting practices likely to be transferred.

Anapec illustrated the Morocco "Système de Veille Prospective"[12]: a strategic tool aimed at knowing the country labour market and its trends and at promoting the match between job seekers and enterprises recruitment needs. The system allows to anticipate the enterprises' occupation needs, both quantitative and qualitative, and to implement targeted training actions to adapt the qualifications and competences of the job seekers to the concrete market needs. The ELOISE partners greatly valued this practice that is very successful in improving the matching between labour demand and supply, especially at regional and local level.

Dolmen presented a system developed in the Regione Lombardia aimed at monitoring the implementation of the regional Active Labour Market Policies called "Dote"[13]. The system allows monitoring in real-time the physical and financial implementation of the actions planned and funded by the Regione Lombardia to support unemployed persons to update their skills and to find a job, and includes a tool allowing to detect the ALMP impact on the employment status of the beneficiaries.

The Municipality of Plateau informed the other partners that there was no LMIS good practice in Ivory Coast: indeed, the region has been involved in the ELOISE project as the main beneficiary country.

Similarly, UCSP report that no good practice was available in the Arequipa area to be shared with the other partners. In this regard, it is interesting to note that UCSP carried out an *ad hoc* survey on the public and private organisations acting in the area of Arequipa in order to verify "on the

[7] UCSS, ELOISE project, "Identificación de buenas prácticas (Borrador)", 19th July 2010.

[8] Encuesta Local de Hogares (ELHO).

[9] Directorio de Unidades economicas en establecimientos (DUEE).

[10] UCSS, ELOISE project, "Actividad 2.1 – Recolección de Buenas Practicas significativas", Norma Velásquez and Jimmy Chavez, September 2010.

[11] UCSS, ELOISE project, "Perú:Análisis de los Sistemas Informativos en el Mercado Laboral", Jimmy Chavez, 19th July 2010.

[12] Anapec, "Système de Veille Prospective sur l'emploi", slide show-

[13] Dolmen, ELOISE project, Monitoraggio ed efficacia del modello Dote, Andrea Fugolo, 20th July 2010

field" if there were relevant experiences in data collection and storage concerning the labour market and to verify whether or not these experiments could be considered good practices according to the key dimensions of the ELOISE project checklist [14]. The exercise of identifying LMIS good practices in Arequipa was based on the results of a survey conducted at 24 institutions located in the area, including government institutions, non-governmental organizations and civil industrial or services associations. As assumed in the preparatory phase of the ELOISE project, the survey confirmed that there are no LMIS good practices in Arequipa, in none of the forth identified components of a LMIS.

In the weeks following the cross-country Lima meeting, most partners made further progress in the identification of LMIS good practices.

UCSS completed the report on Peruvian good practices integrating relevant information on the practices shared during the Lima meeting and including further experiences : the survey on the Local Units in Establishments (EUEE)[15] and the use of GIS for statistical purposes. The EUEE objective is to obtain economic information on the business context, so that local governments can organize and improve contacts with businesses and develop policies for the economic development of an area. The survey matches with the objectives of the OSEL[16] and provides the local policy makers with the information they need to promote, design and implement participatory programs and strategic plans aimed at improving the economic development of the district and then at improving the level of employment. The GIS is a system that allows to integrate, store, edit, analyse, share and display information geographically referenced, thus improving the comprehension of the status and of the tendencies of the economy in an area.

Dolmen reorganised the information previously provided on the Regione Lombardia ALMP monitoring system; it singled out and described in great details and according to the ELOISE project checklist a specific component of the monitoring system: the Compulsory Communications (CO) system. This is the Italian system for the electronic transmission, storage and elaboration of the mandatory documents that private and public employers have to send to the social security Institutions in case of recruitment or renewal, transformation and cessation of labour relations. Moreover, Dolmen identified another useful good practice: a computerized system for the automation of data base design, data uploading and data interrogation that was implemented to conduct a sample survey in an area of the Regione Puglia .

[14] UCSP (2010), ELOISE project, "Identificacion de buenas prácticas en los sistemas de informacion laboral en Arequipa".

[15] Encuesta de Unidades Económicas en Establecimientos (EUEE)

[16] Observatorio Socioeconómico Laboral (Socio-economic and Labour Observatory)

ANAPEC provided a detailed report on the Morocco prospective monitoring system, giving a better evidence of the match with the key dimensions of the ELOISE project checklist for the identification of good practice.

The following table lists the good practices identified by the owner partners:

Table 1 - Good practices identified by the owner partners

Partner	Identified good practice
ANAPEC	SVP - Système de Veille Prospective (Prospective Monitoring System)
Dolmen	CO - National system for the electronic transmission, storage and elaboration of the mandatory documents concerning labour relations (recruitment or renewal, transformation and cessation of job contracts). UCCASS - System for the automation of data base design, data uploading and interrogation.
Universidad Católica Sedes Sapientiae- UCSS Lima Perú	ELHO – Encuesta Local de Hogares (Households Local Survey). EUEE – Encuesta de Unidades Económicas en Establecimientos (Survey on the Local Units in Establishments). DUEE - Directorio de Unidades economicas en establecimientos (Register of economic units in establishments). GIS - The use of GIS for statistical purposes.

The throughout presentation that the more experienced partners made on their own LMIS encouraged a profound debate among the delegates. This allowed to share more detailed information, highlighting the strong points of such experiences and giving a clearer picture of their decisive impact on the improvement of the labour market knowledge. The discussion allowed to go into further details concerning, for instance:

- the statistical techniques used to carry out surveys;
- the structure of the survey questionnaires;
- the process to implement an establishments register;

- some IT aspects related to the implementation of a GIS or the creation and management of a data warehouse;
- the fundamental role of a fruitful partnerships with the other public or private institutions acting in the labour market at local and/or national level, and the process to establish such a partnership.

Moreover, according to the delegates request, **bilateral meetings** were held between the owner and the potential beneficiaries of a specific good practice, in order to further clarify some technical and practical aspects and, therefore, carry out a very preliminary assessment of the transferability of that specific practice.

At the end of this highly interactive process, all the partners, including the most experienced ones, selected some good practices, or some elements of a specific good practice, that they wished to be transferred to its own country/region in order:

- to set up first elements/components of a LMIS (Marie du Plateau, UCSP-Arequipa),
- to implement or upgrade the already existing LMIS (UCSS-Lima and ANAPEC).

4. Good practices presented by the partners

The good practices identified by the owner partners are illustrated according to the key dimensions of the ELOISE checklist. However, in some cases, the partners highlighted further elements that they consider essential to qualify the practice as a good one. These elements are reported as well in the present report. A complete description of the LMIS in place in the partners countries is available in the report n. 2 of Task 1.

4.1 ANAPEC

4.1.1 SVP - Système de Veille Prospective (Prospective Monitoring System)

The Prospective Monitoring System is a strategic tool developed by ANAPEC, one of the public agencies of the Ministry of Employment and Vocational Training. The system was implement in order to meet with the Ministry need to reinforce the knowledge of the labour market, and anticipate occupations and skills required by the enterprises to adapt the system of education and training to present and future job market needs.

Indeed, the system allows to better understand the labour market and its evolution over time, and especially to anticipate the enterprises recruitment needs both quantitatively and qualitatively. The action is based on the following principles: identification of the sectors of the economy with great potential of job creation; specialization of the regional employment agencies according to their geographical coverage and the identified key sectors; specialization of the agency employment counsellors according to the identified key sectors. Employment counsellors are the main actor in the matching of job seekers and recruitment needs.

The main elements and phases, which compose the system, are:

- identifying promising sectors for employment by region and by province;
- identifying both the immediate needs of recruitment by sector, company and occupation and the persons to be trained under the "training for employment" system[17];
- identifying, on a quarterly basis, the recruitment needs in the short and medium term (6 months to 3 years) and the persons to be trained as part of the "qualifying training or retraining system"[18];

[17] Formation contractualisé pou l'emploi.

[18] Formation qualifiante ou de reconversion – FQR.

- informing and promoting awareness at regional level about employment, involving regional institutions[19];
- improving an Agency/Counselor successful use of the porfolio of Employers.

The data production stage

Completeness and level of detail of the data produced

The first step of the monitoring system is the collection of relevant information to understand the economic context of the area, the economic trends, sectors development, etc.; this information is produced by the man economic actors of the region[20] and consists in recent studies and reports on the region, documents on regional development strategies, documents for regional spatial planning, documents on the activities of the CRI[21], the approved projects, jobs created over the last five years and those expected for the next three years, data on the training system (courses, number of enrolments, of graduates).

The analysis of this information allows Anapec to produce a list of the economic sectors with the greater potential of job creation. This list is validated by means of direct interviews with the main institutional local players.

As result of the sample survey carried out through direct interviews with the human resources department of the enterprises, ANAPEC produce:

- a report of the recruitment needs in the short term (six months) by occupation, enterprise, industry and quarter (tables and graphs are included);
- a report recruitment needs over the medium term (from six months to three years) by sector, occupation and quarter (tables and graphs are included).
- a complete and updated list of companies surveyed.

