



# **Nubader: Youth-led Labour Market Assessment (Mafraq, Ajloun, & Karak)**

MAY 2018



## Table of Content

#	Topic	Page
1	<b>Acknowledgements</b>	3
2	<b>Executive Summary</b>	5
3	<b>Introduction &amp; Overview</b>	6
4	<b>Our Approach</b>	8
	• Mercy Corps Approach to Youth Engagement	8
	• Nubader Project Approach to Youth Engagement	9
5	<b>Methodology</b>	10
6	<b>Desk Review</b>	22
7	<b>Findings</b>	24
	• Business Surveys	24
	• Focus Group Discussions	34
	• Key Informant Interviews	38
8	<b>Conclusion</b>	43
9	<b>What Youth Learned From This Experience?</b>	44
10	<b>Recommendations</b>	47
11	<b>Lessons Learned</b>	49
12	<b>What's Next</b>	50
13	<b>Annexes</b>	51
	- Stakeholder Mapping	51
	- Business Survey Tool (English)	59
	- Focus Group Discussion Tool (English)	64
	- Key Informant Interview Tool (English)	68



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All errors and omissions remain the responsibility of the authors.



## Executive Summary

The Jordanian economy has suffered and growth has slowed down as a result of the ongoing conflict in Syria and Iraq, experiencing a decrease in exports to regional and international markets. Due to the strong competition coming from the gulf countries and the high cost of energy, companies in Jordan have been unable to create more jobs and provide opportunities for the ever-growing youth demographic. The aforementioned factors have led to rise of unemployment rate in Jordan, putting the country among the highest youth unemployment and under-employment rates in the MENA region.

In the last few years alone, thousands of Jordanian youth graduating from universities have been unable to transition to the local job market. Even though the great majority of employers seek skilled labour, fresh graduates have been shown to lack the key skills required. Additionally, due to Jordanian society attaching higher value to university education when compared to vocational training, a small proportion of youth and resources have been directed to equipping youth with hand-on skills.

The Jordan 2025 plan has begun to address the issue by making human resource development one of its main pillars. By training Jordanian youth on vocational and occupational skills the plan hopes to replace foreign laborers with local talents. If the dependency on foreign labour is to be decreased, a coordinated effort needs to be directed in order for such an ambitious goal to be achieved.

The high number of Syrian refugees has placed a growing pressure on the labour market in Jordan. As a result of the 2016 London Conference, Jordan pledged to provide 200,000 jobs for Syrians which do not compete with host community job opportunities. Therefore the Jordan Response Plan indicates that the crisis should be transformed into an opportunity for growth that will benefit both Jordanians and Syrian refugees.

Due to the increasing employment challenges in Jordan and the state and frustration of young people Mercy Corps is implementing 'Nubader' program which focuses on the psychosocial and emotional well-being of young people and combines this approach with linkages to safe and decent employment opportunities in the country.

Jordan has a wide breadth of actors working on youth and livelihoods across the country with considerable data to frame youth livelihoods outcomes and partners. To supplement this work Mercy Corps also carried out a youth—led market assessment, results featured here, that focuses on the youth experience in the market, the types of employment young people want, perceived and real barriers and identification of partners for immediate program needs and longer term skill development.

The assessment also helped in identifying the vocational training providers in the targeted governorates in order to pinpoint high demand areas and match youth training with market needs.

The YLMA process was phased to include an initial overview by an external consultant to identify core growth sectors and contextual labour market realities in Jordan, field work that was led by young people themselves, the consultant and Mercy Corps staff.

Nubader implemented a Youth-Led Labour Market Assessment (YLMA), and in the process gathered information from youth, their parents and their local community through focus groups. Furthermore business surveys targeted employers to figure out their perceptions about youth, the available job vacancies, the available training opportunities, and the more growth sectors in each governorate.

In order to corroborate the findings of the business survey and the focus group discussions, Key Informant Interviews (KII) were conducted to selected stakeholders including governmental and private sector institutions, NGOs and vocational training providers.

All of the work was done by male & female youth from both nationalities Jordanians & Syrians across the three governorates (Mafraq, Ajloun, & Karak).

## Introduction & Overview

Mercy Corps' Nubader: Advancing Adolescents and Youth in Jordan is a program funded by Global Affairs Canada (GAC) that aims to support Jordanian and Syrian youth by promoting learning and psychosocial resiliency, building social understanding between disparate groups, and developing livelihoods pathways. Using our Profound Stress and Attunement (PSA) model, which employs neurological science to understand the impact that long-term stress has on the emotional brain, we collaborate with community based organizations in Karak, Mafraq and Ajloun to engage vulnerable, conflict-affected host and refugee community's boys and girls aged 12-19. Our program works to strengthen youth well-being and resiliency through better preparing them for an uncertain future. The program also engages with families and communities in order to foster an enabling environment around young people.

