

## **ACTION 3.4. ELOISE PARTNERS' EXECUTIVE PROJECTS EVALUATION**

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### **Project**

**«ELOISE: Enhance Labour Opportunities to  
Improve Social Environment »**

**Contract no. DC-HUM/2009/211-263**

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List of abbreviations:

AGEFOP	Agence Nationale de la Formation Professionnelle, Ivory Coast (Vocational Training National Agency)
AGEPE	Agence d’Etudes et de Promotion de l’Emploi, Ivory Coast (Agency for the Analysis and Promotion of the Employment)
ANAPEC	Agence Nationale de Promotion de l’Emploi et des Compétence, Morocco (National Agency to Promote Employment and Competences)
CEIPIEMONTE	Centro Estero per l’Internazionalizzazione (ELOISE main contractor)
DUEE	Directorio de Unidades economicas en establecimientos (Register of economic units in establishments)
ELHO	Encuesta Local de Hogares (Households Survey on employment level)
EPS	Études Prospectives System
HORECA	Hotel, restaurant and catering sector
INEI	Instituto Nacional de Estadistica e Informatica, Peru (National Institute of Statistics and Information technologies)
ISLM	Innovazione e Sistemi per il Lavoro e il Mercato
ITWM	International Technical Working Meeting (itinerary study visits organized in each partner country)
LMIS	Labour Market Information System
MdP	Mairie du Plateau
MTPE	Ministerio de Trabajo y Promoción del Empleo, Peru (Ministry of Labour and Employment Promotion)
ODT	Observatory for the Local Development, Peru (Observatorio para el Desarrollo Territorial)
SMEs	Small and medium size enterprises
SW	Software
UCSP	Universidad Católica SAN Pablo (Saint Paul Catholic University)
UCSS	Universidad Católica Sedes Sapienties (Sede Sapientae Catholic University)
VEILLE	Système de Veille Prospective (Prospective Monitoring System)

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## 1. Introduction

This document is based on the executive project evaluation reports prepared by each partner involved in the ELOISE project. Each partner report has been drafted according to a common table of contents agreed upon by the delegates during one of their periodical 2011 steering committee meeting<sup>1</sup>. The general report follows the same structure.

As reported in the application form, the broad objective of the ELOISE project was to capitalize the experiences implemented by private and public stakeholders of the partner countries in the field of Labour Market Information System (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.

Starting from the assumption that experience and/or model transfers can be successful only if they take into account the specific characteristics of the receiving context, the project partners agreed that any transfer of good-practice or success-tool should have been subjected to a thorough contextualization related to the social-economic system of each beneficiary country and to its specific needs and priorities. Therefore, the process of **identification and sharing** the good practices was structured around the following macro-phases:

- a) collection, in each partner country, of relevant LMIS practices and identification of the good ones (according to the criteria set by the project partners)<sup>2</sup>
- b) presentation and sharing of the identified good practices, during project Study visits, bilateral meetings, technical working sessions, etc ;
- c) selection of the good practices suitable to be transferred to the beneficiaries partners, analysis of the transferability of the selected practices and implementation.

The good practices that had to be transferred from the donors to the receiving partners were outlined during the meeting held in Lima in July 2010 (for details on these aspect, refer to document "TASK 2 - Labour market information systems: good practices collected and transferred within the ELOISE project", March 2011). They were as reported in the following table.

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<sup>1</sup> Second study visit (ITWM) in Lima, 19th-23rd July 2010.

<sup>2</sup> First study visit (ITWM) in Torino, 22nd-26th March 2010.

<b>BENEFICIARIES</b>				
<b>DONORS</b>	<b>UCSS</b> ↑	<b>ANAPEC</b> ↑	<b>UCSP</b> ↑	<b>Mairie du Plateau</b> ↑
<b>UCSS</b> →		*ELHO Suggestions to improve questionnaires for households survey and enterprise surveys	*ELHO Implementation of a households survey questionnaire  *DUEE Implementation of an enterprise census  *Implementation of a GIS system	*ELHO Implementation of a households survey questionnaire and of a DUEE/VEILLE business survey questionnaire  *Use of information for policies needs
<b>ANAPEC</b> →	*VEILLE Employment Prospective Monitoring System in a region of Lima		*Skills Prospective Monitoring System in the area of Arequipa	*VEILLE Employment Prospective Monitoring System in the area of MdP
<b>ISLM</b> →	*i-DUEE 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")

However, there are some differences between what was decided during the Lima meeting in June 2010 and what was actually possible to implement in each country. A more accurate assessment of the feasibility of the good practices selected by the beneficiary partners was carried out during bilateral meetings held in Turin and Marrakesh during the 3<sup>rd</sup> and 4<sup>th</sup> ITWM (June 2011, November 2011). These meetings allowed to outline in more details both the constraints existing in the receiving partner countries and the concrete actions to be performed by the donor partners. Moreover, some difficulties arose during the implementation of the projects, mainly in Ivory Coast

but also in Lima and in Morocco. Consequently, the good practices exchange scheme was adapted in order to take into due consideration these events. In more details:

- as regards Morocco, the Ministry for Employment and Vocational Training and **ANAPEC** preferred to concentrate their efforts on the development of the EPS tool project (Etudes Prospective System), the IT solution to capture and validate the ANAPEC survey data from their VEILLE practice<sup>3</sup> and to produce relevant outputs (reports, tables, graphics). Therefore, the project for the development of a household questionnaire based on the Peruvian ELHO model was abandoned;
- as regards **UCSS**, the project on the use of administrative register data for the evaluation of employment policies was postponed because of delays in the involvement of the Ministry of Labour. The Ministry of Labour supported, indeed, the i-DUEE project, that is to say the on-line version of the existing cd-rom supported system DUEE<sup>4</sup>. UCSS chose to focus on testing the model of employment prospective monitoring system (VEILLE) and on implementing an on-line system to manage and analyse the data coming from the household and the business surveys;
- **Mairie du Plateau (MdP)** represents the most complete case of good practices transferring. The first need of the municipality was to acquire a good practice on how to conduct a double survey on local population (households survey) and on local companies. This in order to identify the main characteristics of job seekers (mainly the young) and of employers' needs. To achieve the above objective, MdP decided to adopt the following practices from their partners: ELHO (census on population), DUEE (census on economic units) from UCSS and VEILLE (periodical survey on companies' recruitment needs) from ANAPEC. Both ELHO and VEILLE were adopted, while DUEE was not totally transferred, because the local stakeholders, with whom MdP shared the project idea, preferred to focus on the need to reduce the mismatch between young unemployed and formal companies. Therefore, the Moroccan VEILLE system<sup>5</sup> was considered useful enough for the specific situation in Plateau. In addition, concerning the ELHO practice, MdP had to give up conducting a true local population census because of the political crisis and civil war effects. In fact they interviewed 676 households and 3.830 persons of various districts.

From the technological point of view, MdP benefitted from an integrated model that includes the solutions which ISLM specifically designed and tested for ANAPEC (the EPS for companies

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<sup>3</sup> VEILLE Prospective is a periodical survey on companies' recruitment and training needs.

<sup>4</sup> DUEE Directorios de Unidades Económicas de Empresas, it is a census of all the local units in enterprises, which includes both formal and informal economic sectors.

<sup>5</sup> VEILLE is a survey to identify the companies' needs in terms of recruitment and training. While DUEE is a socio-economic census on all the companies.

survey) and UCSS (the CENSUS for the households survey), the one designed for both (REPORTING), plus the supplementary tool JOB-CENTRE allowing to match the data on the enterprises' occupational needs with the data on job seekers. As regards the need expressed by MdP on how to analyse the data collected and how to use them for Labour Market policies, it was not necessary to implement a specific project because during the ELOISE lifetime MdP received all the relevant information from statisticians and labour market experts of each partner countries and from various transnational training sessions organized on the subject. In particular the UCSS statisticians and experts maintained with MdP a constant dialogue to give them assistance and documents.

- As regards **UCSP** the project for the implementation of a repertoire of jobs-competences was not carried out for the following reasons: a) underestimation of the complexity to implement such a system, b) shortage of a staff specialized in "skills and competences" and capable of ensuring the future maintenance of the system, c) lack of economic resources. In order to optimize the ELOISE resources, it was agreed that UCSS would be the ideal candidate to implement and test a similar system in a particular economic sector (large-scale distributive trade), thanks to its larger staff and Labour Ministry's support. Thanks to the good-effective collaboration established between UCSS and UCSP, the Arequipa University is supposed to take advantage from the results of the Lima experience and to implement a similar project when it is ready, after the end of ELOISE. Conversely, the GIS good practice (Geographic Information System) could not be adopted due to economic reasons.