Adequacy of the statistical methods and full transparency about the methods used

[19] The CRAME (Comité Regional d'Amelioration de l'Employabilité: Regional Committee for the improvement of employability) is composed of public and private bodies, such as the Regional Employment Department, the Regional Training Department, the Regional Department of upper education, the Chamber of Commerce, Employers associations, etc

[20] The Regional Center for investments (CRI), the Economic Division of the Regional Administration, the Regional delegation of the Ministry for Industry, Urban and Regional Planning Services, etc.

[21] Centre Régional d'Investissement: Regional Center for Investments.

The prospective study is about treating the most relevant sectors in employment (selected by the CRAME) in order to investigate the companies with the most important job creation and with the occupations offering the greater number of opportunities. The study is not a true statistical survey, it is a prospecting operation aimed at identifying "stocks of employment opportunities", which aims to advance the preparation of the profiles expected during the next three years. In this sense, the new investment projects are also surveyed, like active firms.

Surveys conducted as part of this monitoring system has not a statistical nature, for the following reasons:

- there is not a sample design to select the enterprises to be interviewed. Each enterprise is carefully chosen and selected from a list;
- the needs collected are the results of the sum of the needs of each enterprise of the sample (total needs expressed through the questionnaires), to this end, the extrapolation method is categorically excluded.

Data quality

Formal procedures have been planned to ensure the quality of the data. They can be applied to the three stages of the action: before the fieldwork, during the implementation of the survey and once the survey is finished.

Ex-ante:

- validating the methodology by all the partners and by the members of the management and control bodies (CRAMER, GTS ...)
- training of the persons involved in the conduct of the survey (interviewers, supervisors, controllers, directors ...);
- developing methodological guidelines including the concepts and definitions, and the steps to produce tools to conduct surveys and check data;
- testing of the questionnaire in order to meet potential shortfalls and correct them.

In-itinere:

- ensuring implementation of the established standard procedures to conduct the survey and to organize the fieldwork;
- ensuring quality of the coding of the information contained in the questionnaires;
- processing the immediate needs of the companies surveyed according to standard procedures and instructions;

- informing the managing and supervising bodies (CRAMER, GTS[22]) about progress in the data collection, in the production of preliminary results, etc..

Ex-post:

- validating results and data by management and supervising bodies (Cramer, GTS);
- analyzing agencies outcomes with regards to the treatment of immediate and short-term recruitments needs[23];
- conducting "surveys quality control" on selected enterprises by the central services;
- setting up quarterly updates of the information in order to check the accuracy of the results of information provided.

Data timeliness and punctuality

The data produced, which are expressed in a time t, refer to recruitment needs spread over three years and they are linked to a specific situation and socio-economic context. In principle the duration of the survey should not exceed two months to ensure reliability of results.

Innovation

The approach to anticipate the recruitment needs of businesses and growing sectors is considered innovative.

The interviews are carried out directly with the enterprises, which are the entity that creates employment.

Moreover, new investments projects are included in the investigation. In this case, estimates of job creation expected over the medium term are set on the basis of vacancies, when such data exist, or by building plausible scenarios (high, medium and low hypothesis).

Economic sustainability

The establishment of a permanent monitoring system required a significant budget allocation by the government. The achievement of regional studies on employment (the basis for the regular updating of the Prospective Monitoring System) required the mobilization of a budget ad hoc. The establishment of the updating and monitoring system will also generate additional costs that will be integrated automatically in the total budget of ANAPEC.

[22] Groupes de travail sectoriels – Sector working gropus

[23] Analysis of the gap between the statements of the firms surveyed in terms of immediate and short-term recruitment needs and volume of recruitments needs processed and granted by the local agency.

Data analysis and interpretation

Presence of this phase

The phase of data analysis and interpretation remains a crucial stage in the prospective monitoring system. It is the key tool to have indicators of both piloting and decision-making. The analysis of the data allows identifying:

- economic sectors most important in term of employment;
- enterprises having a great potential in terms of recruitment;
- the predominant occupations in term of future recruitment needs and occupations hard to fill;
- assessment of the regional training system;
- analysis of the characteristics of job seekers registered in the database of ANAPEC;
- analysis of seasonality and concentration of recruitment needs by sector to anticipate critical periods.

Pertinence/correspondence

This kind of analysis can be a real support and guidance for decision-making bodies at regional level. Especially because, as stated before, the results of these investigations have not a statistical nature, are not extrapolations. Moreover, the system is updated quarterly, which will ensure more reliable information.

An increasing agreement starts out among the companies, the training operators and the intermediation institutions to develop specialized courses that meet the real requirements both immediate and future recruitment needs.

Due to this process of consultation and involvement of all economic and institutional partners and to the methodology adopted, the first steps of an observatory on the labour market are started at regional level.

Quality

The quality of the analysis is ensured by the involvement of private and public partners during all the phases of the survey, from the preparation of the general framework, the validation of the methodology, the conduction of the studies and of the fieldwork, the monitoring of the progress done, until the validation of the final results. Moreover, a monitoring system is in place within the ANAPEC to check the quality of the process.

Innovation

The innovative factor of the analysis is that data elaboration and data analysis are essentially based on concrete information produced by companies, which is not the case for sample surveys. A second important innovation factor is the quarterly updating of the data which allows to be always in line with business needs. A further innovation factor is that the enterprise can benefit of a professional with expertise in human resources, the employment counsellor, who runs the system and supervises the updating the results.

Data dissemination

Completeness of information

The exploitation of the results of the studies and of the surveys provide information of great utility at both strategic and operational level.

Presence of a release policy

Establishing a new prospective system of the labour market in Morocco has been a great challenge. A gap in the achievement of the survey results has been recorded in the sixteen administrative regions, due to the fact that early studies have not started at the same time. To that effect, the time of dissemination and publication of information and results was different across regions.

Starting from 2011 all regions will begin the survey operations on a unique schedule and timetable to allow to have regional and national results in the same time according to predefined schedules.

Presence of a dissemination and marketing policy

To valorise the efforts done by all the regional private and public bodies and to better disseminate the data and the information produced, a great seminar is held in the presence of institutions, members of the government and regional policy makers.

The strategy for dissemination and promotion of results is organized around the following elements:

- sending systematic and daily newsletters to the president and members of the CRAME and GTG on the progress of the study;
- sending the overall results to all regional partners;
- organizing an event of return of results;
- publication and sending a press release to the mass media;
- publication of articles, reports and interviews (newspapers, radio, television,...);
- uploading the survey results on the AAPEC website.

Data accessibility

The study results are in principle available to all institutional partners, business partners, training operators and the associations. The overall results are available on various type of media and sometimes even used by other partners. Detailed information on specific methodological issues, sectors or jobs, requires sending a formal request to ANAPEC or the existence of a partnership framework that includes this component in its terms of reference.

Use of the data for policy making and policy implementation in the field of labour market

The investigation results contribute to the creation of regional plans for development because they provide information on a fundamental issue, that of employment and training adequacy.

The data are used by central government bodies working in the social and economic development (Ministries, agencies and public bodies ...).

At ANAPEC, the results of the prospective studies allow to develop annual action plans and regional offices programs, to plan training programs.

4.2 Dolmen

4.2.1 CO - National system for the electronic transmission, storage and elaboration of the mandatory documents concerning labour relations.

The proposed good practice is based on: the employment information system (SIL[24]) that was adopted in Italy for the systematic recording of the movements in the labour market (recruitments, termination and change of employment contracts); and the Labour Exchange[25], a tool to promote the matching between the demand and the supply of labour that allows the publication on a dedicated web portal of enterprises vacancies and job seekers applications.

The two systems are integrated into the "Network of services for employment" that is the infrastructure to develop, govern, manage and analyse the labour market in Italy. It is based on various integrated dimensions : technology, information and organisation. It is a distributed system, non-hierarchical, integrated and unified, in which the information systems of the different actors involved cooperate with each other.

The main elements of the system are:

[24] SIL-Sistema informativo sul lavoro.

[25] Borsa Lavoro.

- the standards defined by the Ministry of Labour (in close cooperation with the Regions) which allow existing information systems (Compulsory Communications[26], Labour Exchange, other provincial and regional information systems, etc..) to talk with each other in a systemic way;
- a data interchange system, which ensures the interconnection of all local systems. The mandatory reporting system (CO) is based on this data interchange system;
- the forthcoming registry of workers and of employers (instruments under construction).

The good practice described in the following pages focuses on the Compulsory Communications system (CO) that is well developed across the country for what concerns both the information system and the use of the data to guide employment policy.

Compulsory Communications (CO) are those that the public and private employers must provide to the social security institutions in case of recruitment or renewal, transformation and termination of labour relations.

The computerized COs have recently replaced the old paper-based communications that private and public companies submitted to the public employment services, INPS[27], INAIL[28] and the Ministry of Labour and Social Policy. Using the new system, employers fill in a single model that is forwarded to the various recipient bodies through the data interchange system. Looking ahead, the CO system is designed to record all information concerning the working life of citizens (possibly integrated with information on initial and continuing training): from the search of their first job, entering the labour market, until their retirement.