## Contextual Background of Jordan

The ongoing Syrian conflict, which is approaching its eight year mark, has drastically impacted neighboring countries with an unprecedented refugee influx of over 5.6 million displaced Syrians.<sup>1</sup> To date, an estimate of 670,000 refugees reside in Jordan<sup>2</sup>, while according to the official 2015 census an estimate of 1.2 million Syrian refugees reside in Jordan.<sup>3</sup> Such influx resulted in turbulent economic climate with disrupted trade routes and lower investment and tourism flows.

As a result to the economic unrest in Jordan, unemployment has become yet another challenge as rates reached up to 18.5% during the fourth quarter of 2017 with the highest rate of unemployment recorded for youth in age groups 15-19 and 20-24 years; 45.4% and 36.4% respectively.<sup>4</sup> High unemployment rates have resulted in high levels of competitiveness among the aforementioned age groups which has respectively increased upon granting worker permits to Syrian refugees residing in Jordan.

Living in such conditions had ramifications which were reflected in a rise in child labour rates. Despite government efforts to monitor and curb child labour, a large segment of society sends off children under the legal labour age into the workforce. According to 2016 statistics, up to 76,000 of the approximately 4 million children in Jordan participated in economic activities with only about 8.3 percent of them were doing it within the bounds set by Jordanian law.<sup>5</sup>

Factors such as declining living standards, increase in poverty, and rising school drop-out rate were among the contributing factors to the involvement of youth in paid labour at such an early age.<sup>6</sup> It is noteworthy that Syrian youth are overrepresented in both the working children and child labour categories.

The work of youth, particularly children, is not prohibited by international law while children's rights organizations shy away from denouncing youth involvement in child labour as there are strong arguments to be made in favour of the practice. Jordanian law allows for juveniles aged 16 and above to work under the conditions that work is not harmful to their physical well-being and amounts up to 36 hours per week. To address youth vulnerability through coping to crisis, adapting to adversity and driving forward development.

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<sup>1</sup> UNHCR "Syria Regional Refugee Response" May 2018  
[https://data2.unhcr.org/en/situations/syria#\\_ga=2.206081367.552427726.1528017109-980642095.1528017109](https://data2.unhcr.org/en/situations/syria#_ga=2.206081367.552427726.1528017109-980642095.1528017109)

<sup>2</sup> UNHCR "Syria Regional Refugee Response- Jordan" May 2018  
<https://data2.unhcr.org/en/situations/syria/location/36>

<sup>3</sup> Department of Statistics "General Census Results 2015" April 2016  
[http://www.dos.gov.jo/dos\\_home\\_e/main/population/census2015/index.htm](http://www.dos.gov.jo/dos_home_e/main/population/census2015/index.htm)

<sup>4</sup> Department of Statistics "Unemployment Rate during the fourth Quarter of 2017" 01 Mar 2018  
<http://dosweb.dos.gov.jo/18-5-unemployment-rate-during-the-fourth-quarter-of-2017/>

<sup>5</sup> The International Labour Organization "National Child Labour Survey 2016 of Jordan: Summary Report on Main Findings" 16 August 2016  
[http://www.ilo.org/wcmsp5/groups/public/---arabstates/---roibeirut/documents/publication/wcms\\_510520.pdf](http://www.ilo.org/wcmsp5/groups/public/---arabstates/---roibeirut/documents/publication/wcms_510520.pdf)

<sup>6</sup> Jordan Labour Watch "Child Labour in Jordan Reality Overid" June 2017  
<http://www.phenixcenter.net/en/paper/197>

## Overview

### Nubader: Advancing Adolescents and Youth in Jordan

As of recent reports, Jordan has been declared young with a median age of 22.5 years<sup>7</sup>. In response to this and to the current status of youth in Jordan, Mercy Corps' Nubader: Advancing Adolescents and Youth in Jordan took action by partnering with youth to cope during crisis, adapt to adversity and drive forward development. Taking action to support youth in Jordan further advances Mercy Corps' mission that aims to alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. The program is implemented through adolescent and youth friendly spaces (AYFS) referred to as Community Action Hubs, or just hubs, across multiple governorates in Jordan.

The hubs are multidisciplinary and multifaceted resource centres for youth, their parents and caregivers and the community at large. In addition to providing community engagement and support, these centres provide youth with access to educational, psychosocial, and recreational services and opportunities.

Nubader uses multidisciplinary and integrated programming in order to meet the personal, familial and communal needs of youth by creating enabling environments where youth are protected, valued, and safe.

### Youth and Livelihoods

Operating as the third component under the Nubader project, the livelihood component ultimately aims to better prepare youth to enter the workforce with enhanced technical skills and improved awareness of labour market realities. The Youth-led Labour Market Assessment (YLMA) plays a pivotal role in raising adolescents and youth awareness and understanding of labour market opportunities, better positioning Vocational Training Providers (VTPs) to respond to the needs of vulnerable youth through building their capacity and equipping these institutions to work with vulnerable youth, and creating viable economic pathways for vulnerable youth established through private sector apprenticeships.