Here below is the **final version** of the scheme of good practice exchanges. The partners' executive projects and their related evaluation reports focused on the implementation of these practices:

	UCSS ↑	ANAPEC ↑	UCSP ↑	Mairie du Plateau ↑
UCSS →			<p><b>*ELHO Project</b> Development and customization of a households questionnaire for a local population survey</p> <p><b>*DUEE Project</b> Development and customization of a questionnaire for a business census</p>	<p><b>* ELHO Project</b> Development and customization of a households questionnaire for a local population survey</p>

<b>ANAPEC</b> →	<p><b>*Veille-enterprises Project</b> Preparing and adapting a <i>Veille prospective</i> questionnaire concerning the recruitment needs of large-scale retail trade, in a Lima region</p> <p><b>*Jobs-occupations repertoire</b> (competences)</p>			<p><b>* Veille-enterprises Project</b> Preparing and adapting a <i>Veille prospective</i> questionnaire concerning the recruitment needs of the HORECA sector</p>
<b>ISLM</b> →	<p><b>*EPS-Veille Project</b> Adapting to the Peruvian context the data processing system developed for ANAPEC (version for enterprises' groups)</p> <p><b>*CENSUS Project</b> Implementation of a system to computerize the creation of a population database</p> <p><b>* i-DUEE Project</b> Migration of the existing DUEE system (CD-ROM support) to a web-based i-DUEE system (DUEE Directorio de Unidades Economicas en Establecimiento)</p> <p><b>*REPORTING Project</b> System to create reports, graphics and tables</p>	<p><b>*EPS-Veille Project</b> Designing and developing a system of data processing, enterprises (tableau de bord, possibility of sorting the data by variable and by region)</p> <p><b>*REPORTING Project</b> System to create reports, graphics and tables</p>		<p><b>*EPS-Veille Project</b> Adapting to the Ivorian context the system developed for ANAPEC to process data on enterprises</p> <p><b>* CENSUS Project</b> System for a population census</p> <p><b>*JOB-CENTRE Project</b> System to cross each other EPS and CENSUS data</p> <p><b>*REPORTING Project</b> System to create reports, graphics and tables</p>

The scheme highlights the level of complexity of the exchange flows among the ELOISE partners. Some of the LMIS good practices were planned to be transferred in a number of beneficiaries countries: these practices are, for instance, the ELHO survey of UCSS that was required by both UCSP and MdP, the VEILLE job monitoring system of ANAPEC that was required by both UCSS and MdP. Similarly, as regards the IT solutions developed by ISLM, the EPS and REPORTING tools were planned to be transferred to three beneficiary partners (UCSS, ANAPEC and MdP) and the CENSUS tool to both UCSS and MdP. Conversely, other LMIS practices and IT tools were planned to be implemented just in a specific beneficiary partner: the DUEE in UCSP, the repertoire of skills and competences in UCSS, the i-DUEE in UCSS and the JOB-CENTRE in MdP. It should also be underlined that the specific features and characteristics of the LMIS practices are very different from each other (for details on the specific features of each practice, see the final report of Task 2



of the project<sup>6</sup>). Moreover, the institutional, social and economic context changes from region to region. As a result of these various factors, each partner developed its own executive project in a different way. Consequently, it is difficult to make a real cross comparison among the various evaluation reports written by the partners trying to find common elements with respect, for instance, to the specific objectives, the process adopted to achieve them, etc. This general report summarizes the element described by the partners in their own documents, seeking to give just some elements for a transversal lecture of the experiences done.

## 2. Description of the overall and specific objectives to be achieved by the adoption of the good practice

The **general objective** of ELOISE project was to capitalize the experiences gained by the partner countries in the field of Labour Market Information System, in view of generating a flow of more reliable, timely and internationally comparable labour market information, as a pre-requisite to design and implement policies and services to build a more inclusive society. **Specific objective** was the modeling and adoption of innovative methodologies and tools aimed at implementing a Labour Observatory (LO) in the Municipality of Plateau and in Arequipa as well as in strengthening the existing Observatories in Lima and Casablanca.

According to this, the overall objective reported by MdP and UCSP consisted in starting to build an information system on the local labour market, both supply and demand side: the social and economic situation of these areas imposes the local authorities to have enough information - adequately reliable and updated - in order to elaborate proper inclusive policies. In the case of MdP, the main information needs were about the young unemployed.

As regards ANAPEC and UCSS, their main objectives were to improve the process of data collection and data check and validation of the information systems in place in the areas of Casablanca and Lima, as well as improving their own capability to exploit the information already available thanks to these systems, in a more effective manner, i.e. more targeted to the need of designing proper labour market policies. More details follow.

**ANAPEC** conducts prospective studies on employment trends along 3 years in each region of Morocco twice a year and provides a job monitoring system for the most dynamic sectors in these regions. This allows to develop a predictive tool concerning the employers' recruitment needs and identify key industry trends. It is what they call VEILLE. ANAPEC identified in an ICT tool developed

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<sup>6</sup> "TASK 2 - Labour market information systems: good practices collected and transferred within the ELOISE project", March 2011. This report gives also details on the process and criteria adopted by the ELOISE partner in order to identify a good practice.

by ISLM<sup>7</sup> a practice that could be adapted to the Moroccan context and implemented in order to consolidate the data collection of the job monitoring system, and to exploit these data more successfully, especially regarding the changes which may affect a labour market (quantitative trends, nature of jobs created and their geographical location, nature of businesses, growing sectors in terms of employment, etc).

Starting from this situation, the overall objectives to be achieved thanks to the implementation of the good practice selected, have been reported by ANAPEC as follows:

- improving the information system currently in place in terms of data processing;
- testing the feasibility to integrate the application developed by ISLM into the existing ANAPEC information system;
- providing internal stakeholders (employment counselors, local managers, regional and central managers) with a user friendly application.

Specific objectives were rather related to operational and functional aspects. Through the executive project, ANAPEC wanted, as a first best, to propose a simple, easy, efficient and inexpensive application that could be grafted to its own information system without troubling it, or, as a second best, to propose an application external to the existing system but consistent with ANAPEC expectations and in line with the technical specifications of the existing information system.

The good practices chosen by **Mairie du Plateau** were the Moroccan monitoring and predictive system on employers' occupational needs (VEILLE) and the Peruvian households survey developed by UCSS (ELHO) whose aim is to define target groups for social and employment policies. As reported in the executive project, the overall objective to be attained through the implementation of the good practices chosen was to produce reliable statistics on the observed units (companies, households and individuals) with the aim to define adequate social and employment policies. Three specific objectives were identified to reach the expected result:

- Collecting data and information on employment supply and demand;
- Creating databases and seizing information on employment supply and demand;
- Analyzing data and information on supply and labor demand.

MdP identified two pilot projects to implement with the aim at testing the selected good practices (VEILLE and ELHO):

- a prospective study on employment in the HORECA<sup>8</sup> sector and

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<sup>7</sup> The tool was presented during the Second ITWM in Lima, 19th-23rd July 2010.

<sup>8</sup> Hotel, restaurant and catering sector.

- a study on the young people, living in the area, with a low-level of qualification.

The first pilot project specific objectives were to identify the short- and medium-term HORECA recruitment needs and their main characteristics, to identify the groups of job seekers to be trained (short- and medium-term training) and to raise the local authorities awareness about employment issues.

The second pilot project specific objectives were to produce statistics on population aged between 14-35 years with low levels of qualification, to create a proper database, to define relevant outputs (unemployed by age and neighborhood, graduates by age and neighborhood, etc.), to implement a system to cross the information recorded in the households database and that recorded in the database on employment.

In order to collect and process the data coming from the two pilot studies, ISLM adapted and/or developed proper ICT tools defined on the basis of local needs: EPS (to manage the prospective monitoring system on employment), CENSUS (to manage the households survey), REPORTING (to produce relevant outputs) and JOBCENTRE (to match employment supply with employment demand).

The overall objective to be achieved by the adoption of the good practice selected by **UCSP** was to obtain information on the social and labour market local context in order to improve the decision-making process. The specific objectives identified were to implement a system of social and labor statistics concerning two districts of the Arequipa region (Cerro Colorado and Paucarpata), to implement a system for the dissemination of statistics and analyses, to develop the local capacity to deal with information on the Local Labour Market. A third survey on business units started in Cayma, another district of the area, being co-financed by the local Municipality, which gives proofs of future sustainability for the newly born Labour Observatory inside UCSP (Arequipa Observatorio para el Desarrollo Territorial). Since the survey is still on going, no evaluation is available within ELOISE project.

The executive project elaborated by **UCSS** was aimed at developing instruments for the implementation of actions to improve the inclusion of the disadvantaged people in the local labour market. Lima Norte concentrates about 25% of the entire population of Lima Metropolitana. The greater part of this population is composed of immigrants and the population density is very high. Less than half of the total active population has got a secondary level of education and less than one third attained a high level of education. In the most peripheral areas, the unemployment rate of the young is about 14% and the underemployment rate in about 47%, while 40% of the young are inactive because engaged in education or training. Recently, there have been significant investments in the area and this fact open new opportunities to the job seekers. However, in order to define successful social inclusion policies at local level, it is essential

to acquire a detailed picture of the characteristics and trends of the local labour market and economic trends. This type of information is not available in the official national statistics. Therefore, it is important to improve and consolidate the existing local-based information system. Accordingly, the specific objectives described by UCSS are:

- developing an application allowing to computerize the entire process of a survey (from the collection of the data to the production of the outputs) and consult the related database from the web;
- developing a methodology enabling UCSS to identify the job profiles requested by companies and those offered by the job seekers, with the aim to make this information available to the local labour market decision makers;
- to use the above mentioned tools in order to analyse the employment trend of the large-scale distributive trade sector, and its characteristics..