The data production stage

Completeness and level of detail of the data produced

The CO system is regulated by specific legal provisions and is based on a set of standard information and dictionaries. The comprehensiveness and level of detail of the data is determined by these standards. They define the characteristics of the data to be entered in the forms and the dictionaries and classifications that apply for some type of information. To ensure the whole system, the standards are updated according to specific rules, agreed by the Ministry of Labour and Social Affairs together with the Regions.

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[26] Compulsory Communications (CO-Comunicazioni obbligatorie) are administrative forms that employers have to send to the social security central administration in case of recruitment, or termination and modification of a job contract.

[27] INPS-Istituto Nazionale di previdenza sociale (National Institute of Social Security)

[28] INAIL-Istituto Nazionale di assicurazione contro gli Infortuni sul lavoro (National Institute for Insurance against accidents at work).

The subjects required to send the mandatory reporting are: private employers, local and national public administrations, public economic entities (public entities involved in the production of goods and services, for which the rules of private enterprise applied), temporary employment agencies.

The events that employers must communicate are: recruitment; termination of employment; transformation of the employment relationship; change of the type of work.

All types of subordinate or quasi-subordinate contracts are included in the system: that is about 78% of the stock of workers in Italy (2009 data)[29].

The system collect data on the employers, employees and events.:

- data about employers include demographic information, sector of economic activity, place of job (address);
- data about employees include demographic information, nationality and residence permit, level of education
- data about the event include the type of event (recruitment, termination, renewal, transformation), date of event, type of contract, reference to the national system of contracts[30], occupation, level, earnings.

Adequacy of the statistical methods and full transparency about the methods used

There is not a unique and shared methodology across regions for the processing of the SIL data: in recent years regions and provinces implemented various processing systems aimed at the correction and integration of CO administrative information.

The CO data relate to the universe (entire population of employers, employees and events). Specific techniques were used to validate the data, carry out missing data estimation, correct systematic errors.

Data quality

The data concerning the events occurred in the labour market (recruitments and terminations) give information on the changes in the number of job positions and employees. This information allows significant progress in the empirical analysis of the trends of the labour market and employment dynamics.

The large number of events to be elaborated affects the quality of the data (over 15 million of recruitments and terminations in one year). A small error in the data on recruitment and

[29] Source: ISTAT, Rilevazione sulle forze di lavoro 2009.

[30] CCNL- Contratto Nazionale di Lavoro (National Employment Contract)

termination flows (if not - randomly - balanced) can cause a serious error in estimating the total variation of stocks. The most well-known quality problem is the underestimation of terminations (due to several factors). Often, this element isn't properly corrected and affect the accuracy of the occupational balances.

Data timeliness and punctuality

The system is currently accurate and timely. In Regions that process the data with automatic and consolidated procedures the final data referring to a given period (month, quarter, year) are available after 30-50 days from the end of the period.

Innovation

The technological infrastructure is the innovative element of the CO system. The overall system is composed of domains at different territorial levels: provincial hub, regional hub, national hub.

The provincial hub is the place where the CO information is collected (through a specific system called SINTESI). The regional hub is responsible for conveying the data collected by the provinces, and forward them to the central national hub. The network traffic control, queue management and monitoring tools are hosted here, at the regional level. The Ministry hub receives the CO coming from the regions and forward them to the other central administrations involved (social and health security).

Economic sustainability

No information on this specific aspect is available in the good practice report.

Data analysis and interpretation

Presence of this phase

Regions and provinces carry out different models of analysis. The most significant ones are those implemented in Lombardy and Piedmont.

Lombardy. The analysis of the CO is carried out within the framework of the "Labour Market Observatory". The Observatory objective is to determine the levels of employment in the region, predict trends, assess the quality of services and the impact of employment policies in terms of social and economic utility. The information produced is based on the CO of the companies headquartered in Lombardy, and is disseminated on a quarterly, six-months and annual basis. Data are about events, careers of those involved, status (educational level, employment sector, etc..) and geographical mobility. Analysis on the trends by sector of economy are also produced and diffused.

Piedmont. The system created in Piedmont is called "SILP – statistics" and contains information and indicators on the labour market. The main source of the system are the COs that feed a data warehouse (DW), which is updated monthly. Through this DW, that is for the use of regional and provincial officials, various analysis were conducted on: annual in the number of recruitments, profile of the population most affected by termination of labour contracts, most requested qualifications, distribution of apprentices in the region, seasonality in fixed-term contracts, average length of an employment contract, relationship.

Pertinence/correspondence

No information on this specific aspect is available in the good practice report.

Quality

It is difficult to give a concise evaluation of the quality of the analysis. The system is still in progress, and the quality of analysis is highly differentiated across the various territories.

Innovation

The most innovative aspect of the analysis phase can be attributed to the implementation of advanced IT tools for consulting the data. Most advanced regions implemented data warehouses that allow the institutional users to consult the information stored in the database and produce analysis and monitoring reports. Among them, the most advanced solution is the statistical reporting and monitoring system developed within the framework of the project "Labor". On the basis of the CO data, it can produce tables, charts and maps that display some of the main phenomena occurring in the labour market at a very detailed territorial level (municipality).

Data dissemination

The most advanced example in relation to the diffusion of data based on the COs is the "*public use database*" of the Veneto Region, named Giove. The following paragraphs focus on this system.

Completeness of information

Since Giove is based on information derived from the COs, it can show only some of the labour market phenomena, i.e. the phenomena directly connected with the events recorded through the COs themselves. The scope of the analysis includes all information relating to employment relationships that companies located in Veneto have established during the last decade. It is possible to carry out longitudinal analysis concerning workers whose experience took place within the territory, and company strategies about human resources.

Presence of a release policy

No information on this specific aspect is available in the good practice report.

Presence of a dissemination and marketing policy

Veneto Region provides the basic data to researchers and research institutions through a "public use file", on the basis and for the sole purpose of pursuing a research project.

The Regione Veneto dissemination policy is base on the following principles:

- make transparent and easy the access to COs information for scientific purposes (breaking the monopoly held by public authorities in the use of the administrative based information);
- increase the number of reuses of the information according to different needs and lines of research.

Data accessibility

The data are not freely accessible. A specific and complex procedure is in place to require the data and authorization to their use.

Use of the data for policy making and policy implementation in the field of labour market

The SIL data are used in several regions and provinces. In these cases, the data are used, along with information from other sources, as a guidance tool for regional governance and labour market development policies. Sometimes the data are used within the framework of the dialogue between social partners and regional and provincial institutions, or to direct the use of European funds towards specific beneficiaries.

4.2.2 UCCASS - System for the automation of data base design, data uploading and interrogation

The proposed good practice is based on a project carried out by Dolmen in the Puglia Region. The project was aimed at achieving an accurate analysis of the conciliation needs of women employed, or seeking employment or involved in training courses.

Moreover, the surveys analyzed the difficulties of inclusion of women in the labour market, the use of atypical contracts, and the main career paths existing in the local context. A specific objective of the project was the development and implementation of an information system capable of systematizing the collected data in a easy and complete way. The identified good practice consists in the development and utilisation of tools that may be of interest in the process of collection and data analysis.

The data production stage

Completeness and level of detail of the data produced

The survey on the women's conciliation needs is an *ad-hoc* survey especially designed to collect information on that subjects. Therefore, the comprehensiveness and level of detail depend on: the population of the survey, the sample and the variables selected.

The population is composed of the women employed, seeking employment or involved in training courses and living in two specific areas of the Puglia Region (Tricase e Casarano).

The data collected with reference to the occupational inclusion of women were: employment status of women in 2007, relationship between fertility and female employment, characteristics of women employed (age, n. of children, level of education, ICT skills), type of contract[31], characteristics of female enterprises in the area, number of cases of resignation due to gender discriminatory phenomena, women's needs during pregnancy and children caregiving and impacts on the labour status, ...

The data collected with reference to the work-life balance were: number of resignations due to maternity leave in 2007, application in the territory of art. 9 of Law 53/2000[32], number of maternity services in the area and their use (kindergartens, nurseries, health care, counseling), number of users of equal opportunities service, average earnings of women, measures to develop women's career (mentoring, business planning, etc.), dissemination of part-time in the territory, ...

Adequacy of the statistical methods and full transparency about the methods used

No information on this specific aspect is available in the good practice report.

Data quality

The data were collected through an automate acquisition process, this approach allowed to implement a quality control system during the phase of the data entry.

Data timeliness and punctuality

Data timeliness and punctuality is adequate: it was an *ad hoc* survey. There isn't a plan for a systematic and regular collection of data.

Innovation

The innovative elements of the information system relate to the technological solution used to collect the data. Dolmen developed a "technology solutions" that was structured so as to collect the data and produce analytical reports. The computerised system is composed of various components, each of them targeted to the needs of the project:

- institutional communication component, to inform the public about the aims of the project, publish news and documentation related the project, provide support to the dissemination activities;
- data collection component, providing online tools for data input into the system;

[31] With reference to the legislative provision 276/2003.