Youth engagement in the design and implementation of the program starts with the YLMA where youth get the chance to be proactive in their communities through engaging in processes of data collection and data analysis. Youth engagement and growth is sustained as the YLMA is executed during the first year of the program and consecutively for the second year to identify specific gaps, needs, growth sectors and other information so that young people will have complete and comprehensive knowledge of their local markets.

The assessment also includes stakeholder mapping and assessment of training providers and/or employment agencies to gauge capacity of areas such as business literacy, entrepreneurship training and mentorship in the target area. In addition to that, the results of the YLMA are utilized to create vocational training programs that are tailored in accordance to the current needs and demands of youth and the labour market.

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<sup>7</sup> Central Intelligence Agency "The World Factbook"  
<https://www.cia.gov/library/publications/the-world-factbook/fields/2177.html>

## Our Approach

### Mercy Corps' Approach to Youth Engagement

Our approach is comprised of a core principle that connects adolescents to our mission, our strategies, our partnerships and our interventions; a suite of integrated programming priorities responsive to adolescent priorities and challenges; and an adaptive process. This trio ensures we are constantly thinking, designing and responding to adolescents and their evolving contexts, needs and opportunities.

First, we co-design with young people to be real partners in change. Mercy Corps places adolescents in the front—as leaders—to be partners in the change they want to see. This is our core principle. We design with them, not for them. Young people know what will work for them and what won't. Talking with youth about their priorities, fears, daily commitments and safe and unsafe places in the community helps shape the design of any service or activity. We also know that adolescents and youth value mentorship in the form of peers, role models and adults who can help them expand their horizon of what is possible and how to get there. We are intentional about finding, reaching and engaging adolescents. We account for sex- and age-specific vulnerabilities, needs and capacities and co-design program activities accordingly.

Second, we see the big picture and support integrated programs. Mercy Corps recognizes that daily life for a young person is a rich and complicated experience that intersects sectors, issues, challenges and solutions. Their path to adulthood is not linear with smooth, predictable transitions between milestones. Particularly in fragile environments, there are barriers, obstacles and setbacks. As such, we support an integrated approach that addresses the complexity of their emotional, physical, educational, social and economic needs; investing in the well-being of adolescents and youth living in complex environments, which in turn multiplies the power of education, civic and community action, and economic engagement.

Third, we manage for change and scale. Mercy Corps, like young people, operates in a fluid and ever-changing environment and we are required to adapt our behavior, systems and interventions to best achieve the changes we aim to see. While real-time and big data are difficult to come by in many of the places we work, we strive to capture data often, disaggregated by age and sex to differentiate our impact and approach, and build learning into our programs.

## Nubader Project Approach to Youth Engagement

The Nubader Advancing Adolescents and Youth program sought to build on this larger MC youth engagement initiative by bringing in youth as survey implementers and data collectors in a market assessment. Participating in labour market assessments helps youth learn how labour market information is gathered, and also provides them the opportunity to gain confidence, build relationships with business owners, and network with other key local stakeholders. Community participation helps youth gain agency and purpose, and in some cases allows them to engage in addressing specific challenges identified in their communities. Based on their expanded labour market knowledge, youth who participate in labour market assessments are better positioned to obtain employment. MC partnered with local youth to survey businesses in Ajloun, Karak and Mafrqa Governorates to assess market demanded skills and identify skills gaps. This assessment built on MC's long history of implementing programmes that target youth (ages 18-25). MC believes that by building up youth's knowledge, skills and abilities, they will be better able to pursue personal and community development goals, build strong relationships with others, and contribute to social cohesion efforts in their communities. The livelihood component that operates under the Nubader project sought to gather more information about the current labour market capacity and needs in Ajloun, Karak and Mafrqa in order to identify potential growth sectors for program intervention. Additionally, the assessment aimed to introduce youth to various monitoring, evaluation, and learning tools, and train them in data collection methods.



## Methodology

MC aims to identify and facilitate opportunities for youth to inform the design and implementation of its programs. One method employed globally is the Youth-Led Market Assessment (YLMA), often complimentary to an overarching and more rigorous labour market assessment. The YLMA aims to include youth in the design, data collection and data analysis process, providing space for youth to inform and adapt tools, review and update the methodology, learn first-hand from market research, and help to analyse findings. The Youth-Led Labour Market Assessment process began with a regional Training of Trainers (ToT) to build the capacity of MC's teams to work with youth volunteers in the design and roll out the YLMA. Before YLMA implementation, the team developed three key qualitative research tools (a business survey, a focus group discussion guide, and a key informant interview guide), reworked the training of trainers' material for a new youth audience, and created a detailed agenda. The team also conducted secondary research help define the business selection criteria. The team identified the key economic sectors and main vocational training centres in Karak, Ajloun and Mafraq.

The YLMA sought to target businesses that met the following criteria:

- Businesses that could support jobs for Syrian and Jordanian youth
- Sectors that could support Syrian and Jordanian youth
- Business which operate in sectors that Syrians can work in
- Businesses that are formally registered
- Businesses in stable markets
- Sectors that employ youth and women
- Businesses/sectors that are supported by the government (e.g. solar panels)
- Businesses that operate in sectors which align with MC humanitarian agenda

## Scope

The 3 main elements of an LMA Scope describe the overall range of the project considering:

- What are we trying to learn from our assessment?
- Why are we doing an LMA?
- Where will we execute this work?