### 3. Description of the process adopted to achieve the objectives and expected results, descriptions of specific actions

As regards the ELOISE project in general terms, the process of good practise exchanging was developed through:

- Organization of **bilateral and multi-lateral meetings** during the six Study Visits (ITWM) where the partners could discuss on problems envisaged and solutions proposed, share the state of the art of each executive projects and evaluate the results achieved. Special meetings were devoted to the technical ICT topics with ISLM experts and Ceipiemonte facilitators in order to define all the details necessary to customize the software to the specific partners needs. As a matter of fact the proposed ICT solution is an integrated system which share a common basis, supported by personalized functions, and which combines several tools (EPS, CENSUS, REPORTING, JOBCENTRE). The only SW solution having only one beneficiary is i-DUEE which was developed specifically for UCSS unique use.
- **Distance learning and technical assistance** by means of call conferences (through skype) for a total of 46,5 man/days
- Devoted **training sessions** in favour of ANAPEC (delivered by ISLM), UCSP (delivered by UCSS), MdP (delivered by ISLM, ANAPEC and Ivorian experts) for a total of 161,5 man/days.
- **Working in remote** (it is mainly the case of ISLM/ANAPEC and ISLM/UCSS which had its internal technical and informatics experts).

At a more detailed level, each beneficiary partner designed a process, depending on the good practice chosen. This was done in close collaboration with the donor partner. Obviously, there are some differences across the processes followed by the partners to reach the objectives defined locally. To a great extent, disparities in the approaches chosen are due to the differences that exist in the context in which the selected good practice had to be implemented. These differences are about the social and political context of the partners' countries, the statistical infrastructure existing in each specific area, the degree of sensitivity of the local government and of the local enterprises' associations toward labour market issues, the qualification and the technical know-how of the human resources involved in the project, etc. From the analysis of the partners' reports it emerges that a great attention was paid to the local context features, thus improving the chance to reach the objectives and results expected.

It should be pointed out that, although ANAPEC and MdP indicate no critical factor deriving from the process followed, the project experienced delays (Morocco) or limitations (MdP) due to external political factors (changes at political level in Morocco, and the political instability after the general elections in Ivory Coast).

Details of each partner process are reported in the following paragraphs.

### **ANAPEC**

In the first step of the project, the technical partner (ISLM) proposed an open source application to be readjusted according to the needs of ANAPEC (LimeSurvey). However, the analysis of the implementation costs, the multi-level hierarchical organization inside ANAPEC, the needs to have a system suitable for any additional development and the results coming from the first tests carried out with potential users, suggested to seek an alternative solution. Therefore, it was decided to develop an *ad hoc* application (which took the name of EPS, Etudes Prospectives System<sup>9</sup>). This solution allows ANAPEC: to master the entire process of the software development, to keep the proprietorship of the source code and to develop additional elements, if necessary.

The approach adopted was very pragmatic: first of all, ISLM and ANAPEC organized a bilateral meeting aimed at understanding the detailed needs of the beneficiary partner and at identifying the improvements to make with respect to the former solution (LimeSurvey). This bilateral meeting was held in Turin, within the framework of the 3<sup>rd</sup> Study visit, in June 2011. Both the technical and functional teams from both partners participated in this meeting. A number of indicators were established to evaluate the new IT solution, including the time frames, the output expected from the database (data, graphics, etc) and the option to execute data checks and validations at any level of the Moroccan system. Then, ISLM started to develop the tool. During the subsequent months the two partners continued working in close relationship, through e-mail,

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<sup>9</sup> A call for proposal was launched among the partners to choose both the name and logo of the IT new tool. So the name EPS is the result of the proposals voted by the partners.

in order to adapt and configure the software. When ISLM completed the development of EPS, ANAPEC conducted a significant number of tests using the data available from the March 2011 edition of the VEILLE. Thus, the necessary adjustments were made to the system and most of the bugs were fixed. Finally, a simulation of the EPS tool was exposed during the ELOISE meeting in Arequipa, in November 2011.

The final stage of the project was the migration of the EPS tool into the information system already existing in ANAPEC. This is an essential step for the sustainability of the entire project and for the homogenization of all the applications at present used in ANAPEC. The tool developed within the framework of the ELOISE project will then provide a platform to exchange and disseminate labour market information to different external partners, including local businesses.

### ***Mairie du Plateau - MdP***

The process adopted to achieve the objectives and expected results was developed around the following main types of activities: 1) transferring the proper statistical methodology and management capability to conduct both the household survey and the enterprise survey (respectively from UCSS and ANAPEC); 2) developing the necessary IT solutions to collect, process, analyze and successfully exploit the data collected; training the personnel involved in the surveys (all levels); 3) raising awareness among local authorities about the weaknesses of the local labour market and proposing possible solutions.

As stated above, as far as the technological solutions adopted are concerned, MdP benefitted from an integrated model based on three IT solutions that ISLM developed and tested for the other partners: EPS (for ANAPEC), CENSUS (for UCSS), REPORTING (for both), as well as on an additional tool specifically developed to match the data on the enterprises occupational needs with the data on job seekers (JOBCENTRE).

The process included the following actions:

- UCSS translated their *Manual for survey Interviewers* into French. The document was useful as a training material and helped MdP to design dedicated training sessions to their own households and company interviewers (February 2011 – updated in September 2011);
- a **study visit to Morocco** (10-15/07/2011), which allowed three MdP officers to know the VEILLE system in details and get direct information by the Moroccan experts and users. The training was delivered by ANAPEC;
- training sessions to the company and households interviewers, organized by MdP (12-13 August 2011 and 26-27 September 2011);
- carrying out two surveys: a) survey on the short- and medium-term recruitment needs of the local enterprises operating in the HORECA sector (labour market demand side); b) survey among the local households in order to identify under-educated young people (labour market supply side) (September 2011);

- several **meetings with local stakeholders** (AGEPE<sup>10</sup>, Hotel Chain Tiama, Lycée Professionnel Hôtelier d'Abidjan and AGEFOP<sup>11</sup>). The meetings were organized during 2011;
- adaptation and customization (by ISLM) of the EPS tool according to the specific needs expressed by MdP. The partners deserved special attention to the coherence between the under construction-EPS tool and the Plateau context. Therefore, they decided to replicate the model developed for the Moroccan partner with some specific amendments;
- a **technical training session**, delivered by ISLM in collaboration with ANAPEC to three MdP officers (10-21/10/2011 in Casablanca and 25/10/2011 in Marrakesh): "Veille perspective systems and EPS tool to be developed in Abidjan". The session allowed the Ivorians to deepen their knowledge of the EPS system so as to be able to understand how to personalise this tool according to their own specific needs and context. On that occasion, since the Ivorian version of EPS was not ready yet, ANAPEC and ISLM coordinated each other and prepared a provisional ACCESS tool to enable MdP to process and analyse the data collected from the households. Also, a training on ACCESS was delivered;
- a **technical training session** on EPS delivered to MdP officers and software users: "EPS software: what is it for?" (16-20/01/2012). The training session was organized in Plateau (Ivory Coast) by ANAPEC experts;
- a **technical training session** delivered to MdP officers and software users: "How to use and integrate EPS, CENSUS, REPORTING and JOBCENTRE software" (19-23/03/2012). The training session was organized in Plateau (Ivory Coast) by ISLM trainers and consisted in a presentation of the software and of the adaptations developed according to the specific MdP needs;
- customization and fine tuning of the EPS, CENSUS, REPORTING, JOBCENTRE software (January-April 2012);
- migration of the data from the provisional ACCESS system to the new CENSUS system; this action was ensured by ISLM.

Difficulties are reported by MdP with respect to the collection of the data from the enterprises and from the households. As regards the enterprise survey, often the hotel and restaurant managers were not able to anticipate their own future recruitment needs and they hadn't reliable data on their own sector. In some cases, the general director of the business was not present and the managers refused to provide the data on the spot. Concerning the households survey, since it was carried out during the working days, often the interviewers couldn't find the right person to be interviewed and in many cases the interviewees did not want to answer if the head of the family was absent; so the interviewers had to come back several time to visit the same family. Despite these difficulties, the information required has been collected.

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<sup>10</sup> Agence d'Etudes et de Promotion de l'Emploi, the Ivorian Agency for the Analysis and Promotion of the Employment.