[32] Italian law that regulating parental leave.

- analysis component, providing tools for processing the information acquired. It includes both the back-end component (intended for the sole operators of the system) and the front-end component with reporting tools and functionalities;
- administrative component, to manage accounts and services design, prepare contents of the web site.

Economic sustainability

No information on this specific aspect is available in the good practice report.

The good practice reported focus on the automated procedure implemented to collect the data. Therefore, it is focused on the first module of a LMIS (see the ELOISE check list). This is the reason why the report provided by Dolmen does not give information on the other LMIS modules (data analysis and interpretation, data dissemination and the use of the data for policy making and policy implementation in the field of labour market).

4.3 UCSS

4.3.1 ELHO - Encuesta Local de Hogares (Households Survey on employment level).

Since 2005 the North Lima OSEL[33], has launched the Local Households Survey (ELHO)[34], which is the local component of the National Households Survey on Employment Level. The survey provides information on the structure and trends of the labour force through socio-economic indicators concerning the employment and income levels, occupational groups and categories, usual job, migration, job qualification, or others, relating to availability and utilization of human resources. The possibility of having an independent local sampling allows studying in depth the characteristics of the district workforce, adding modules of specific questions to investigate local major issues.

A first item that the UCSS highlighted as a quality element of the survey is the presence of a comprehensive methodological documentation which has been developed to support each step of the entire survey process: this documentation encompasses the survey design, the fieldwork implementation steps, the elaboration of the data collected and the elaboration of the survey

[33] OSEL, Observatorio Socio Economico

[34] Initially the survey covered the districts of Comas, Puente Piedra and Ventanillawindow. Since 2007, the districts of Independencia, Los Olivos and San Martín de Porres, all located in North Lima.

outputs. Besides the general background paper, a set of practical manual and vademecum have been prepared and are available to the survey staff. This is an approach which is able to assure the overall quality of the survey.

The available manuals are listed in the table below.

Phases	Methodological documentation
Integrated Document	1. Survey development plan
Implementation and processing	2. Questionnaire
	3. Interviewer manual
	4. Supervisor manual
	5. The sample
	6. Fieldwork
	7. Encoder manual
	8. Data entry manual
	9. Data check and validation manual (codes used).
Documents used in the implementation and analysis of the surveys	10. Basic methodological information
	11. Aggregated variables (recodes) and sampling errors
	12. Report on fieldwork
	13. Users manual - Database and code variables.
Documents used in processing the results and in the analysis of data collected	14. Profile of local employment.
	15. Labour market indicators
	16. Information about the main results.
	17. Publication of the main results through books, newsletters, brochures, research and more.

The data production stage

Completeness and level of detail of the data produced

The survey provides enough data to have a complete and clear picture of the phenomenon to be investigated. Bedsides the characteristics of the sample and of the households members, data are collected on a number of variables concerning employment and income, like:

- Activity Status
- Occupation
- Syndication
- Secondary occupation
- Hours of work
- Employment income
- Regular job
- Current transfers
- Income from property
- Other extraordinary income
- Education and job training
- Social security
- Migration

Moreover, additional sections can be added, depending on the thoroughness of the investigation.

Adequacy of the statistical methods and full transparency about the methods used

The "Survey development plan" is a document describing all the most important aspects of the survey. It contains, among others, a description of the general and specific objectives of the survey, its basic feature, the type of survey, its coverage, the method to carry out the interviews, the reference period, the sampling design, the inference levels, explanations of the survey forms, etc. The international standards applied in the survey are those established by the International Labour Organization (ILO) in the 17th International Conference of Labour Statisticians (ICLS), which have been assumed by the National Statistical System led by the National Institute for Statistics and Informatics (INEI).

The sample size and the sample selection process have been established according to the statistical methods and principles presented in the International Conferences of Labour Statisticians (ILO) and also following the criteria set by the MECOVI Program[35]. One of the methods

[35] The Programme for the improvement of surveys and measurement of living conditions in Latin America and the Caribbean (MECOVI) has been executed since 1996 by the Inter-American Development Bank (IDB), the World Bank and the Economic Commission for Latin America and the Caribbean (ECLAC), together with the institutions and specialized agencies of the participating countries. Its central objective is to support

described in these documents concerns the size of the sample. A good practice is to have a manual explaining the size and the selection method of the survey sample. The ELHO manual focus on the general population and sampling frame coverage, the source of the basic information about the sampling frame and its main characteristics, the methods of updating the information, the use and availability of mapping, the definition of the sample type (probabilistic, multistage, etc.), the sample units, the determination of the sample size, the distribution of the sample, etc. It should include planned response and non-response effectively accomplished, the percentage of rejection, suggestions about how to fix the problem, information on the replacements, etc

When necessary, a Research Committee led by specialists from the University of Trento (Italy) is involved in the scientific supervision of the survey. The Research Committee specifies any amendments and improvements to investigation techniques.

Data quality

The quality of the data collected relies heavily on the quality of the planning of the various steps of the survey, especially concerning the fieldwork, and on the quality of the work done by interviewers and supervisors. Within the ELHO survey, the quality of these components is ensured by means of specific practical manuals that contain both guidelines and operational indications on several practical aspects of the survey.

Concerning the planning of the fieldwork, for instance, the manual stress on the need to define clearly the area to be investigated, the block of houses, the household and household head; to decide the number of households and people interviewed, the days and the hours in which to make the interviews, the number of contacts with the potential respondent, etc.

Moreover, to improve the quality of the survey outputs it was very important to create a common language to be used by all the main players. Therefore, it was necessary to define the main concepts and variables used in the survey. This information is included in the Interviewer's manual.

Specific manuals have been prepared on the other crucial aspects relating to the collection and processing of the data. Special attention is devoted to the steps that come after the data collection: tasks and procedures to be followed to encode and validate the data in an appropriate way are, in fact, precisely defined. The encoders have a crucial role: they have to list, review, analyze, validate and encode the information recorded on the survey forms. They are responsible

countries in the task of generating adequate and high quality information about the living conditions of people in the region, in terms of scope, coverage, reliability, timeliness and policy relevance.

for checking the coverage of the survey and the consistency of the recorded information. Data encoding must to be performed according the international and national standard classifications[36].

Similarly, specific and very detailed procedures are in place for the data entry stage. Data inconsistencies are then verified and corrected. The analysis includes the study of the central tendency to obtain the coefficient of variation and correlation of each variable in order to define variables that are representative for the development of the analysis.

Finally, the survey questionnaire is prepared jointly with the Ministry for the Promotion of Labour and Employment[37]. The approach adopted allows data to be compared with other geographical dimensions.

Data timeliness and punctuality

To ensure compatibility between the data collected at local level with those collected at national level, the ELHO is carried out at the same time of the Ministry national survey: each year in the third quarter between August and September. First data are available in January. The time gap between data collection and the publication of the results is considered adequate.

Innovation

The main innovation consists in the introduction of new survey modules to study the impact of remittances on local economic development.

Economic sustainability

The report does not give specific information on the economic sustainability of the ELHO. Since the survey is carried out within the framework of the National Statistical Programme, it is assumed that the Central Government funds the activity on an annual basis.

[36] Classifications used are: (a) "Ubígeo del Perú", a unique numeric identifier assigned to each administrative area of the country to identify the department, province and district. The INEI updated it in April 2008; (b) codes and descriptions of the Peruvian classification of economic activities. It is a six-digits classification: the first four digits are those of the ONU International Standard Industrial Classification of All Economic Activities, and the following two digits were added for statistical purposes by the INEI. The latest update was made by the INEI in December 1995; (c) The Occupational Code and Descriptions of Occupations in Peru (CUIO), that is based on the ILO classification and integrated according to the nomenclature for employment in Peru. This classification has been updated by INEI in December 1995; (d) Classification of jobs and occupations, which is based on the ILO classification and adapted according to the nomenclature of jobs and occupations in Peru- Latest update was made by INEI in December 1995.

[37] Ministerio de Trabajo y Promoción del Empleo (MTPE).

Data analysis and interpretation

Presence of this phase

The analysis of the data consists of two steps: the elaboration of the information collected in order to produce relevant indicators on the labour market and the production of relevant publications. The labour market indicators derived from the ELHO survey include: activity status (working-age population, economically active/inactive population, employment and unemployment, underemployment), employment level (i.e. the utilization of the working-age population), hourly earnings, working hours, occupations by main group[38], branch of economic activity[39], activity rate, employment rate and unemployment rate.

Survey results are then elaborated to produce a set of publications aimed to illustrate labour market trends. There are different types of publications: some of them are directed to the general public and other to the specialised one, for instance policy makers, researchers, etc.

Pertinence/correspondence

The Observatory started produce LM analysis and documents in 2005, filling a shortage of reliable and comparable information on the labour market structure and trends. Therefore, these products are very useful for the final beneficiaries. Moreover, survey results are based on a representative sample, this makes available employment data and indicators at a district level. Finally, it is important to note that thanks to the Observatory activity, for the first time local indicators were developed according to international standards and are, therefore, comparable both with national and international data.