## Program Needs

Document how the LMA will support the strategic goals of the program?

- Identify safe and decent employment opportunities for Syrian and Jordanian youth – male and female
- Identify the economic sectors and service providers (VTP's and employment agencies) based on YLMA
- Build partnerships with private and public sector to support safe and decent opportunities for youth
- Better prepare the targeted vulnerable youth to enter the labour market

## Key Principles

What are the key principles that will guide our assessment?

- 1) Youth Participation / participatory design
- 2) Engagement of the local communities / building the capacity of our project partners CBO's
- 3) Engagement & support of private sector and government
- 4) Adaptive program management-Adjusting the programme based on findings
- 5) Market systems approach & market-driven -ensuring that both needs of employers, employees and the environment are met
- 6) Representation of the different sex, age, and nationalities to appropriate opportunities

## Objectives

What will the key programmatic outcomes will the assessment lead to?

- Identify sectors that youth consider safe and decent job
- Increase the market knowledge/understanding for young people to facilitate their future
- Inform vocational training opportunities based on the market needs
- Build partnerships with private sector actors
- Build partnerships with key stakeholders
- Identify the needs of businesses to support youth
- Understand the culture-barriers and accepted opportunities by the community in each targeted area



## Tools

**Table 1:** Tools

Tool	Responsible	Overview of Tool	For What?
Desk Review	Consultant	Desk review activities include scanning the literature, analyzing secondary data, and creating a reference list so that all documents are organized and easily accessible to all team members.	to identify target markets (Market leaders, stakeholders & VTP's) to focus youth-led market assessment
Stakeholder Mapping (qualitative)	Consultant	Desk review activities include scanning the literature, analyzing secondary data, and creating a reference list so that all documents are organized and easily accessible to all team members.	to identify target markets (Market leaders, stakeholders & VTP's) to focus youth-led market assessment
Private Sector (Market) Mapping (qualitative)	Consultant	he goal is identifying specific firms and/or business sectors, or to map the private sector more broadly in a specific city or community.	to support identification of key markets for YLMA and future engagement of the program
Business/ Employer Survey tool (quantitative/ qualitative)	Youth	Designed questions covering all the program needs aspects directed to the business sector	The goal of this tool is to understand the labor market from the view of the private sector – the potential employers.
Business/ Employer Survey tool (quantitative/ qualitative)	Youth	Designed questions covering all the program needs aspects directed to the business sector	The goal of this tool is to understand the labor market from the view of the private sector – the potential employers.
Focus Group Discussion (FGD) (qualitative)	Youth	Focus group discussions led by the youth, and will be conducted with youth, families, communities and stakeholders	The goal of the FGDs is to assess job seekers' perceptions of their current skills and opportunities and challenges for economic engagement.
Key Informant Interview Questions (qualitative)	Youth/ Consultant/ MC staff	Designed questions covering the program needs aspects directed to the decision makers at the businesses	In order to understand the larger ecosystem and enabling environment for employment and selfemployment, as well as gather rich, qualitative data on opportunities for program linkages, we use tailored, supplemental Key Informant Interview (KII) surveys.

## **Stakeholders**

### **Youth**

- Nubader GAC volunteers
- Youth from the communities

### **Government**

- Ministry of Labour
- Ministry of Youth
- Ministry of Trade and Industry
- Municipalities

### **Business/Employer Groups**

- Chamber of Commerce
- Chamber of Industry
- Employment Promotion Unit

### **Private sector**

- Small/Medium/Large employers

### **Training Centers**

- Employment centers
- Vocational Training providers
- Employment Agencies

### **Organizations**

- INGOs, NGOs, CBOs, RNGOs
- Education institutions

### **Community**

- Women groups
- Media (local media outlets, social media sites, religious leaders)

