

Promoting the Upgrading of Enterprise Skills in Jordan

Results and recommendations from the SBA assessment

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Anthony Gribben



Putting Jordan and the workshop in context: the external dimension of the SBA



Eastern Neighbourhood

Armenia, Azerbaijan, Belarus, Georgia,
Moldova, Ukraine

EU future members

Albania, Bosnia & Herzegovina,
Kosovo, FYR Macedonia,
Montenegro, Serbia, Turkey

Mediterranean Neighbourhood

Algeria, Egypt, Israel, Jordan,
Lebanon, Libya, Morocco,
Palestine, Syria, Tunisia

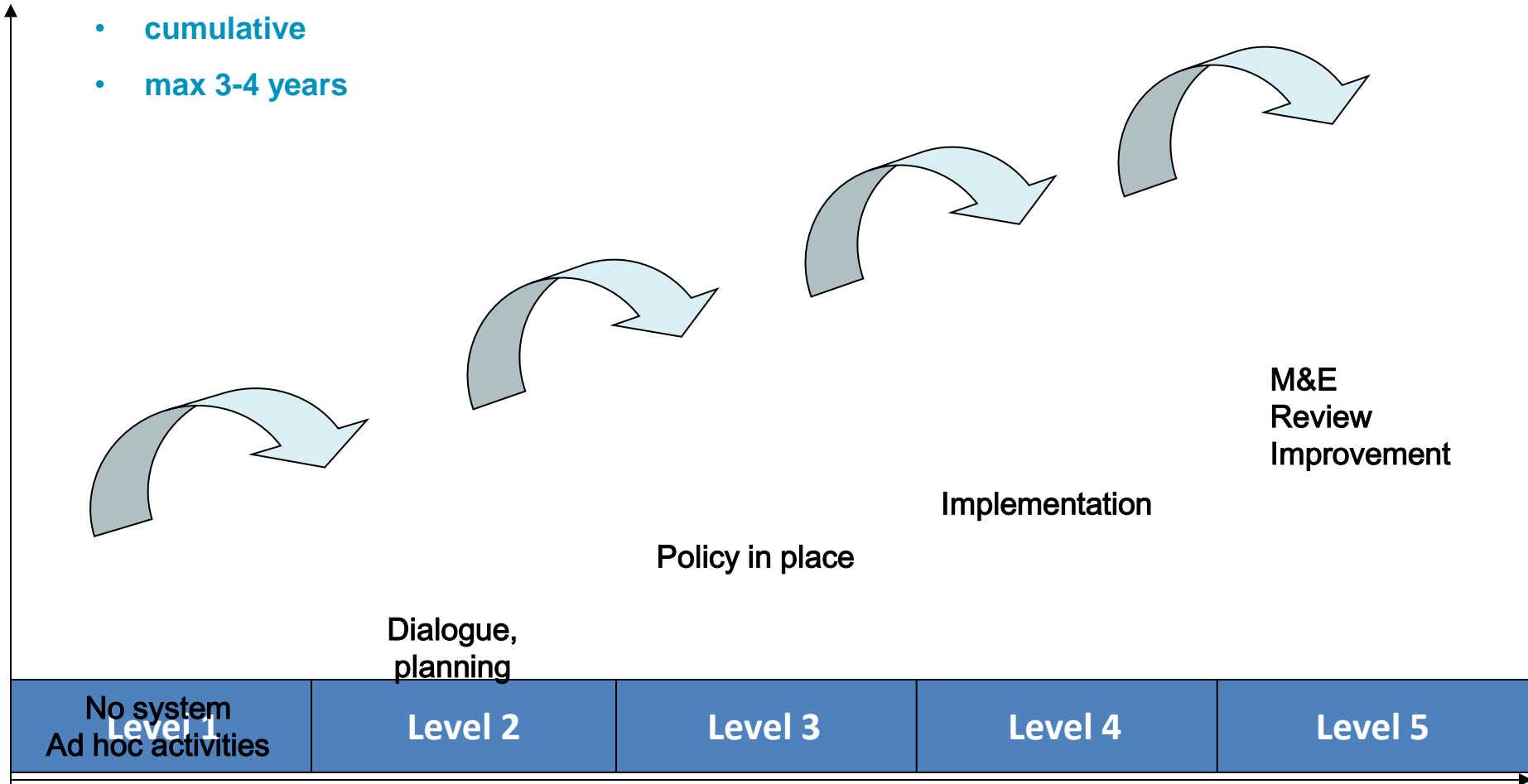
How did we do the assessment on TNA & training availability?