Quality

Studies and newsletters are developed according to the guidelines and tools elaborated jointly with the Programme of Statistics and Labour Studies[40]. One month prior to publication of a study or a newsletter, the Observatory send to the Ministry a technical sheet including relevant information on the content of the forthcoming publication (objectives, methodology, sources of information, bibliography, rationale for the study). This allows Ministry specialists have an idea of the document and transmit relevant feedback. The Research Committee[41] () is involved in this phase of the survey, too.

Innovation

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[38] According to ISCO-88 (International Standard Classification of Occupations), ILO

[39] According to the ISIC-Rev3 (International Standard Industrial Classification of All Economic Activities), UNSD

[40] Programa de Estadística y Estudios Laborales (PEEL).

[41] See the above paragraph "Data production stage".

Unlike MTPE documents, the documents prepared by the Observatory contain an econometric analysis and develop policy guidelines. The publications include maps (produced using a GIS) as they facilitate the visualization of the main findings of the investigation.

Data dissemination

Completeness of information

The documents disseminated comprise a number of technical papers that support the user to understand the indicators and the fundamentals of the work developed. Reports and studies are completed by a methodological appendix which is composed of a glossary of the terms used and a summary of the statistical methods used in the development of the sample.

Presence of a release policy

OSEL and ODT observatories have a dissemination calendar which is established according to the MTPE needs and the needs of the other entities involved in the projects. For what concerns OSEL Norther Lima all dissemination and publication activity is contained in the Annual Operating Plan (AOP), which is organized jointly with the National Observatory Network and the National Program of Statistics and Labour Studies (PEEL): labour market reports are issued once a year; newsletters and brochures are published bimonthly; short research are published every quarter. National workshops, presentations and public events are also included in the Annual Operating Plan.

Presence of a dissemination and marketing policy

Observatories' objectives include the promotion and diffusion of statistics and reports on labour market. To develop data dissemination actions, the Observatories carry out various activities: they benefit of the UCSS public relations office and web-site; develop relationships with the various local and national media, and with the municipalities public relations offices; enhance the dissemination of the material produced through the use of the UCSS electronic directory; participate in local and national workshops, events, fairs related to Labour Market issues. Moreover, to strengthen their dissemination strategy, they seek strategic partnerships and sign agreements with municipalities, unions, NGOs, business, technical and university educational institutions.

Data accessibility

Reports, studies, press releases, working papers, tables of statistical results, events documents are available on the OSEL web site. Data are disseminated by e-mail to the members of the UCSS directory; hard copies are sent to the main public libraries (local government, universities, etc); training visits are carried out to the users' offices; a specific support is provided to the local governments in using the Observatory information.

Data are provided for free. Users are asked to quote the Observatory as the source of information. If the information is used for research, dissertations and studies, users are requested to send a copy of the document in order to disseminate it through the Observatory website.

Use of the data for policy making and policy implementation in the field of labour market

The information provided by the Observatory supports the local policy makers in conceiving and implementing actions aimed at:

- stimulating the economic and urban development;
- improving the local systems of labour supply and demand intermediation;
- defining educational programs and training strategies;
- defining investments priorities.

The ODT produces information which is used by the Central Government, carries out evaluations of the outcomes of NGOs actions, develops impact assessments concerning labour market policies.

4.3.2 EUEE - Encuesta de Unidades Económicas en Establecimientos (Survey on the Local Units in Establishments).

The survey is aimed at obtaining information on the business environment of the area, to support local governments in planning, promoting and implementing policies to enhance economic development of the district. This falls within the local government objectives relating to the development of the employment. More specifically, the survey goals are:

- to ascertain the importance of the economic sectors;
- to know the enterprises size;
- to identify the main characteristics of the firms and of the entrepreneurs.

The data production stage

Completeness and level of detail of the data produced

The survey allows to get the most detailed information concerning the characteristics about entrepreneurs and the enterprises located in a district, including data on:

- the enterprise competiveness (productivity, capital, technologies, qualification of the workforce, etc);
- market for imports and exports;

- employment (stock of employees and main characteristics, level of qualification of employees and need of further training, demand of employees)
- financial characteristics of the eneterprise.

Therefore, the data collected provide a complete and clear picture of the characteristics of the economy of the district considered and of the level and trends of the employment.

Adequacy of the statistical methods and full transparency about the methods used

The statistical methods to be applied to conduct the survey are extensively detailed in manuals and documents that are available to the institutional users of the data.

The procedures, and the related manual, were developed within the framework of a project carried out by the Government of Peru and the European Union (PROPOLI project[42]): they are based on internationally recognized principles and good practices.

A specific manual deals with the sample design. This manual describes the sample stratification, the sample size for each district investigated, the methods to report the data to the population universe. The basis for the enterprise sample is the DUEE, the Register of the Local Units in Establishment. The stratification by economic sector is carried out on the basis of seven specific economic sectors derived from an aggregation of the ISIC (for further details see p. 59 of the UCSS report). Enterprises size stratification is made considering two groups of enterprises: 1 to 49 employees, more than 50 employees (the entire population of enterprises with 50 or more employees is surveyed).

Data quality

Formal procedures are in place to ensure the quality of the information collected.

The quality of the data is ensured through a detailed planning of the various steps of the survey. Special attention is devoted to the survey preparatory activities which encompass: the definition of the indicators; the elaboration of the questions and of the questionnaire (which are then validated by the municipalities/district); the definition of the sample design; the survey pilot step; the elaboration of the operative manuals and vademecum.

The data elaboration step include a reviewing and coding phase. The aim of this phase is to check the information recorded in the survey forms in order to identify and correct omissions,

[42] PROPOLI - Poverty Reduction Programme in the Marginalized Urban Regions of the Metropolitan Lima Project. It is a bilateral project carried out by the European Union and the government of Peru for a five-year period (2003-2007). This is one of the most important projects implemented in Peru within the framework of the international cooperation related to the poverty reduction in the country. The overall objective of the project is to contribute to the reduction of poverty in 10 districts of Lima.

duplications and inconsistencies, validate the data recorded in each survey form and assign them a code for subsequent elaboration. The data entered in the database are checked again in order to correct possible typing errors. In addition, the survey results and the statistical tables derived them are subject to a consistency control.

Before the EUEE survey, local governments had no reliable information about the companies in the district territory and their distribution. The survey provided this kind of information, thus allowing the local governments to create better policies to promote enterprises and employment.

The description of the survey planning, of the preparatory steps and of the data check and validation phase leads to the consideration that the data meet with all the quality requirements of the check list.

Data timeliness and punctuality

The delay between the availability of the information and the event or phenomenon it describes is acceptable: the time to conduct the survey, from planning to delivery of results, in about six months.

Innovation

The survey born as a combination of various international surveys, each of them focusing on specific business topics: innovation consist in the creation of an integrated questionnaire that collects detailed information from both enterprises and entrepreneurs. Moreover, the language used in the questionnaire is simple to ensure that respondents can provide pertinent information.

Economic sustainability

The survey does not rely on permanent and predetermined resources: it is necessary to obtain external sources of financing.

Data analysis and interpretation

Presence of this phase

There is a phase of data analysis and interpretation. The analysis of the data consists of two steps: the elaboration of the information collected in order to produce relevant indicators on the labour market and the production of relevant publications.

Pertinence/correspondence

The EUEE survey provides the local governments with detailed analysis and reports on the characteristics of the local entrepreneurs and enterprises. This information support the local decision makers to conceive and implement policies to promote the creation of new enterprises in order to promote the economic development of the area.

Quality

There is an International Scientific Committee, composed of foreign Universities, supervising and counseling the staff to elaborate the documents, and reviews the reports before they are published. On the other hand, the hypothesis coming from the analysis of the data are carefully tested through case studies.

Innovation

Two main elements of innovation have been introduced in the analysis phase: the use of statistical methods such as cluster analysis to determine the behaviour of firms in the territory; and the production of thematic maps to determine with greater precision the location of businesses in the area. Maps were produced with a GIS system.

The style of the reports produced should also be regarded as an innovation : the survey results are presented in a form easy to understand and the documents contain policy recommendations to help local authorities to achieve their business strategies.

Data dissemination

Completeness of information

The documents reporting the results of the survey are supplemented by a methodological appendix, a glossary of concepts and definitions. Explanatory notes are incorporated on each table in order to make the document easy to understand.

Presence of a release policy

There is a planning for the dissemination of the survey results. The planning include a calendar and the description of the type and content of the forthcoming publications.

Specific workshops are conducted in order to define the possible and the correct use of the information provided by the EUEE. They produce users' guidelines.

Statistical tables and analysis made on the basis of EUEE are always published on the website.

Presence of a dissemination and marketing policy

The EUEE dissemination and marketing policies are similar to those developed for the other surveys implemented by the Observatories: they benefit of the UCSS public relations office and web-site; relationships are developed with the various local and national media, and with the municipalities public relations offices; the UCSS electronic directory is used to enhance the dissemination of the material produced; the EUEE research staff participates in local and national workshops, events and fairs related to Labour Market issues.