<sup>11</sup> Agence Nationale de la Formation Professionnelle, the Ivorian Vocational Training National Agency

### **Universidad Catolica San Pablo – UCSP**

The process to achieve the objectives and expected results was to get the good practices of UCSS (Universidad Catolica Sedes Sapientiae) and Lima ODT (Observatory for the Local Development)<sup>12</sup>. They have a sound experience on labor market issues and local economic development. Also, they have the know-how and techniques that are required to plan socio-economic surveys and to collect, process and analyze the data according to the official standards of MTPE (the Ministry of Labour) and the INEI (the Central Statistical Institute). The executive project is composed of four phases:

- a preliminary phase devoted to outline the entire process. This phase included the following actions: establishing a project team and advertising the initiative through brochures and events prepared *ad hoc*; training the project team about LMIS features (the first training session took place in October 2010, and was delivered by the UCSS team); designing the survey and its organisation, on the basis of the operational manuals and training sessions given by UCSS; defining the products and the channels for the dissemination of the results of the two surveys; training the local bodies and organizations (among which the officials of the municipalities involved in the project);
- a phase devoted to the diagnosis. Taking into consideration the needs expressed by the local user of statistics and the results of the Activity 1.2 of the ELOISE project (i.e. the analysis of the existing LMIS in Arequipa), UCSP, in close relationship with the UCSS team, decided to carry out the ELHO (the employment households survey) and the DUEE (the survey on the local units in enterprises).
- a phase to plan the operational steps to carry out the DUEE and the ELHO. This phase of the project included the following actions: recruiting and training the survey staff (interviewers, data entry personnel, etc); organizing the logistics; contacting the local authorities and the managers of the business associations. The opening up of a new structure inside the UCSP (**Arequipa ODT**) gave the operational actions to undertake the necessary institutional status to involve and embed local municipalities in the further surveys.
- A phase to carry out the operational activities, including: training the surveys staff on the specific ELHO and DUEE questionnaires and coding; collecting the data; carrying out data entry and data check and validation; producing the data analysis (brochures, leaflets, booklets, reports).

As regards the DDUE survey, the partner reports that the interviewers had some difficulties in doing their work because of the unfavorable weather (it was the rainy season and the suburban area was hit by flood and mud). Other problems were related to the skills of the staff involved in the survey: the personnel recruited for the data entry didn't know ACCESS and no user manual

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<sup>12</sup> Lima OMT is an ELOISE associate.



was available to help them, while the staff involved in the data analysis hadn't the know-how needed to prepare the booklets. Concerning the ELHO, sometimes people refused to get in contact with the interviewers because very often there are robbers and assaults in the areas surveyed; in some other cases, in order to meet the selected households, the interviewers had to go to their homes during non standard working hours, very early in the morning or late in the evening. In addition some problems arose with regards to the data entry (old version of the software, errors in the codes or in the frame of the data base). The above mentioned problems have been solved thanks to specific actions of the ODT of UCSP, often in coordination with the UCSS team. All the interviewers wore a vest with ELOISE and EU logo to be easily identified by people and they had a commitment letter by the town mayor to show to the interviewees.

A special effort was devoted to ensure the correctness and accuracy of the data collected and recorded in the database. In the case of the DUEE, the survey carried out first, the process took five months. The data check and validation was carried out working in very close relationship with UCSS. Several times UCSP sent them the data base for adjustments and revisions. This approach allowed UCSP **to acquire the know-how** about the techniques of data check and validation and apply them to the ELHO survey. Similarly, the draft of the first version of the booklets underwent a number of modifications and revisions from UCSS, thus allowing the UCSP team to learn how to prepare them properly.

#### ***Universidad Catolica Sedes Sapientiae – UCSS***

In order to achieve its objectives, UCSS identified a number of projects to be implemented in Lima. These were:

- the good practice VEILLE, which is the job monitoring system of ANAPEC and, in more details:
  - the preparation and adaptation of a questionnaire to gather information on the recruitment needs of the enterprises of the large-scale retail trade sector;
  - the implementation of a system of skills and competences required by that sector;
- an integrated system of IT tools for the elaboration and exploitation of data coming from the various sources available. These are the surveys carried out by UCSS itself or by the national authorities and the existing administrative archives. The integrated system is composed of a set of IT solutions developed by ISLM within the framework of the ELOISE project:
  - the IT tool EPS Veille, which is the adaptation to the Lima context of a data processing application that ISLM developed for ANAPEC (enterprise groups version);
  - the IT tool CENSUS, the implementation of a system aimed at computerizing the process to create a population database. This tool allows to collect data, create databases, facilitate the data processing and analyses;
  - the IT tool REPORTING, which is a system to create tables and graphics from a database.

- the IT tool i-DUEE, that is the migration of the DUEE<sup>13</sup> consultation system from a CD-ROM support to the web;

The **practical pathway** adopted to transfer the selected good practices and to implement the integrated system of IT tools, included a number of actions which are described here below.

Concerning the **VEILLE**, the first step of the project implementation consisted in creating a database of education and professional experiences of job seekers. These profiles, which have to be constantly updated by the job seekers themselves, are submitted to the potential employers by the UCSS employment service. The tasks of the employment service are: to establish a regular relationship with the potential employers', capture their concrete needs in recruitment, provide job seekers with the necessary guidance and support, find the match between professional profiles and enterprises recruitment needs. UCSS decided to focus mainly on businesses belonging to the large-scale retail trade sector, which is one of the most dynamic sectors in Lima Norte.

A number of technical meetings were held with both ANAPEC and ISLM, these sessions were aimed at transferring to UCSS the methodology of the VEILLE system (ANAPEC) and to design the EPS tool (ISLM). As regards the cooperation with ANAPEC, technical working sessions were carried out within the framework of the 3<sup>rd</sup> and 4<sup>th</sup> ELOISE ITWM (Study visits in Turin in June 2011 and in Marrakech in November 2011) and several teleconferences were organized from September to and November 2011, with the interpretation support of Ceipiemonte.

In addition, events and meetings were organized with a variety of bodies, external to ELOISE, in order to establish relations and partnerships aimed at achieving the project objectives: various municipalities were contacted in order to involve their local development agencies in identifying the most required occupations in the area; a number of private large enterprises from the target sector were contacted to gather information on their recruitment needs (five of them provided the data required); a meeting was held with some of them and the Ministry of Labour in order to outline the characteristics of the information to be gathered on short-term recruitment needs. Moreover, on 7<sup>th</sup> June 2011, UCSS organized the meeting "Implementation of prospective analysis of the labour market as an instrument to improve development and social inclusion", with the participation of the Ministry, the large-scale retail trade employers' association, and the National Assembly of Chancellors (Asamblea Nacional de Rectores). The specific aim of the meeting was to launch the VEILLE project and, in more details, to establish a Project Technical Committee, to subscribe agreements, to identify recruitments needs of the large-scale retail trade sector, to outline the executive project and its deadlines.

As regards the **i-DUEE** application, in order to define the structure of the tool various technical meetings were held between ISLM and UCSS within the framework of the 4<sup>th</sup> and 5<sup>th</sup> ELOISE ITWM

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<sup>13</sup> Directorio de Unidades Economicas en Establecimiento (Register of local units in enterprises)-

(Study visits in Turin in June 2011 and in Arequipa in end November 2011). In addition, in October and November 2011, the two partners organized two teleconferences. These virtual meetings were aimed at better explaining to the ISLM technicians the concepts and definitions related to the methodology and tools that INEI (the National Statistical and ICT Institute of Peru) adopts in its surveys: forms and questionnaires, concepts and definitions manual, interviewer's manual and supervisor's manual. Subsequently, UCSS sent ISLM the geo-referenced maps that had to be included in the tool.

As regards EPS, after the ITWM in Arequipa (end November 2011) ISLM customized some functions of the "standard" version developed for ANAPEC: they referred to the specific target of corporations from large-scale retail trade. In March 2012 ISLM and UCSS organized a teleconference on both CENSUS and REPORTING. The meeting was aimed at defining the structure, the scope, the objective and the constraints of the IT frame.

In April 2012 i-DUEE, EPS (with its application for corporations), CENSUS and REPORTING tools were finalized.

Problems were reported on the implementation of the VEILLE project. This project included specific actions to improve employability of vulnerable people, i.e. vocational guidance and training in order to improve labour opportunities and carrying out the match between the job seekers' profiles and enterprises recruitment needs. In Peru, these actions are beyond the scope of the Ministry of Labour. For this reason, UCSS planned to involve the Ministry as a partner of the project. Unfortunately, the formal and official adoption of the project by the Ministry would exceed the scheduling and deadlines of ELOISE. Therefore, UCSS decided to contact directly the businesses of the large-scale retail trade. However, the lack of a formal involvement of the Ministry reduced the enterprises' interest in the initiative because the professional profiles identified couldn't be formally recognized. UCSS intends to continue its collaboration with the Ministry after the ELOISE formal closure in order to enlarge the number of participating companies in the pilot initiative.

#### **4. Logical framework concerning the good practice transferred, description and purpose of the indicators chosen**

The executive projects drafted by the beneficiaries partners included a logical framework, compiled according to the EU standard methodology. Partners tried to identify a set of indicators to evaluate the achievement of the overall objectives, specific objectives, results and activities.

Simplified versions of the logical frameworks are displayed in the executive project evaluation reports prepared by each partner in March-April 2012. They show, for each item of the logical framework, the "value" of the indicator chosen by the partners. The report of the UCSS on the

executive project evaluation includes a logical framework for the VEILLE project and the i-DUEE project, but there is no logical framework for the EPS, CENSUS and REPORTING project.

The analysis of the logical frameworks reported in the executive project evaluation reports, reveals that, with respect to the executive project itself, the objectives have been achieved, results have been obtained and activities have been carried out.