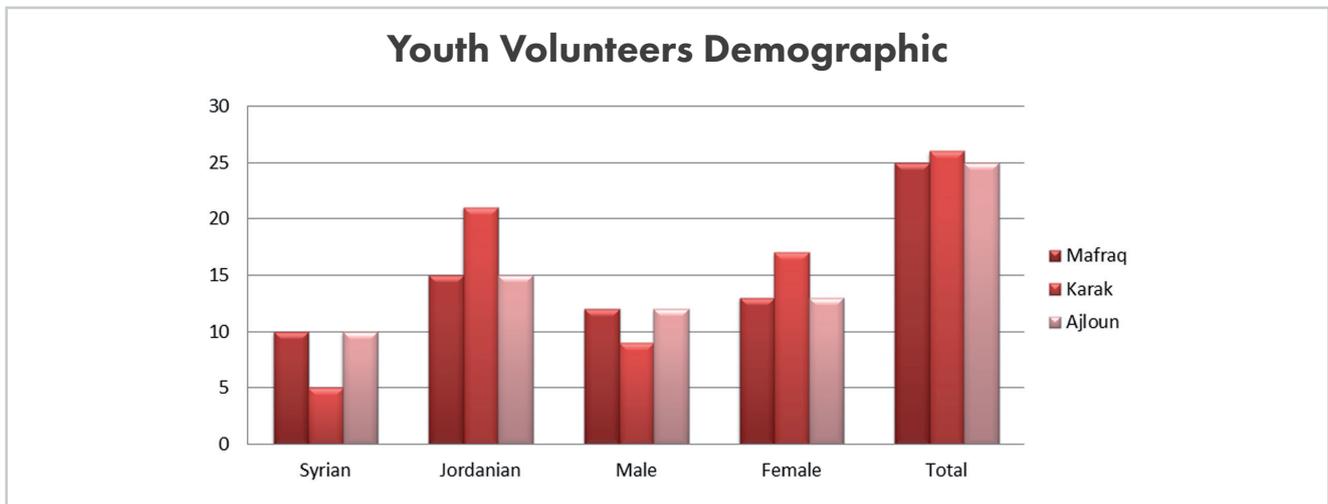
### **Partners/Civil Society**

- Other Mercy Corps projects
- Local CBOs

## Youth Selection

The Nubader team then selected a team of youth volunteers representing the target community in terms of age, gender nationality and background, creating an inclusive environment that encouraged participation and cooperation between Jordanian and Syrian volunteers.

**Figure 1:** Youth Volunteers Demographic



The MC team then delivered seven-day training to youth volunteers to equip them with the knowledge and skills needed to carry out YLMA. Youth volunteers were also engaged in adaptation of the methodology and tools. Youth volunteers were distributed into groups containing both Jordanians and Syrians and whenever appropriate, gender balanced teams.

Youth were provided with ample time to understand the purpose and process of the youth led market assessment and the reasons behind it. Additionally, they were educated on labour laws and the ethical consideration when conducting surveys and interviews. A pre and post assessment was given to measure the impact and effectiveness of each training. The seven-day training was divided into three parts:

1. "Utilizing Attunement Principles in Communications training" - a three-day training which introduced the principle of attunement and how to utilize it when communicating with their co-teammates, business owners, target youth and their parents.
2. "Assessment data collection tools" - a three-day training reviewing YLMA tools and methodology and introducing labour market concepts in simple but effective manner.
3. "Practice & practice" - a one day trial run for data collection and field work in order to prepare youth by going through potential scenarios.

## YLMA Data Collection

The data collection process was comprised of two stages, where the first involved the business surveys (BS) and focus group discussion (FGD), and the second was the key informant interview (KII), which entailed the targeting of the main stakeholders in each governorate.

**Table 2:** Sample Size

Tool	Sample size
Business Survey	511
Focus Group Discussion	36
Key Informant Interview	36

The 511 business surveys were distributed in the governorates according to the following break-down:

**Table 3:** Business Surveys Distribution

Governorate	Number of BS
Mafrqa	223
Karak	173
Ajloun (Including Irbid IZ)	115

The FGD conducted by youth aimed to better understand the needs, challenges and barriers that youth face in accessing specific jobs or business and self-employment opportunities in the target areas. The groups were divided in accordance with the demographic pointers of age, gender, nationality, and governorate, resulting in 36 separate FDGs (12 in each governorate). Below are the 12 types of focus groups:

**Table 4:** Focus Groups Discussions Categories

#	Category
1	Females/ Jordanians, Age 15-20
2	Females/ Syrians, Age 15-20
3	Males/ Jordanians, Age 15-20
4	Males/ Jordanians, Age 15-20
5	Females/ Jordanians, Age 21-30
6	Females/ Syrians, Age 21-30
7	Males/ Jordanians, Age 21-30
8	Males/ Jordanians, Age 21-30
9	Females/ Jordanian parents had children age (15-25)
10	Females/ Syrians parents had children age (15-25)
11	Males/ Jordanian parents had children age (15-25)
12	Males/ Jordanian parents had children age (15-25)

**Table 5:** Focus Groups Discussions Participants

Governorate	Total number of participants	Total number of Syrian women	Total number of Jordanian women	Total number of Syrian male	Total number of Jordanian male
Mafraq	199	47	56	50	46
Karak	187	60	42	35	50
Ajloun	179	44	50	44	41

The KII conducted by the consultant, MC staff, and youth volunteers aimed to better understand the latest interventions, policies and practices in the Jordanian labour market. The interviews addressed areas such as:

- Difficulties in finding qualified labour
- The sectors with the highest potential for employment
- Skills gaps
- Job matching mechanisms
- Perception about youth in the labour market
- Provision of training services
- Quality and availability of trainings and apprenticeships programs

The assessment targeted relevant stakeholders such as governmental bodies, training providers, NGO's and business sector. The data collected helped assess the capabilities and quality of training programs, youth status in the labour market, and opportunities for Syrians.

10 – 13 KIIs were conducted in each governorate with cross-sector stakeholder groups including public and private sector, local NGOs and CBOs, and vocational training providers.