Data accessibility

The material produced is available for free on the Observatory web site: reports, studies, press releases, working papers, tables of statistical results, outcomes of events. Users are asked to quote the Observatory as the source of information. If the information is used for research, dissertations and studies, users are requested to send a copy of the document in order to disseminate it through the Observatory website.

Data are disseminated by e-mail to the members of the UCSS directory; hard copies are sent to the main public libraries (local government, universities, etc); training visits are carried out to the users' offices; a specific support is provided to the local governments in using the Observatory information.

Use of the data for policy making and policy implementation in the field of labour market

Data are used by Municipalities to develop their programs, projects, initiatives and strategies aimed at promoting and supporting employers and enterprises located in the area. The information is shared with NGOs and with the Business Service Center of the University to develop projects for employers.

The availability of reliable information improved the planning of policies for the local economy development, such as: designing specific policy interventions regarding the economic sector of each district; organizing training and enterprise support services for productive sectors; developing trading relationships with other markets, districts and business programs.

The database allowed to automate the information concerning the business located in the district. This is a useful tool for the technicians in the municipalities.

Training and advice provided to the municipalities within the EUEE framework, led to a further strengthening of the capacities of local actors.

4.3.3 DUEE - Directorio de Unidades economicas en establecimientos (Register of economic units in establishments).

The last version of the INEI[43] business register was produced in 1994. Because of the unavailability of updated information on enterprises the district municipalities were unable to generate adequate business policies and to help the enterprises to improve their distribution in the territories. Moreover, many areas that were considered to as industrial zones have become residential areas.

In 2005, within the framework of the PROPOLI[44] project, a Socio-Economic Labour Observatory was created (OSEL) as the first step forward the creation of a business census (called Register of

[43] The Peruvian National Institute of Statistics.

[44] PROPOLI - Poverty Reduction Programme in the Marginalized Urban Regions of the Metropolitan Lima Project. This is one of the most important projects implemented in Peru within the framework of the

Economic Units in Establishments) aimed at identifying and collecting in a simple way information about the business activities located in the North-Lima districts. Indeed, it was increasingly urgent to provide the municipalities with good, updated and adequate statistics about the most dynamic business sectors of the area.

The DUEE was the first input which enabled to create a business census frame. This tool was needed as a sampling frame for business surveys, for planning the census fieldwork, and to assess the type and size of the enterprises of the area.

Similar to what described for the ELHO survey, the DUEE activities are supported by a comprehensive methodological documentation which has been developed in relation to each step of the entire process.

The data production stage

Completeness and level of detail of the data produced

To ensure the completeness of the register, the research team carried out a full scan of the areas to be included in the project in order to take into account the new groups of buildings (manzanas) that were not included in the outdated available maps. Moreover, specific actions were taken to get information about all the economic units located within a group of buildings.

DUEE does not include information about the economic activities that take place at night (food sold in houses) or about market stalls. It includes the number of establishments located in the Shopping Centers and the economic sector to which they belong.

Adequacy of the statistical methods and full transparency about the methods used

The statistical methods applied are widely described in the DUEE related documents and manuals, especially in the Census Plan document and in the Manual for the Fieldwork Operator. More specifically:

- the Census Plan document contains detailed instructions for the organization of the fieldwork activities and indications about the implementation of the Census in each district. It is a reference tool, which allows to harmonize the survey criteria across the various districts.
- The Manual for the Fieldwork Operator[45] defines the criteria to be followed for the collection of information regarding the economic units in establishments. Besides a description of the objectives of the action, the legal provisions that underpins it and the

international cooperation related to the poverty reduction in the country. The overall objective of the project is to contribute to the reduction of poverty in 10 districts of Lima.

[45] Manual del empadronador.

main notions about the fieldwork activities, the manual includes a detailed explanation of the tasks to be performed by the fieldwork operator, and detailed instructions on how to fill the establishment sheet in a proper way.

Data quality

Formal procedures are in place to ensure the quality of the information collected. They cover all the phases of the activities that are performed to build and update the DUEE:

- data collection and registration are carried out through direct interviews with the owner of the economic unit (or the general manager or the business representative), persons that work in the economic unit and are in place at the moment when the data are recorded in the specific survey form;
- special attention was given to the design of the survey form and specific instructions have been prepared to fill in the form in a proper way;
- specific actions have been taken to ensure the safety of persons responsible for gathering the data in high risk areas, and of the survey material;
- the activities are supervised constantly throughout the work. Supervisors are responsible for monitoring the actions of the fieldwork, the level of implementation of the Census, the compliance with the established procedures and methodologies and take corrective actions;
- specific procedures are in place to select the survey staff; the personnel involved in the project is organized according to a functional and hierarchical structure: tasks and responsibilities of each function are clearly described;
- the procedures include a reviewing and coding phase. The aim of this phase is to check the information recorded in the census forms (to identify and correct omissions, duplications and inconsistencies), validate the data and assign them a code for subsequent elaboration.

The information collected is relevant: the Registry is a useful tool to meet the needs of local governments in the generation of tools and active policies for local development. With regard to the accuracy, the DUEE allowed the local government to discover the real extent of the changes occurred in the area, especially concerning the birth of new groups of buildings and new business activities.

Other local organizations, such as OSEL Lima South and some NGOs, used the DUEE registration form which was developed by the UCSS Observatory to build up their own business census, thereby enhancing the comparability of data between different areas of Lima Metropolitana.

Moreover, in order to ensure comparability with other statistics, the economic units are classified according to the ISIC[46] economic sectors.

The DUEE data can be reliably combined in different ways and provide information on the number of local companies, the geographical distribution of business activities, the average size of companies, etc.

Data timeliness and punctuality

The whole process for the production of the DUEE lasts on average six months. The most critical points are the creation of the mask to register the data and the phase of the data entry. The Register should be updated at least once every one-two years, because the level of birth and mortality of the economic units is high and changes in the legal status occur very often, especially in enterprises of less than 10 employees. The first release of the DUEE Lima Norte is dated 2005 and it was updated in 2008.

Innovation

The sheet used for the registration of the information has to be considered as an innovation as it has been used for the first time at local level during the DUEE data collection. It can contain all the basic information concerning the identified economic unit and it is easy to use.

A further innovation is the introduction of an automatic system for the maps updating, through a geo-referenced system. This activity is supported by a specific Manual that was developed to assist those who update the maps, are responsible for obtaining the appropriate information and whose work depends the success of the samples selection for further investigations. This is why the manual contains information about the methodological basics : definitions, concepts, procedures and instructions in order to comply with the information quality parameters (consistency, quality, accuracy and reliability).

Economic sustainability

The DUEE needs to be updated at regular intervals. This activity does not rely on permanent and predetermined resources. In order to obtain the funds needed to continue to update the DUEE, the UCSS usually develops projects that submits to the international cooperation organisations.

Data analysis and interpretation

Presence of this phase

There is a data analysis stage which produces documents for the use of the local policy makers. These documents focus on the characteristics of the micro enterprises located in the areas

[46] International Standard Industrial Classification of All Economic Activities

considered, the business density of these areas, the main economic sectors, the enterprises size, their age, etc. The purpose of the data analysis phase is to increase the knowledge and attention of the local governments on the entrepreneurs located in the territory and support municipal governments to implement business promotion strategies.

Pertinence/correspondence

The implementation of the DUEE allowed to have a clear picture of the type of economic activities that operate in the territory. Therefore, the Business Promotion and Economic Development Offices can create products, instruments and active policies to increase employment as well as direct new investments in the territory creating a stronger market of services for business development.

Quality

In order to ensure the quality of the analysis, the data analysis results are submitted to the experts of the Ministry for suggestions and feedbacks. In addition, the quality of the work is validated through discussions among experts. The team involved in the work has a solid experience of labour market analysis, receives ongoing training in order to improve its skills, and carries out stages at universities abroad to exchange ideas and documents with experts in the field.

Innovation

The main innovation consists in the way of presenting the results: maps are used to disseminate the information concerning the enterprises system of the areas analyzed. Thematic maps are successful in drawing the attention of local policy makers and in supporting them in identifying new projects that can be generated in the areas considered. In addition, newsletters and brochures are designed to be immediately and easily interpreted: they include concepts, graphics, and data explanation.

Data dissemination

Completeness of information

The products developed include additional information such as conceptual notes, methodological annexes, a description of the methodology used in the fieldwork.

Presence of a release policy

There is a release policy: the frequency of publication of the various products is defined in the Annual Operating Plan. For most products the following elements are defined: the type of user, the timing of the publication, the means of communication (email, website, etc).

Presence of dissemination and marketing policy

The communication strategy identified two areas for action: internal and external. On the internal side, the communication process was aimed at informing the University teaching and administrative staff about the Observatory's activities and products. This activity involved several University bureaus (the institution communication bureau, the web development unit, the printing office, etc) and was made by means of newsletter and brochures, dissemination of data sets, training material.