- ⇒ Evidence-based assessment
- ⇒ Indicators: 5 step development structure
- ⇒ Cumulative rule
- ⇒ A policy process, not a policing process
- ⇒ A home-based assessment framework
- ⇒ Dialogue, workshop involving ETF & key actors
- ⇒ Diverse intelligence: value of different partners



Logic of the indicator

- 5- level scale
- cumulative
- max 3-4 years



Overview of the 2012/2014 SBA results

	Algeria	Egypt	Israel	Jordan	Lebanon	Morocco	Palestine	Tunisia
TNA	2	2	1.5	1.5	1.5	2	2	1.5
Availability of Training	3.5	4	4.5	3	2	2.5	2.5	3.5

Indicator	Training Needs Analysis (TNA)
Rationale	<i>Public & private investment in training is more cost-effective when training offer reflects the specific demands</i>
Objective	<i>National policy and support framework to ensure a better fit between supply and demand for training in SMEs.</i>
Level 1	<ul style="list-style-type: none"> • Small business training needs analysis does not exist or is based on 'ad hoc' surveys only. • There is no regular and systematic collection of data on the training needs or training consumption in the small business community.
Level 2	<ul style="list-style-type: none"> • Government, social partners and business community are in dialogue with view to establishing a systematic training needs analysis framework for the small business community. • Evidence of ad hoc business-driven TNA initiatives.
Level 3	<ul style="list-style-type: none"> • A national training needs analysis framework has been agreed between government, social partners, and business community with particular reference to economic growth sectors. • The training needs analysis framework identifies a) skill weaknesses in the workforce, b) skill gaps and c) future skill requirements. • Standard data collection instruments and a data management system are in place as part of a wider national economic development plan.
Level 4	<ul style="list-style-type: none"> • Training needs analysis as defined by a national small business strategy has been undertaken in at least 20% of small businesses in growth sectors and reported publicly on a recognised website for access by enterprises, training providers and policy makers. *
Level 5	<ul style="list-style-type: none"> • Annual training needs analysis is undertaken in at least 40% of small businesses in growth sectors and available publicly on a recognised website for access by enterprises, training providers and policy makers.

Issues from the TNA Indicator

- ➔ Good examples of SME TNA and wider skills intelligence across a range of stakeholder organisations and training providers
- ➔ No joined-up intelligence framework
- ➔ Importance of the 'driver' indicator
- ➔ Need for systematic approach
- ➔ Cross-stakeholder commitment to collection, assembly and management of intelligence
- ➔ Focus on key sectors of national economy
- ➔ Ensure training provision meets SME demands
- ➔ Monitor progress and impact



Indicator	Availability of training
Rationale	<i>A well-developed training market ensures accessibility of enterprises to training, enhancing business performance.</i>
Objective	<i>Each country demonstrates that quality training services are on offer across its territory.</i>
Level 1	<ul style="list-style-type: none"> • No structured business training provision available but confined to ad hoc initiatives only.
Level 2	<ul style="list-style-type: none"> • Business training provision is developed but is limited to specific towns and regions.
Level 3	<ul style="list-style-type: none"> • Funds are available to support training providers to develop enterprise training, including on-line training services. • Database of training providers and training programmes available on a recognised website.
Level 4	<ul style="list-style-type: none"> • Good training provider network developed across the country actively communicating information through the website's on-line database. • Evidence of on-line training services being acquired by enterprises.
Level 5	<ul style="list-style-type: none"> • Quality assured training provider network developed across the country. • An on-line database of quality assured training is regularly updated.

Issues from the indicator on training availability

- ➔ Improving access to quality training for SMEs
- ➔ Good range of training services available
- ➔ Key provider agencies (e.g. JEDCO)
- ➔ Using available technologies to ensure a) training is known (information) and b) to deliver training (access)
- ➔ Could information information platforms be interactive?
- ➔ How could on-line training services be improved?





Two themes: TNA & availability of training

Workshop 1

- ➔ Focus on upper levels of the indicators: ascending order
- ➔ SWOT using bullets as reference: new actors, new intelligence, new ideas

Workshop 2

- ➔ From SWOT to solution
- ➔ Define what happens next: who, what, when, how?

Thank you!



Questions to:

Name: Anthony Gribben
Email: aag@etf.europa.eu
Telephone: +39 011 6302310
Website: www.etf.europa.eu



@tonygribben