## Business Selection Criteria

The YMLA targeted sectors that met the following criteria

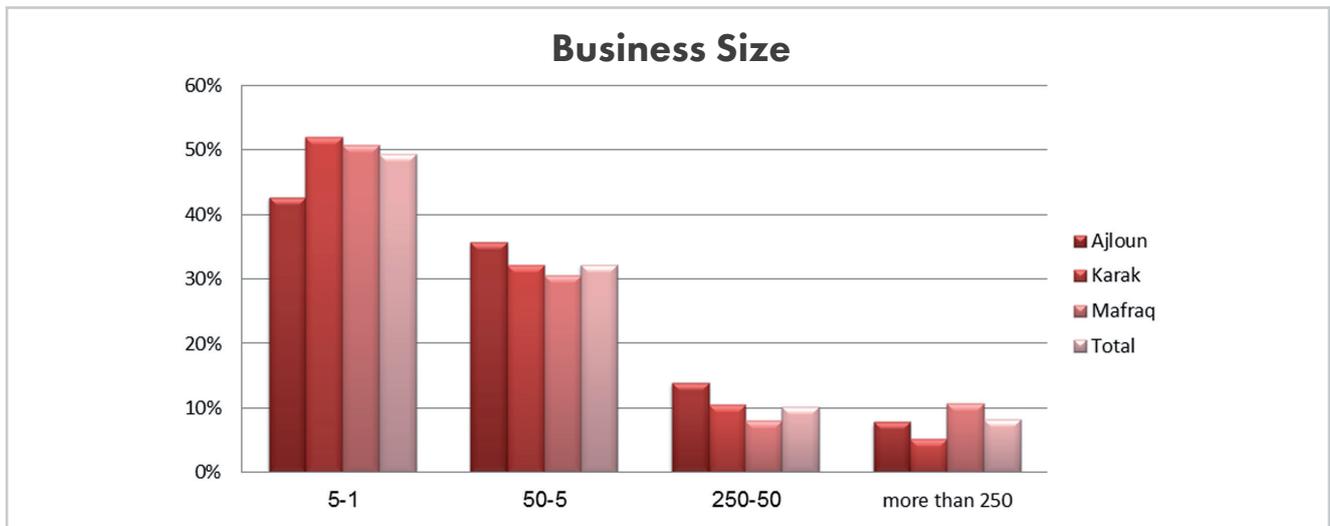
- Supported by the government
- Stable or growing
- Provide opportunities for youth and women
- Provide opportunities for Syrians
- Require technical skills where
  - a) Training is available
  - b) Training is low cost



In addition to industrial zones, the YMLA targeted businesses that met the following criteria:

- Legally registered entities
- Micro small and small enterprises
- Provide opportunities for youth and women
- Provide opportunities for Syrians
- Provide opportunities that require short training periods to qualify semi-skilled labour
- Provide on job training (apprenticeship) opportunities

**Figure 2:** Business Size



**Table 6:** Targeted areas analysis

Governorate	Mafraq	Karak	Ajloun
Location	North East of Jordan	South of Jordan	North of Jordan
Area (meters squared)	26550.6	34947	419.6
Population	549948	316629	176080
Population density	20.7	90.6	420
Unemployment rate (%)	19.5	14.2	19.5
Topography	Desert	Desert - Mountain - Valley	Mountain - valley - natural and wild life - diverse plants and trees and animals and birds
Agriculture	Rain-fed agriculture + Irrigated agriculture - 20% of total Jordan fertile lands (very important and diverse) - Livestock and Poultry	Jordan valley - poultry (33% of national consumption)	Mountain trees - Olive - Grapes - Almonds – Oaks, etc - Natural reservations
Industry	Natural gas	Phosphate, Cement	Tourism
education	One public university	One public university	One private university
Challenges	<ul style="list-style-type: none"> <li>- Lack of an integrated plan for tourism development and tourism services.</li> <li>- Random expansion of agricultural land and widespread property, which leads to its fragmentation as a result of non-exploitation of potential production capacity.</li> <li>- Lack of a plan for the development and utilization of extractive industries in the region.</li> </ul>	<ul style="list-style-type: none"> <li>- High prices of raw materials and production inputs.</li> <li>- Population adaptation to developmental and economic changes.</li> </ul> <p>Lower capital allocations in the public budget.</p>	<ul style="list-style-type: none"> <li>- Poverty and unemployment.</li> <li>- The absence of additional features to encourage investors in the province of Ajloun similar to some provinces.</li> <li>- The absence of an industrial city qualified to attract investment in the province.</li> <li>- Weak municipal budgets in general and high indebtedness, which leads to the low level of services and then refrain from establishing investment projects.</li> <li>- Lack of economic feasibility studies by the concerned authorities such as: (Investment Promotion Corporation, Tourism Promotion Authority, Ministry of Planning) for investment projects that can be established in the province, which can be offered to investors and those wishing to invest according to comparative advantage in the province.</li> </ul>

Mafraq is a north-eastern governorate that borders with three countries. Due to its proximity to Syria, it has been heavily impacted by the influx of refugees. In addition to the Zaatari refugee camp, the surrounding area hosts a great number of refugees who are part of the labour market. A major employer in the area is the military, but Syrians are exempt from the benefits of the sector.