The main activity of the dissemination process outside the University consisted of symposiums, workshops and forums for business representatives and municipalities, held on specific key issues. Specific newsletter, brochures and web pages were developed. Another strategic activity was the execution of a awareness raising campaign aimed at promoting opportunities to access training and employment. The campaign was made by means of press release and regular bulletins disseminated in the municipalities.

Data accessibility

Users access the information through the website, where a calendar of events and activities is available, too. Users are informed of new publications through mass mailings. The information may be used freely provided that the source is clearly quoted.

Use of the data for policy making and policy implementation in the field of labour market

The DUEE allowed local authorities to acquire a more accurate and detailed knowledge of the type of enterprises located in the area and of their characteristics. This has enabled local actors to devise and implement specific business-oriented strategies and initiatives to enhance the local development and, therefore, to increase employment and reduce poverty. Examples of such initiatives are: centers to promote the development of enterprises, training programs for business start-ups, services to support and develop self-employment experiences, development of micro-projects, and others.

4.3.4 GIS - The use of GIS for statistical purposes

During the meeting held in Lima in July 2010, the partners of the project welcomed the presentation of the GIS system, an innovation tool used by ODT-OSEL to carry out the fieldwork and to analyse and present the data collected within the framework of the surveys ELHO, EUEE and DUEE.

GIS is an information system able to integrate, store, edit, analyze, share and display sets of geographically referenced information. Used both during the implement of the survey and to present the results, it allows the users to understand better and faster the distribution and the characteristics of the object of the statistical survey. By means of a key, it associates the information stored in a database to the graphic objects of a digital map.

All the delegates agreed to consider the use of the GIS information system as a Observatory good practice with specific reference to the modules n. 2 "Data analysis and interpretation" and n. 3 "Data dissemination" which compose a LMIS (see paragraph 1.1 above and figure 3). Indeed, the GIS outcomes are based on the data collected in the ELHO, EUEE and DUEE surveys. Therefore, for what concerns the data production phase (module n. 1 of the LMIS), the description of the characteristic of good practice of this first phase is reported in the previous chapters of the present report, the chapters referring to the surveys themselves. Moreover, the use of the GIS system is itself an element of good practice in the implementation of the data production phase.

Data analysis and data dissemination through the GIS system

ODT-OSEL observatories used the GIS system to produce thematic maps on the economic phenomena observed in the districts surveyed. This approach makes it easier to understand how a specific phenomenon is distributed in the territory: for instance, the GIS is used to know where the local units in establishment are located (see chapter on DUEE), or to know how poverty is distributed in a region or a district.

In other words, to display the data by means of geo-referenced maps helps the researchers to better understand the content of the various databases resulting from the surveys:

- to locate and highlight (by means of different colours) the most representative local units of a district;
- to represented in a thematic way the main indicators referring to the local units;
- to analyse transversely different databases, thus enriching the analysis performed.

The use of a GIS system allowed the Observatories of the University to reach more users with the statistical information it produces . To present survey results by means of geo-referenced maps helps the users to better understand the economy of an area, the current situation, the main characteristics of the various components and the tendencies. Therefore, the system helps to generate guidelines and models for decision making and future efforts and investments in the territory.

Use of the data for policy making and policy implementation in the field of labour market

The use of GIS is a useful support for decision and policy makers. Since the geo-referenced maps provide information about all the economic units in an area, their main sector of activity (distributive trade, industry, services and other sectors) and their spatially distribution, civil servants responsible for the local economic development used GIS system outcomes as a support to make territorial plans for the districts development, to promote the development of business projects, etc.

Geo-referenced maps become a benchmark in the planning process that local governments do in the great challenge of territorial competitiveness, promoting entrepreneurship and development of quality employment initiatives in their districts.

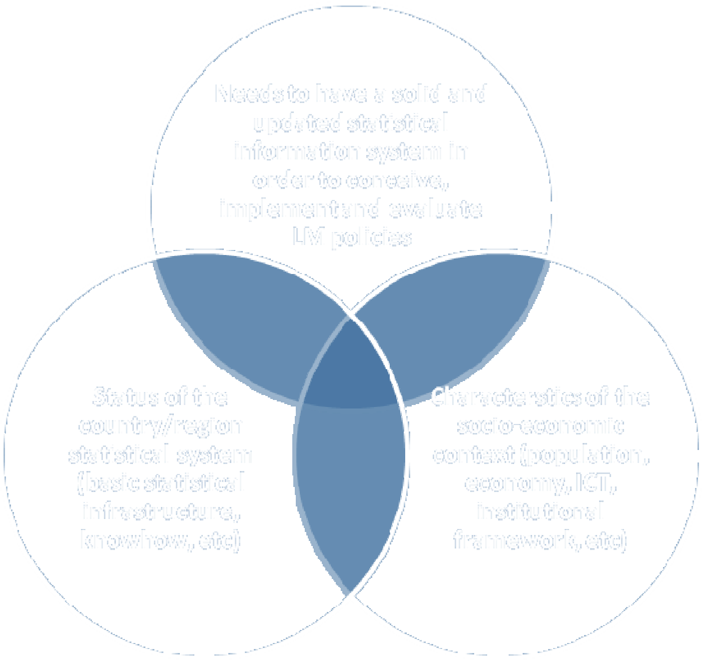
5. Good practices that would be transferred

5.1 Methodology adopted to support the beneficiary partners in the selection process

As mentioned in previous chapters, there are some factors playing a significant role in the process carried out by the beneficiaries partners when selecting the good practices that they wish to receive.

These factors are: needs and expectations concerning both the availability of information and its use for labour market policies, socio-economic context of the regions (or countries) of destination and the concrete level and characteristics of the statistical system in place in these regions.

Figure 4 – Critical factors



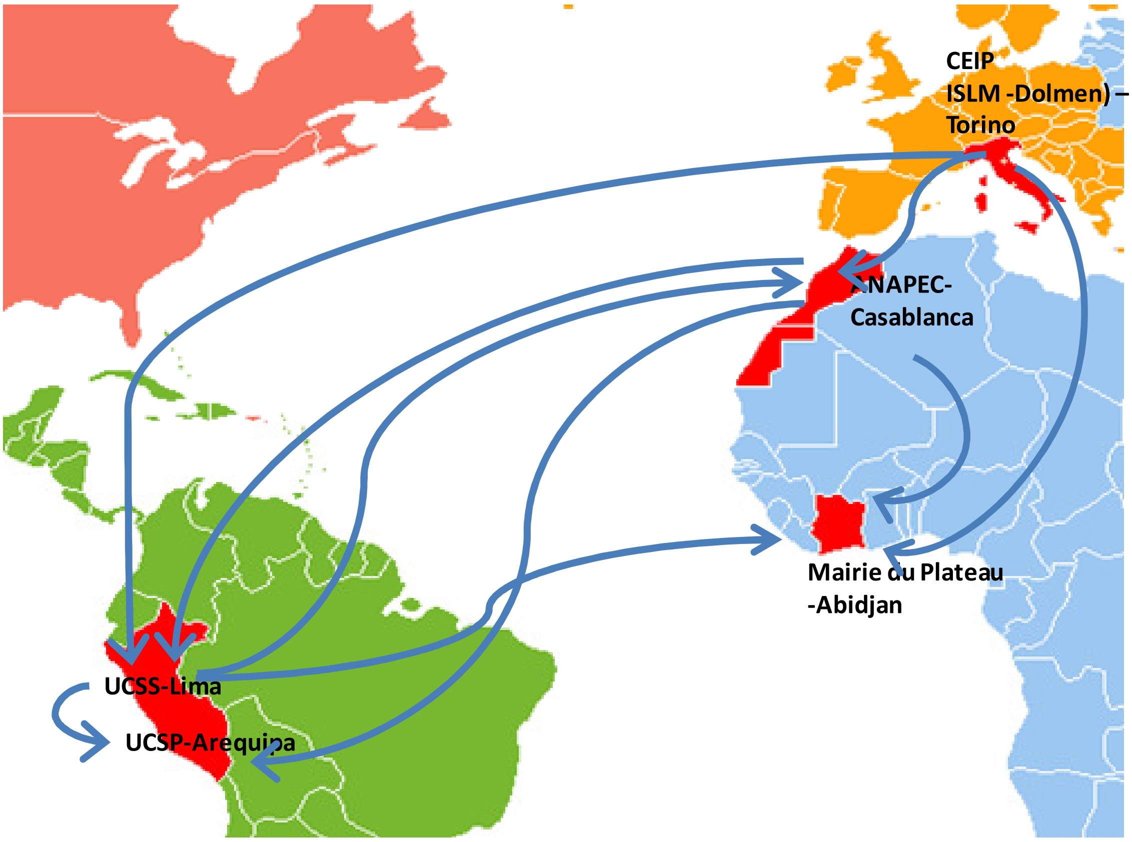
The highly interactive debate carried out in Lima, allowed the partners, including the most advanced ones, to selected some good practices, or some elements of a specific good practice, that could be transferred to its own country/region to set up a first LMIS (Ivory coast and Arequipa) of to implement or upgrade the already existing LMIS.