As already reported in other sections of the present report, there are some changes compared to the original ELOISE executive projects: these modifications are fully explained in the Introduction. Other changes occurred during the practical implementation of each single project. These adjustments are reported both in the section concerning the process adopted (section n. 3) and in the section concerning the correspondence between the results achieved and the objectives (section n. 6).

## **5. Description of any arrangements to involve the institutional actors and the other stakeholders**

In order to be effective (and, therefore, to be a real pre-requisite to guarantee a competitive and sustainable development) a Labour Market Information System must be based not only on updated and reliable information, but also on a widespread network of public and private stakeholders both of a national and local level (labour observatories, bodies producing statistics, employment development centers, VET agencies, guidance and placement services, etc).

The ELOISE partners made big efforts to establish relations and partnerships with local and national authorities and with the other relevant private and public stakeholders, with the aim of raising their awareness about labour market issues. Most of these actions were reported to be successful, thus improving the effectiveness of the good practices implement in the areas and also increasing their sustainability.

However, it should be noted that, in the case of ANAPEC, the project was a B2B partnership project between ANAPEC and ISLM. Therefore, no external institutions were contacted to sign agreements to support the implementation of the project. The Organization and Information System Division of ANAPEC (DOSI) was involved in order to analyse the possible options to ensure the best compatibility of the new application with the system already existing in ANAPEC and to define affordable solutions. It is important to underline that ANAPEC is an agency of the Ministry of Labour, which implies a government committee in the ELOISE project.

Details of the actions taken by the other partners are illustrated here below.

### ***Mairie du Plateau – MdP***

The ELOISE Ivorian team organized meetings with local enterprises operating in the HORECA sector. The purpose of these meetings was to inform these businesses about the ELOISE project

and about the pilot study aimed at investigating short- and medium-term recruitment needs of the sector. They were invited to join the pilot project. Also, a Tourism Sector Committee has been created whose presidency was entrusted to the Director of one of the main Hotel of Mdp (Hotel Tiama). In addition, the HORECA businesses which adhered to the project and the Tourism Sector Committee were asked to validate the survey questionnaire.

Moreover, the ELOISE Ivorian team contacted two state education and training agencies, the Hotel Vocational School of Abidjan (LPHA) and AGEFOP. Both these agencies joined the project: LPHA declared its willing to provide school facilities for 50 trainees and AGEFOP proposed the ELOISE Ivorian team to take part in the Educational Committee of the school and in the guidance activities targeted to young students.

Furthermore, meetings took place with the Districts Management Committee (*Comité de Gestion des Quartiers*) with the aim of informing the local opinion leaders about the project and obtain their support for the households survey.

#### ***Universidad Catolica San Pablo – UCSP***

UCSP signed a number of agreements with municipalities and other local bodies of the area involving them in the activities developed within the framework of ELOISE. Thanks to these agreements, it was possible to carry out a number of collaborations among the local stakeholders, UCSP and UCSS:

- the newly born Arequipa ODT supported the **municipality of Cerro Colorado** in the use of the local DUEE database and UCSS experts were involved in the training activities organized by the municipality in favour of the SMEs<sup>14</sup> localized in the area;
- the **municipality of Paucarpata** engaged itself in providing the young with training sessions aimed at raising their propensity and capability to start enterprises in the industry sector; also the municipality will provide entrepreneurs of the peripheral areas and SMEs with financial resources aimed at their development;
- given the valuable information produced by the DUEE achieved in Cerro Colorado and Paucarpata, the **municipality of Cayma** decided to carry out its own local DUEE. The preliminary actions started in March 2012 within the ELOISE framework and they will be finished in Summer 2012. The municipality will cover the expenses.
- Arequipa ODT became part of the regional network of socio-economic Observatories;
- UCSP and UCSS signed a specific agreement according to which UCSS will transfer to UCSP its know-how in socio-economic information system and analysis, apart from ELOISE.

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<sup>14</sup> Small and medium size enterprises.

### **Universidad Catolica Sedes Sapientiae – UCSS**

A number of actions have been carried out to involve Institutions and local stakeholders. To promote the ELOISE project, on 7<sup>th</sup> June 2011, UCSS organized the workshop "Implementation of prospective analysis of the labour market as an instrument to improve development and social inclusion". Several organizations were invited and participated to the event: the Ministry of Labour, the large-scale retail trade employers' association, the National Assembly of Chancellors. As already reported in previous sections, the specific aim of the meeting was to launch the VEILLE project, to establish a Project Technical Committee, subscribe agreements, identify recruitments needs of the target sector, outline the executive project and its deadlines.

The Ministry of Labour actively followed the actions undertaken within ELOISE. Two representatives took part in the 5<sup>th</sup> ITWM in Arequipa (end November 2011) giving a great contribution during the technical bilateral meetings ISLM/Ceipiemonte and UCSS.

Moreover, various agreements were subscribed with the Municipalities of Lima Norte. Thanks to these agreements the local development agencies of these Municipalities were involved in the actions aimed at identifying the most required occupations in their area. This action is in progress: the plan is that by the end of 2012 all the Municipalities of Lima Norte will be involved in similar agreements.

Also, a number of private enterprises were contacted. Fourteen were involved in the pilot project, mainly in the definition of the characteristics of the information to be gathered on short-term recruitment needs. The Ministry of Labour was also involved in this action. However, only five out of fourteen enterprises answered to the survey on the recruitment needs.

## **6. Correspondence between results achieved and objectives**

All the ELOISE partners reported that the results achieved correspond to the overall and specific objectives previously defined. As well, according to what is described in the logical framework and in the specific section of the partners' executive project evaluation reports, the expected results have been attained. Also, the methodology and tools used were considered by the partners appropriate to the objectives. Indeed, from the analysis of the documentation available emerges a clear correspondence between results and objectives, which to a great extent is due to the flexible approach adopted by the ELOISE international partnership and to the close working relationship established among donor and beneficiary bodies. Thanks to this approach, the methodology and the instruments used, as well as the practical pathway adopted, were constantly readjusted and adapted to the changes occurred in the local context and to the changes in the beneficiary needs, thus improving the success of the project.

## **ANAPEC**

The partner reports that the results achieved are in line with the objectives envisaged, although the process was more costly than expected in terms of human resources and time. ANAPEC states that more frequent meetings between the technicians of the donor and beneficiary partners would help in understanding the real needs and applicability of the practice and would save time and resources. It has to be underlined that neither ANAPEC, nor ISLM were completely autonomous in linguistic competences: few Morocco experts could speak English and only one ISLM expert could speak French; so the presence of Ceipiemonte staff as interpreters and facilitators was needed in many occasions.

ANAPEC has got an information system (composed of the EPS and the Reporting IT solutions) that, as expected, allows:

- to monitor all the steps of the *Système de Veille Prospective*
- to validate the data questionnaires at the various hierarchical levels of the Moroccan system: local agency level, regional level, central level;
- to use advanced filters;
- to get summary reports, graphics, tables of the results and
- to disseminate the results of each *Veille Prospective* with graphics and comments.

Both the methodology and the tools used were appropriate in relation to the objectives. The approach was very pragmatic. The ANAPEC's executive project has been successfully achieved because it was elaborated on the basis of operational requirements and because it was implemented in close relationship with the team of experts of ISLM, specialized in the specific subject. However, for any future similar project, the partner recommends to organize more meetings between the team of the final users and the team of the technicians that will have to develop the IT solutions. Such an approach, on the one hand can help the potential users to understand better the various functions of the proposed IT solutions, and on the other hand can help the technicians to understand better the user's needs, allowing the two teams to comply with the project deadline.

Another element to consider is that the EPS application needs to be constantly monitored and maintained in order to minimize the errors that usually occur in any on-line application. ANAPEC relies on the ISLM support to cope with this aspect.

Two additional functions will be implemented in order to ensure sustainability of the IT solution adopted:

- to give access to external partners (institutional and professional bodies) allowing them to view the results of the *Veille Prospective*, creating a specific account enabling only the consultation of the data;

- to allow the companies to fill in the questionnaires remotely, without the presence of the ANAPEC staff, creating specific account (with ID and password).

### ***Mairie du Plateau – MdP***

MdP reports that the objectives set in the executive project have been achieved. The good practices, received thanks to the international partnership, allowed MdP to set the essential elements of a Local Observatory on the labour market (which has been inaugurated inside the MdP in April 2012).

MdP received and tested the methodology and tools that enable to collect, record, check, validate and analyse information on businesses recruitment needs (demand side of the labour market) and information on the main characteristics of the local labour force (supply side). A specific IT application allows to cross the two sets of data in order to find a match between the demand side and the supply side of the labour market.

Both the methodology and instruments were appropriate to the objective. They have been adapted to the local context and have been experimented on a local scale. The system has been successfully tested on around 50 companies from a specific sector of the economy (HORECA) and on a specific group of 1413 people (young people aged between 14-35 years, with a low level of education).