It is the second largest governorate in Jordan but population is highly concentrated in the city of Mafraq and surrounding areas. Despite its desertous climate, 20% of Jordan's fertile lands are located there. One public university serves the vast area and employment is around 19 percent.

The region is rich in natural gas but there has been no implementation of a development plan to utilize extraction opportunities. The agriculture sector also faces challenges including high taxes and poor competitiveness in comparison to imported products.

Even though population density in Ajloun is the fourth in Jordan, its market is not highly developed, which leads youth to search for jobs in the neighbouring cities of Jerash and Irbid. In order to obtain data relevant to residents in Ajloun we targeted industrial zones and businesses in Jerash and Irbid.

Youth of the region have access to one private university but despite that, the unemployment rate is over 19%, similar to Mafraq. Other challenges facing residents are economic stagnation as there is an absence of incentives to encourage investors in to target Ajloun, which is exacerbated by the lack of an industrial city. Municipality efforts have been quelled by its limited budget and high indebtedness, which has lead to sub-par services such as governmentally-run projects.

Located in the north of Jordan, the governorate has a moderate climate and boasts diverse wildlife and topography. Crops such as olive trees, almonds and grapes are common in the region. Tourism has been identified as a potential area of growth by the Ministry of Planning, yet there aren't sufficient feasibility studies that outline how the area can become attractive to investors.

Karak is a governorate located in the center of the kingdom and lies between Mafraq and Ajloun in terms of size. Its climate is mostly desertous and agriculture is not a major source for income for its citizens. Nevertheless, 33% of the poultry consumed domestically is produced in Karak.

The region has one public university and has an unemployment rate of 14%, which is lower than the other two governorates targeted by the project. The mining and processing of phosphate ores is a well-established industry. It comprises a large proportion of Jordan's exports in its raw form and in the form of fertilizer.

The region has been receiving lower capital allocation in the public budget which has lead to lower growth. The high prices of raw materials and production inputs has decreased the profitability of the local industries. The residents in the region have not adapted to development and economic changes, which was often a result of youth, who do not work in the industrial sector, to obtain jobs in Amman.

## Debrief with Youth Volunteers

The Nubader team conducted a debriefing session with youth volunteers after the completion of the first stage of data collection in order to assess their understanding and perception of the labour market and obtain their feedback regarding:

- Overall experience of the data collection process
- Benefits from the training and subsequent data collection
- Challenges they faced during the data collection phase
- Their evaluation for the tools used based on the real implementation
- Their understanding and perception of the labour market

## Dissemination plan

The assessment report findings will be shared with stakeholders in target governorates during an event dedicated for that purpose. The report will be available on Mercy Corps website in both English and Arabic. Additionally, the findings will be summarized and distributed in the form of brochures.

## YLMA Consultant

To conduct the assessment, an experienced consultant was assigned to design volunteer training, closely monitor the implementation of the tools, and analyze and report the findings. He was part of implementing the youth training in the three sites; he carried out data collection of the KIIs and debriefed the youth. Finally, he analyzed the data and shared it with the stakeholders in the three sites.



## Challenges

The expected and identified challenges faced during processes of conducting the assessment are categorized into as follows;

- Cultural context
  - Community cooperation and involvement
  - Parents and families
  - Having either nationality (Syrian/ Jordanian) not willing to work with one another
- Business Engagement
  - Business sector availability
  - Business sector acceptance
  - Identifying and reaching the right focal point in the businesses
- Data collection
  - Accuracy of received data
- Experience/Engagement of Youth
  - Lack of experience of participating youth
  - Youth Commitment
- Compensation
- Lack of public transportation
- Time
  - Authority approval
  - Winter (short days)
  - Time needed for grasp on learning/ pilot tools
  - Time needed to identify/ schedule businesses interested
- Gender representation
  - Mixing boys & girls together (harassment, potential relationships, perception in community, parents)
- Capacity
  - Work/ school/ household's commitments balance)
  - Young people capacity/ confidence/ commitment
  - Actually having different levels in same group
- Access
  - CBO: not providing enough support & buy-in
- Mobility
  - Not using transportation and walk instead
  - Difference in amount per group
  - Being late on appointments
- Security
  - Harassment
  - Tablets attractive for robbery
  - Not having emergency (SOPs, setup of process or enough staff)

## Desk Review

### Review of Existing Reports and studies

The purpose of the desk review is to shed the light on relevant research published by iNGOs and the government of Jordan. The research provided a general understanding of the situation in the targeted governorates and helped the YLMA team to understand the factors being assessed and design the tools needed to assess them. The studies that were reviewed are:

- Jordan 2025, a National Vision and Strategy (MoPIC)
- Investment Map for Governorates (MoPIC)
- Economic trends in Jordan local Job market (Deutsche Gesellschaft fur Internationale Zusammenareit)
- Jordan Economic Growth Plan 2018- 2022 (Economic Policy Council)
- Satellite Unit Plan (MoL)