In order to support the partners in the decision process, the Dolmen's team of experts outlined a sort of check list finalised to make a very preliminary assessment of the transferability of the good practices chosen. The checklist has been used by all the partner countries as a tool to self-assess the transferability in its own area of the good practice chosen and as a first exercise to prepare the executive project they have to make within the framework of Task 3 of the project. The elements of the check list are:

- an introduction, describing concisely the current state of the art and highlighting the needs and expectations;
- a brief description of the problem;
- overall objective of the action;
- expected results, i.e. the concrete outcomes of the actions like the availability of more accurate, relevant, reliable and timely information or a better use of the information for policies targeted to disadvantaged persons;
- risks and difficulties that may occur during the implementation of the action;
- elements of the good practice chosen that have to be adapted to the local context in order to ensure transferability;
- the list of the main activities that are necessary to implement the action;
- the time necessary to transfer the experience, specifying whether the action will end within the expiring date of the ELOISE project.

The map below displays the flows of the good practice exchanges that were agreed in Lima. It is self-evident that during the progress of the project, the initial assumptions, which envisaged a "linear" exchange from UCSS-Lima to UCSP- Arequipa and from ANAPEC to Mairie du Plateau, expanded to include exchanges even between the two partners more advanced in LMIS.

Figure 5 – Good practice flows



5.2 Good practices selected by the beneficiary partners

With regard to the content of the exchange agreed in Lima, they can be summarized as follows, by beneficiary partner. The University of Arequipa asked:

- to receive a support from ANAPEC in order to establish a Prospective Monitoring System on Skills in the area of Arequipa. The focus of the system would be on skills and capabilities in order to better understand enterprises need so as to improve the matching between the demand and the offer already on the labour market and implement adequate training programs for the future;
- to receive a support from UCSS-Lima in order to:

- implement a questionnaire for a household survey on employment and living conditions (based on the UCSS experience on the ELHO survey). The outcomes of the action would be the design of a Local Household Survey and its implementation it in the main Arequipa district, so as to obtain adequate information (database) on the employment level and their main characteristics and on the living conditions and poverty in the area;
- implement an enterprise census (based on the UCSS experience in the DUEE). Indeed, the census carried out at national level is not updated at regular intervals and the other sources of information on enterprises are not easily accessible and are not always reliable. The aim of the action is to obtain detailed information on the enterprises located in the area and on their main characteristics. The data collected will be the fundamental source of information for studies and researchers on the economy of the area. Moreover, to dispose of a register will allow to design samples for further surveys;
- implement a GIS system (based on the UCSS experience on ARCGIS). The expected results are, on the one hand, the improvement of the reporting process including mapping, data management, geographic analysis and data editing and, on the other hand, to have information at both operational and strategic level so as to allow local decision-making authorities to plan and implement development policies.

Mairie du Plateau was involved in the ELOISE project as the main beneficiary countries. The need of the Mairie was to create a local Observatory on the labour market. In Ivory Coast, the AGEPE (Agency for the Study and Promotion of Employment) include a Department of the observatory on employment, occupations and training. The Department's mission is to produce, analyze and disseminate information on the labour market. However, the Observatory has not produced recent studies (the latest surveys were carried out in 1995, 1998 and 2002). Moreover, the Plateau has no observatory capable of providing data on the local labour market.

The need expressed by the Mairie is to have an observatory providing a mapping of the most required occupations and make the match between labour supply and demand. The best practices described by the other partners of the ELOISE project can be useful to create an effective and efficient observatory. Starting form this statement, Marie du Plateau asked to have the support from UCSS-Lima in order to:

- implement questionnaires to gather information from households and production units based on the Peruvian ELHO and EUEE questionnaire surveys;

- implement a system for the use of information for the purposes of employment policies, i. e. make available to policy makers an innovative, modern and efficient tool in order to better direct employment policies.
- To receive a support from Dolmen to implement an integrated information system for data storage, check, elaboration and consultation. This data processing system will allow to verify and correct variables and missing values, outliers, or delete them and validate data files.
- To receive a support from ANAPEC to implement a prospective monitoring system on employment. These make croissements data on employment from the various surveys in the optical response of the Offer of employment of the labor market and define the training actions to the needs of businesses.
- The system allows to collect and elaborate data on the occupational needs of employers, with a view to respond to the immediate needs of jobs or define specific training actions finalized to the qualifications required by the enterprises.

ANAPEC, was included in the ELOISE partnership as a potential donor of good practices, especially with regard to the Prospective Monitoring System on employment. However, during the implementation of the system, ANAPEC became aware of some deficiencies, i. e. the lack of an integrated information tool enabling to support the implementation phases, monitoring and checking the work stages and outcomes; facilitate the work to the end users (employment counsellors, local, regional and central directors), sorting out the required results according to several parameters (results by sector, region, job occupation, year and quarter ...); facilitate the preparation of analysis and reports .

The presentations made by Dolmen during the meetings held in Turin and Lima described certain tools and models suitable to satisfy ANAPEC's needs. ANAPEC was already planning actions to develop some information technology components. However, this work could benefit from the experience of the ELOISE partners. Therefore, ANAPEC has expressed its interest to work with Dolmen in order to formulate a feasibility study that is reliable from the technical and financial point of view, and in order to implement the information technology tool.

Table 2 – Good practice exchanges

	BENEFICIARIES			
DONORS	UCSS ⇧	ANAPEC ⇧	UCSP ⇧	Mairie du Plateau ⇧
UCSS →		Suggestions to improve questionnaires of households survey and enterprise surveys	Implementation of a households survey questionnaire Implementation of an enterprise census Implementation of a GIS system	Implementation of a households survey questionnaire and of a business survey questionnaire Use of information for policies needs
ANAPEC →	Employment Prospective Monitoring System in a region of Lima		Skills Prospective Monitoring System in the area of Arequipa	Employment Prospective Monitoring System in the area of Mairie du Plateau
Dolmen →	Feasibility study for the development of a web-based system to consult the DUEE. Outline of a project aimed at exploiting computerized administrative data on employment to evaluate the outcomes of employment policies. System for the automation of the process of database creation.	Integrated information system for data storage/check/ elaboration/ consultation (including "tableau de bord")		Integrated information system for data storage/check/ elaboration/ consultation (including "tableau de bord")

Moreover, ANAPEC asked UCSS-Lima suggestions in order to improve the questionnaire used in the households survey on employment and in the enterprise surveys (on the basis of the UCSS experience in the ELHO end EUEE).

UCSS underlined that the missions in Turin and Lima allowed to know the experience of other partners in the development of information systems on the labour market and how these have impacted on the design of policies for the most vulnerable. Starting form this statement, UCSS-Lima asked:

- to receive a support from ANAPEC in order to establish a "Prospective Monitoring System on Employment in a region of Lima";
- to receive a support from Dolmen in order:
  - to carry out a feasibility study for the development of a web-based system to consult the Register of Local Unit in the Establishments (based on the Dolmen experience in data warehouse development). Such a system will provide social actors, in particular municipalities, with timely and adequate information on line so that they can develop employment policies for the most vulnerable people in their districts;
  - to receive a support from Dolmen to outline a project aimed at exploiting computerized administrative data on employment to evaluate the outcomes of employment policies (based on the CO good practice);
  - to receive a support from Dolmen to implement a system for the automation of the process of database creation (based on the Dolmen UCCASS experience).

A more accurate assessment of the feasibility of the good practices selected by the beneficiary partners was carried out during bilateral meetings held in Rabat (November 2011). These meetings allowed to outline in more details both the constraints existing in the receiving partners' countries and the concrete actions to be performed by the donor partners. Consequently, the delegates agreed upon some changes in the actions agreed during the Lima meeting. These can be summarized as follows.

For what concerns the good practices selected by the Mairie du Plateau, UCSS-Lima proposed to made a transfer "a la carte", i.e. to offer a methodology and instruments for the implementation of a first component of an observatory on the labour market: a "fast" households census aimed at obtaining information (*tableau de bord*) on the situation of young people living in the area. On the basis of this census, it would be possible to carry out a more detailed sample survey targeted to the young.

Moreover, a difficulty emerged concerning the lack of a database of job seeker who is an essential component in the approach of the ANAPEC Prospective Monitoring System. A similar database exists in the AGEP[47], but it not accessible. To overcome this problem, the Mairie du Plateau will conduct a study to identify the active unemployed population between 14 and 35 years old. This will be a first job seekers database.

Concerning the IT application for entering the survey data, conducting the analysis and editing the outputs, the solution was identified in the instrument developed by Dolmen. The tool perfectly meets the needs of the study with a slight adaptation concerning the language.

For what concerns the good practices selected by ANAPEC, the Italian partner agreed to provide a French version of the software related to the data warehouse that it developed. Also, Dolmen agreed to support for better adaptation of the product to the needs of the prospective study, including reporting instruments (tables and charts).

[47] The Ivory Coast Agency for the study and the promotion of employment.

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