However, it should be noted that at present MdP has not a server to host the SW applications, yet. At present they are hosted at the ISLM server. The ELOISE Ivorian users have been provided with an access to the ISLM server to let them perform their tasks until the end of October 2012, when MdP is supposed to be completely autonomous in managing both software and hardware issues (this was signed by ISLM and MdP in a letter of intent). The sustainability of the project results is subordinated to the availability of a dedicated server and MdP has planned to buy it in the forthcoming months.

As expected, the integrated system developed in MdP allows:

- public employment services to find immediate opportunities for job seekers
- state training agencies to plan short- and medium-term vocational training aimed at satisfying future businesses' recruitment needs
- policy makers to define adequate social and employment policies.

In summary the experimentation carried out was successful and it provided MdP with an important tool which enable the politicians to design and plan their strategies to combat unemployment and poverty.



### ***Universidad Catolica San Pablo – UCSP***

The partner reported that the expected results have been fully achieved. Arequipa has got both an adequate place and a qualified staff that enabled it to set up the ODT and carry out the two planned surveys: DUEE and ELHO. Therefore, UCSP - the first organization in the region to do that - can now generate flows of relevant data at local level. Thus, through the ODT of Arequipa, UCSP can provide the Regional Authorities and the local public and private actors with a full set of information on the local labour market and social context.

Now, there is a good system for the dissemination of the statistical information. Moreover, the intensive training and support provided by UCSS improved the capabilities of the local authorities and of the ODT team to design employment and economic development policies.

The partner reports that the methodology transferred by UCSS was appropriate to achieve the objective of the project. UCSP acquired this methodology and now can apply it to other projects. Also, the instruments used were suitable to reach the objectives.

### ***Universidad Catolica Sedes Sapientiae – UCSS***

In the partner's evaluation report there is not a specific section devoted to the question about the correspondence between results achieved and objectives, the degree of achievement of the expected results or the appropriateness of the methodology or the tools used. However, the analysis of the other elements contained in the evaluation report and of the other documentation available, reveals that the results achieved go into the right direction and that most of the objectives have been achieved.

The VEILLE system and EPS tool will make available relevant and reliable information about the occupations most required and their characteristics, thus improving access to decent work and, consequently, reducing the rate of underemployment, which is one of the most important weaknesses of the Lima Norte labour market. Moreover the SW tools will provide public and private local stakeholders with a reliable information system about employers' needs in skills and competences. This will allow education and training agencies to plan proper courses, and will allow enterprises and job seekers to reduce their own training costs.

As regards the integrated SW system, being composed by the IT applications EPS, i-DUEE, CENSUS and REPORTING, fully responds to the partner needs. In more details, CENSUS allows to record in a single database the data entered by different persons, to reduce data errors and simplify the data processing (collection, validation, updating, etc). Thanks to the i-DUEE the decision and policy makers can access in an easy way the existing data on the social context and labour market, even if these data are recorded in a number of different databases hosted in various Institutions. This makes the decision making process more efficient and effective. The applications have been developed using an open source technology, thus allowing UCSS to supplement and update the software, if and when needed.

## 7. Comment on any changes occurred with respect to the initial project (actions / activities not implemented, or modified).

As already said, from the descriptions elaborated by the partners it emerges that various changes were carried out from the drafting of the final executive projects, during the implementation of the experiences. While the beneficiary partners were increasing their comprehension of the good practices, they clarified their requirements. At the same time while the donor partners were becoming familiar with the local statistical and IT infrastructure, they refined methods and contents of the transference. In addition, the local context changed both in Morocco and in Ivory Coast during the execution of the various projects, determining other adjustments. The mayor modifications occurred with respect to the Lima meeting of June 2010 are mainly reported in the introduction, while the changes that took place from the drafting of the specific executive projects are reported in the following paragraphs. The fact that the partners involved in the good practice exchanges were capable to catch the upcoming needs and expectations represents a strength of the ELOISE project: the readjustments allowed to reach very useful results, although perhaps less ambitious.

### **ANAPEC**

The initial executive project changed several times in order to match with the specific requirements of ANAPEC and with its specific organizational structure (for instance, in ANAPEC the validation of the data collected is based on a strong hierarchical structure: local agency level, regional level, centralized level). The IT solution chosen at the beginning of the project (LimeSurvey) was not coherent with such a multi-level validation structure, so it was then replaced by another one, to be developed *ad hoc*. Indeed, the tests carried out using the data available from a previous edition of the *Veille Prospective*, demonstrated that LimeSurvey was not the good solution. In more details:

- in order to allow ANAPEC to carry out the data validation, ISLM should have developed supplementary elements and integrate them in the software. This factor might have made any future updating more problematic;
- new developments might have caused a loss of compatibility and produce bugs;
- large scale data processing sometimes gave unexpected results.

Therefore, in June 2011, the two partners decided to adopt a total PHP solution, i.e. they decided to develop all the functions using PHP, instead of Limesurvey, including the data analysis function.

As a consequence of these readjustments, the deadlines of the initial executive project were postponed several times.

### **Mairie du Plateau – MdP**

The partner pointed out that there has been no change with respect to the process and actions planned in the final version of the executive project.

### **Universidad Católica San Pablo – UCSP**

As mentioned in the introductory section, the executive project was modified regarding the good practices which had been initially selected. The original version of the project included the implementation of two elements that were subsequently abandoned: an IT tool for the visualization and analysis of the statistical information (GIS from UCSS) and a methodology to set a skills and competences system (from ANAPEC). Details on that aspects are given in the section "1. Introduction".

Another change is linked to the timetable and deadlines for the accomplishment of the two surveys ELHO and DUEE. According to the project scheduling, the DUEE was to be completed in a month and a half and the ELHO in two months. However, both surveys lasted seven months. This because some project phases, namely the data consistency check, the statistical analysis and the preparation of the outputs, took more time than estimated. Moreover, the employment households survey was scheduled in August 2011 but it was carried out in September 2012.

### **Universidad Católica Sedes Sapientiae - UCSS**

There are some changes between the decisions taken during the Lima ITWM (June 2010) and the final version of the good practices selected by UCSS (see tables n. 1 and n. 2 in the introductory paragraph). These changes are explained in the introduction to this document.

Some other modifications were adopted during the implementation of the plan. According to the executive project, the **VEILLE** project included specific actions to improve employability of vulnerable people (vocational guidance and training and match between labour market supply and demand) which, in Peru, are beyond the scope of the Ministry of Labour. As [said](#) in section 5 of this report, for this reason, UCSS planned to involve the Ministry as a partner of the [executive](#) project. Unfortunately, the formal and official adoption of the project by the Ministry would exceed the scheduling and deadlines of ELOISE. Therefore, the signing of the agreement stopped, and this had a negative impact with respect to the actions for which the Ministry had a role. For instance, it was not possible to have an official recognition of the professional profiles identified by means of the UCSS survey. This fact reduced the enterprises' interest in the project.

Another change with respect to the original version of the executive project was the decision to test the VEILLE system in the large-scale retail trade sector. This decision was taken according to the results of *an ad hoc* study carried out by UCSS: an assessment of the local labour market characteristics and expected trends. Such a results are available in a project document submitted to the Commission.

## 8. Technological solutions adopted and advantages of these solutions

The IT applications implemented in the ELOISE partner countries has been developed by ISLM using a PHP technology, that is free and based on an open source code. The advantages of this approach are: to limit the development and copyright costs and make the partner autonomous with respect to the management of the applications and with respect to any future development due to supplementary needs.

Another advantage of the approach adopted by ISLM is that the solutions developed for a specific partner were then adapted and used for the others. In more details: the EPS was developed for ANAPEC, but it was then adapted for UCSS. Both these partners tested the tool that was subsequently readjusted for MdP. The CENSUS tool was developed for the UCSS needs, but with the necessary readjustments it was then implemented in MdP. Most of the partners expressed the need of having a user friendly solution to produce the results of the statistical analysis. ISLM developed one tool, the REPORTING, that was then adapted and implemented in three areas: Lima, Casablanca and MdP.

Moreover, the fact that all this tools have been developed using a unique "platform", allowed ISLM to develop supplementary elements such as the JOBCENTRE, that could be easily integrated in the system.

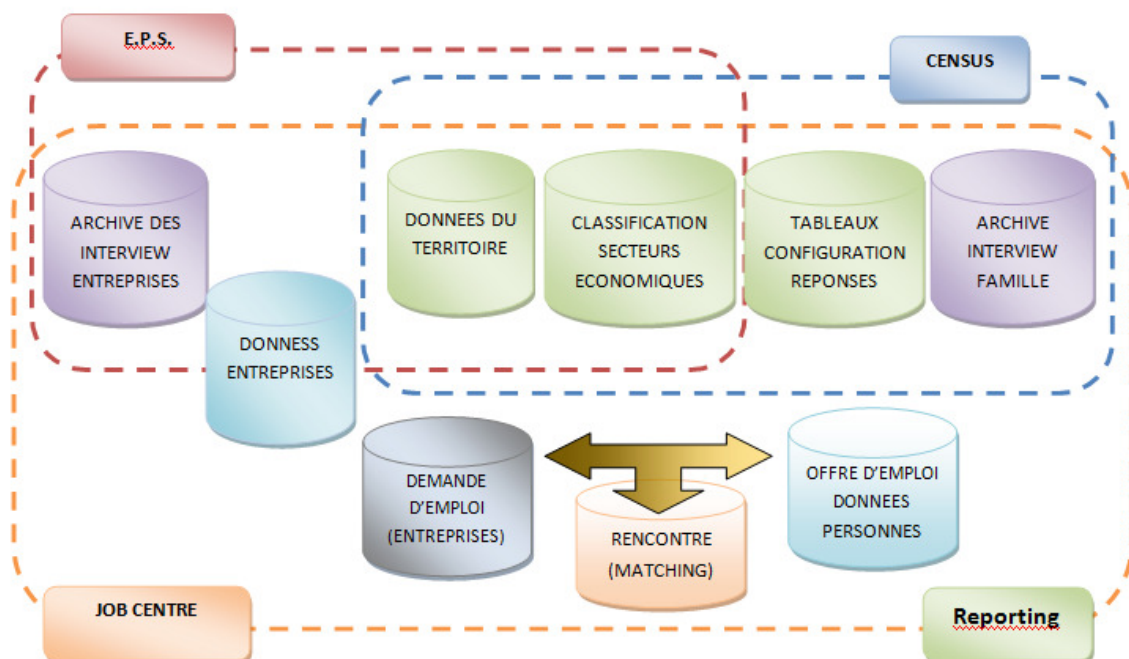
The above mentioned approach was feasible thanks to the several multilateral meetings organized within the framework of ELOISE, during which the partners had the chance to learn one another, and compare the respective experiences. This allowed an effective cross-fertilization among the partners and made it possible to increase synergies.

### **ANAPEC**

As requested by ANAPEC, the IT application EPS developed by ISLM is based on a free software solution and on an open source version. ANAPEC stressed that the advantages of this approach (less development costs and autonomy in the management and future improvement of the application) were particularly important for Morocco.

### **Mairie du Plateau – MdP**

As reported in previous paragraphs, the technological solution adopted in MdP is an integrated model based on various applications: EPS, CENSUS, REPORTING and JOBCENTRE. The following picture gives an overview of the applications developed by ISLM and of the links existing among them.



The **EPS** tool was developed for ANAPEC in order to improve the management of the data during the phase of data collection of the VEILLE survey. Within the framework of the ELOISE interchange of good practices, ANAPEC shared this tool with MdP. The characteristics of the tool reflect the ANAPEC structure and organization: for instance, the tool includes four levels of data validation<sup>15</sup>. The two partners, MdP and ANAPEC, agreed in keeping this four-levels approach in the version of the EPS adapted for MdP, even if MdP is using only two levels at the moment, but the structure of data validation is assumed to be enlarged.

The logical elements of EPS are:

- a geographical codification (regions, departments, etc);
- a classification of the sectors of the economy and a classification of the occupations;
- a classification of enterprises' legal form (*Données d'état civil des entreprises*);
- the archive of the microdata, for each quarter and for a maximum of twelve quarters (that is three years).

The **CENSUS** tool comes from the experience of UCSS-ODT in gathering and analyzing data on the population in local areas. This experience contributed to the definition of appropriate methodologies for a population survey in MdP and in organizing such a survey. The tool was

<sup>15</sup> The four levels of the ANAPEC structure, i.e. the Central Manager, the Regional Director, the Agency Director and the consultant interviewing the company.

developed to prepare the infrastructure for the households survey and to facilitate the data collection, according to the structure of the questionnaire prepared by MdP.

The geographical codification and the classifications of the sectors of the economy and of the occupations are in common with EPS. The other CENSUS logical elements are:

- the codification of the responses to the survey questions;
- the archive of the interviews.

The **JOBCENTRE** and **REPORTING** solutions were developed to enable:

- to consult the data collected using EPS and CENSUS, by means of visualization and reporting instruments (tables, graphics, reports);
- to enrich the databases with supplementary information;
- to use the data collected in order to cross each other the demand and the offer of employment.

MdP reports that the above described integrated system facilitates the data treatment and the creation of the database on local business operating in the HORECA sector and the database on local job seekers. Also, using these programmes MdP can carry out many types of data analyses and reporting. These analyses can be helpful to guide local decision makers (mainly the Mayor of MdP) in defining proper social and employment policies.

#### ***Universidad Católica San Pablo – UCSP***

Differently from the other cases, the good practices implemented in UCSP did not include the development of *ad hoc* IT applications. However, they used existing technologies to improve project results: UCSP used social networks (like Facebook) to promote the objectives of the Arequipa ODT in an easy and inexpensive way; they developed an *ad hoc* web site in order to allow public users (mainly students and researchers) to access easily and inexpensively the products prepared by ODT Arequipa; they used the e-mail instrument (odt@UCSP.edu.pe) to send press releases and announcements to the media of the region.

The data entry of the ELHO survey was carried out using a software called ISSA (UCSS experts trained the SW users in Arequipa). The software provides input windows in the form of the survey questionnaire and this facilitates the operations and minimizes errors.

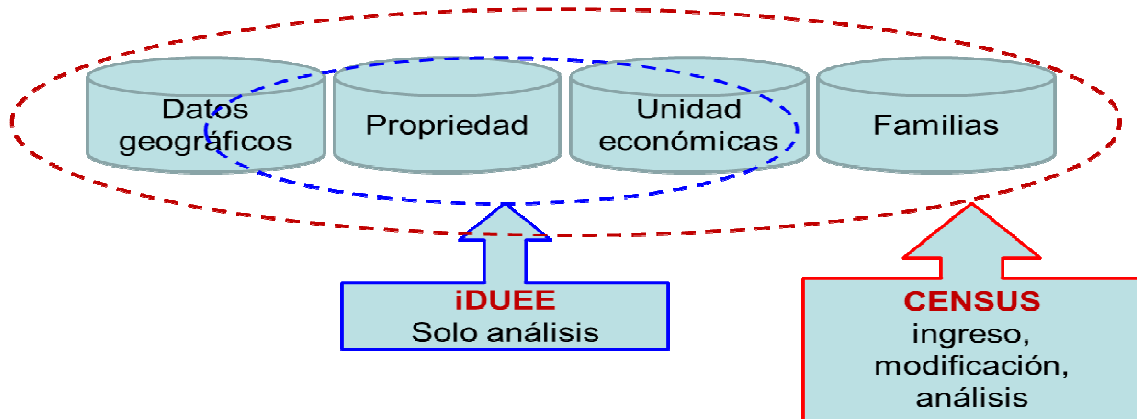
#### ***Universidad Católica Sedes Sapientiae - UCSS***

The technological solutions implemented in Lima by ISLM are:

- EPS, the web system for the VEILLE Perspective (with an additional section to capture enterprise groups, i.e. the corporations);
- i-DUEE, a web system for data analysis;
- CENSUS, a web-based system for data loading

- REPORTING, a web-based system to produce data outputs.

The following picture gives an overview of the integration between the i-DUEE and the CENSUS applications:



The CENSUS is a program that allows the collection, modification and analysis of data through the web. It facilitates the organization of the survey in a territory and the construction of a database allowing future data collections. With this tool, the work (data recording, validating and looking through) can be done regardless of the geographical location of the users, ensuring at the same time the coordination of activities implemented by similar functions in the EPS tool.

The i-DUEE is an application that allows to access the DUEE information through a web environment. In the transition from the previous DUEE application to the new i-DUEE, all existing instruments are being replicated. In addition, new functions have been incorporated for data processing, displaying statistical outputs and publishing statistical reports. The i-DUEE will include geo-referenced maps. The i-DUEE allows to analyze the data contained in the DUEE, which is just a part of the information collected through surveys in the territory. To these data information relating to families and their characteristics (housing, household composition, etc.) are added.

In the following pages there is a detailed description of all the phases for the development of SW solutions.



**IT Assistance delivered by ISLM for each beneficiary partner and storyboard of SW design and implementation**

Beneficiary Partner	Target/Object	March-Dec 2010	Jan-Jul 2011	Aug-Dec 2011	Jan-Apr 2012	after April 2012
<b>Mairie du Plateau (MdP)</b>	<b>Projet VEILLE-EPS SOFTWARE:</b> Web system for the Veille Perspective (EPS MdP)	<p><b>Definition of the IT specific objectives.</b></p> <p>ISLM commercial and technical experts' took part in partners' multilateral meetings and in one-to-one meetings with MdP during the 1st Torino ITWM (March 2010) and the 2nd Lima ITWM (July 2010). This let them familiarize with local context (where there is a lack of LMIS), co-define the problem situation to be solved in Plateau. In July 2010 the MdP IT objectives were defined and shared with other partners in Lima.</p>	<p>Ivory Coast was suspended from 23<sup>rd</sup> March to 27<sup>th</sup> May 2011, because of the political crisis. The 3rd ITWM scheduled in Ivory Coast in June 2011 was cancelled and organized in Torino, but the Ivorian delegation could not be involved, because it was too late for them to apply for visa procedures. They took part in a study visit to Morocco (July 2011) to know the VEILLE practices in details and get direct information by Moroccan experts and users.</p>	<p>The coherence of the under-construction EPS tool with Plateau context was accurately studied. Many meetings (personally and on-line) were arranged with ANAPEC and MdP. Finally the replication character of the Morocco model, with some specific amendments, was decided. The final decisions were taken in October during the training week for the Ivorian delegates in Morocco.</p>	<p>Thanks to the long testing period on EPS, ANAPEC experts were able to train the Ivorian EPS users in Abidjan, where a devoted training session was carried out in January 2012. From January onwards the MdP could test itself their EPS version, which is very similar to the ANAPEC one. the only difference concerns a simpler administrator's organization level.</p>	<p>MdP will use EPS with a distance support by ISLM until October 2012. By that date MdP shall dedicate a server of its own to the news software tools.</p>
		<p>From July onwards ISLM experts started to work to choose a convenient software and create an integrating flexible solution, which could be used for the whole partnership and let personalize the different outputs.</p>	<p>A cross-country comparison between the Lima context (ODT/UCSS) and MdP was done, in order to define a final definition of the model for the survey to be done in Ivory Coast. The activity was significantly complex. UCSS translated their Manual for Survey Interviewers into French, for the Ivorians' use (February 2011). Then the interruption of actions in the country caused a delay in the action plan.</p>	<p>There was a continuing cross-checks for the definition of the final model of CENSUS in Ivory Coast. Towards the end of September a draft model was ready and ISLM worked on drawing the database and the web tool for loading data of the Pre-survey. During a meeting in Marrakesh among Ceipiemonte, ANAPEC, ISLM and MdP some technical aspects were defined in order to personalise the tool according to the Ivorians' specific needs and context.</p>	<p>From January to March customization and fine tuning of CENSUS, REPORTING, JOBCENTRE software were made in favour of MdP. MdP was provided with an access to the ISLM server to let them perform their tasks until the end of October 2012</p>	<p>MdP will use CENSUS with a distance support by ISLM until October 2012. By that date MdP shall dedicate a server of its own to the news software tools.</p>



	<p><b>Project ELHO-CENSUS SOFTWARE:</b> Web-based system for data loading</p>		<p>After August the relations between Peru and Ivory Coast were restored and there was an updating of the Manual translation (September 2011). The document was useful as a training material and helped MdP to design dedicated training sessions to their own households and company interviewers.</p>	<p>On that occasion, since either the Ivorian version of EPS, or CENSUS was not ready yet, ANAPEC and ISLM coordinated each other and prepared a provisional ACCESS tool to enable MdP to process and analyse the data collected from both companies and household. Training on ACCESS was delivered.</p>		
<p><b>Mairie du Plateau (MdP)</b></p>	<p><b>Supplementary SW applications: REPORTING &amp; JOB-CENTRE</b></p>				<p>A training session was delivered to MdP officers and software users by ISLM In on "How to use CENSUS, REPORTING and JOBCENTRE software" (19-23/03/2012 by ISLM). The training session was also an occasion to present the SW and the adaptations developed according to the specific MdP needs. By mid April all the tools were available for the Final Dissemination Seminar. During the ITWM in Abidjan (mid April) ISLM signed a letter of intent with MdP to guarantee an accompanying service until October 2012.</p>	<p>Mdp will use REPORTING and JOBCENTRE with a distance support by ISLM until October 2012. By that date MdP shall dedicate a server of its own to the news software tools.</p>

Beneficiary Partner	Target/Object	March-Dec 2010	Jan-Jul 2011	Aug-Dec 2011	Jan-Apr 2012	after April 2012
ANAPEC	<p style="text-align: center;"><b>EPS SOFTWARE for VEILLE: Web system for the Veille Perspective (EPS ANAPEC)</b></p>	<p><b>Definition of the IT specific objective.</b></p> <p>ISLM commercial and technical experts' took part in partners' multilateral meetings and in one-to-one meeting with ANAPEC during the 1st Torino ITWM (March 2010) and the 2nd Lima ITWM (July 2010). This let them familiarize with local LMIS context and co-define the context problem, which consisted in improving an already existing IT tool in Morocco. In July 2010 ANAPEC IT objectives were defined and shared with other partners in Lima. From July onwards ISLM experts started to work to choose a convenient SW and create an integrating flexible solution, which could be used for the whole partnership and let personalize the different outputs.</p>	<p>Since the IT solution for VEILLE arose from the good practice used by ANAPEC, ISLM decided to start to develop EPS as a first SW basis tool to develop the customized EPS versions for the other two partners. After Lima ITWM a first IT solution was chosen, based on LimeSurvey application (free software available on the web). ISLM started to put the basis of the new SW and train ANAPEC users on it. But after the 3rd ITWM and a training mission in Morocco (Apr 2011), the Italian experts could directly experience both the ANAPEC IT background and organization structure. Only at that step they discovered a strict hierarchical structure with four levels of data validations (data are processed by the agency consultant and then validated by the agency Director, Regional Agency Director up to ANAPEC DG).</p>	<p>ANAPEC started to test the application and continued to work in close relationship with ISLM in order to adapt and configure the SW: there was a hard distance working (skype, video-connection, etc.). Technical sessions and training meetings were organized in Casablanca with ANAPEC. New adjustments were required. These changes were still made in late September and early October. When ISLM completed the development of EPS, ANAPEC conducted a significant number of tests using the data available from the VEILLE March edition. Thus, further necessary adjustments were made to the system and most of the bugs were fixed. A jointly meeting session ISLM-ANAPEC-MdP was organized in October in Casablanca, in order to transfer the Morocco experience to the Ivorian partner.</p>	<p>ANAPEC internal and external experts worked on the migration of EPS tool into the organization's information official system.</p>	

			<p>It was then clear enough that the initial proposed LimeSurvey solution was not compatible with the new required functionalities of data management and validation. Anyway the previous work done was useful as an outline for the new analysis and functional design. So ISLM experts took a new technological solution for EPS, based on PHP SW and they started to develop the new data structure and web solution. Teams from both partners participated in this meeting. In June during a meeting in Torino ISLM and ANAPEC established the indicators, including the time frames, the output expected from the database (data, graphics, etc). A draft version of the web solution was ready in July.</p>	<p>Finally, a simulation of the EPS tool was presented to the whole partnership during the 5<sup>th</sup> ITWM in Arequipa, in (Nov 2011).</p>		
ANAPEC	<p><b>Supplementary SW applications: REPORTING</b></p>				<p>The SW was developed for MdP and UCSS during the first months of 2012. When it was finalized (March 2012) it was put at disposal of ANAPEC team, too.</p>	

Beneficiary Partner	Target/Object	March-Dec 2010	Jan-Jul 2011	Aug-Dec 2011	Jan-Apr 2012	after April 2012
ODT/UCSS	<b>Project CENSUS: Web-based system for data loading</b>	<p><b>Definition of the IT specific objectives.</b></p> <p>ISLM commercial and technical experts' took part in partners' multilateral meetings and in one-to-one meetings with Lima ODT-UCSS during the 1st Torino ITWM (March 2010) and the 2nd Lima ITWM (July 2010). This let them familiarize with local LMIS context and co-define the context problem, which appears to be rather developed and interesting.</p>	<p>After the Turin meeting (June) ISLM had an in-depth analysis of the data structure used for the census by ODT/UCSS. While waiting for receiving the final structure of the CENSUS for the design of the web system, ISLM performed extensive testing and verification of data received from Peru on past censuses (2005-08).</p>	<p>After testing various hypotheses and data structures, ISLM produced the reference database for the web solution to be developed.</p>	<p>The adjustments made to the CENSUS version for the MdP implied an improvement process also in the tool to be developed for UCSS</p>	
	<b>iDUEE - web system for data analysis</b>	<p>In July 2010 the Peruvian IT objectives were defined and shared with other partners in Lima. From July onwards ISLM experts started to work to choose a convenient SW and create an integrating flexible solution, which could be used for the whole partnership and let personalize the different outputs.</p>	<p>Similarly to what was done for the Web-based system for data loading, ISLM made a deep analysis of the referenced database for the existing instrument (DUEE). In particular, they worked to design a database coherent with the one developed for the general loading system. As a matter of fact the data managed by DUEE represented a subset of a more general database of the CENSUS.</p>	<p>In addition to the archives previously received for the years 2005 and 2008, ISLM received data reported in the CENSUS carried out in some Peruvian areas. This data set has been added to the ones reported in the CENSUS of 2008. ISLM also decided, together with the Peruvian partners, not to include the data of 2005 census, due to the heterogeneity of data structures. Then ISLM defined as already as done for the web loading system, the reference database for the new application iDUEE.</p>		

	<b>Project VEILLE-EPS: Web system for the Veille Perspective (EPS ODT Lima - version with section for corporates)</b>			UCSS received the EPS SW, which had been developed for ANAPEC, in order to test the system and analyse the necessary modification, adjustments and linguistic contextualization of the instrument.	After the testing phase and some requests of changes, EPS was improved also for the use of UCSS	
<b>ODT/UCSS</b>	<b>Supplementary SW applications: REPORTING</b>				The SW was developed for MdP during the first months of 2012. When it was finalized (March 2012) it was put at disposal of UCSS team.	UCSS will use REPORTING with a distance support by ISLM until October 2012.