Jordan 2025 is a road map laying out an integrated economic and social framework that will govern policies. Its core principles include strengthening the rule of law and equal opportunities, increasing participatory policy-making, achieving financial sustainability and strengthening institutions and their role. It examines current economic sectors and identifies sectors that will witness increased economic growth which have the potential to create jobs that are sufficient for the needs of youth in Jordan. It is based on several economic sectors which are aggregated into the following eight economic clusters:

1. Constructions and Engineering
2. Transportation and Logistics Services
3. Tourism and Events Management
4. Healthcare
5. Life Sciences
6. Digital & Business Services
7. Educational Services
8. Financial Services

The Investment Map for Governorates identified what sectors needed to receive investment based on geographic area. With relevance to our project, the areas of Ajloun and Mafraq were shown to be prominent in food production, renewable energy, recycling, and tourism.

As for Karak, Nubader referred to GIZ's study on Economic trends in Jordan local job market. In order to enhance economic opportunities in the private sector, the study identified the sectors with the highest potential growth in order to enable international donors and local actors to target their efforts. Based on it, the area that required support were support retail, automotive maintenance, healthcare, tourism, education and training, logistics, manufacturing, construction and food production

The Jordan Economic Growth Plan is comprised of economic, fiscal and sectoral strategies that outline the vision and policies pertaining to each sector. It further identifies the required policy interventions, public projects and private investments that must be undertaken to realize these sectoral visions. As for agriculture and tourism, Jordan needs to grow by 5 and 10 percent respectively. The plan also identifies the growing sectors across Jordan in the short-term and sheds light on the impact of Syrian crisis on Jordan's labour market. Additionally, the National Human Resource Development Strategy (NHRD) identified vocational training as a key intervention to be implemented. Nubader project addresses issues at the core of the growth plan, as vocational training and market sector growth are essential to meet the goals set for 2022.

Satellite Unit Plan Initiative is implemented by the MoL and aims to reduce youth unemployment especially in the most vulnerable areas. The initiative is funded by the E-TVET Fund of Jordan (Employment, Technical and Vocational Education Training) and MoPIC and aims to create new satellite branches (new factories) for a number of the current investments in the targeted areas. The government provides incentives to investors, most notably tax exemptions, land, infrastructure and 50 percent of salaries during the first year, so they shift part of their business to the targeted regions. The areas Nubader targets are also included in the government incentives program.



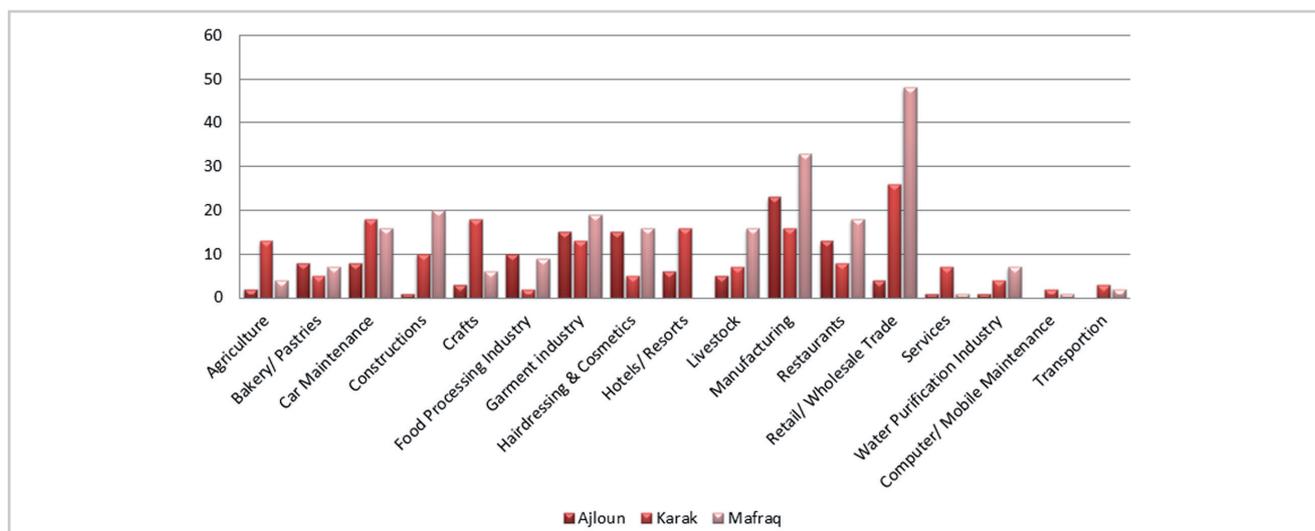
# Findings

## 1. Business Surveys

### Labour Market Overview

The 511 business surveys conducted by youth volunteers targeted the businesses shown in Figure 1, where their distribution in the three governorates is also indicated.

**Figure 3:** Business Sectors Sample



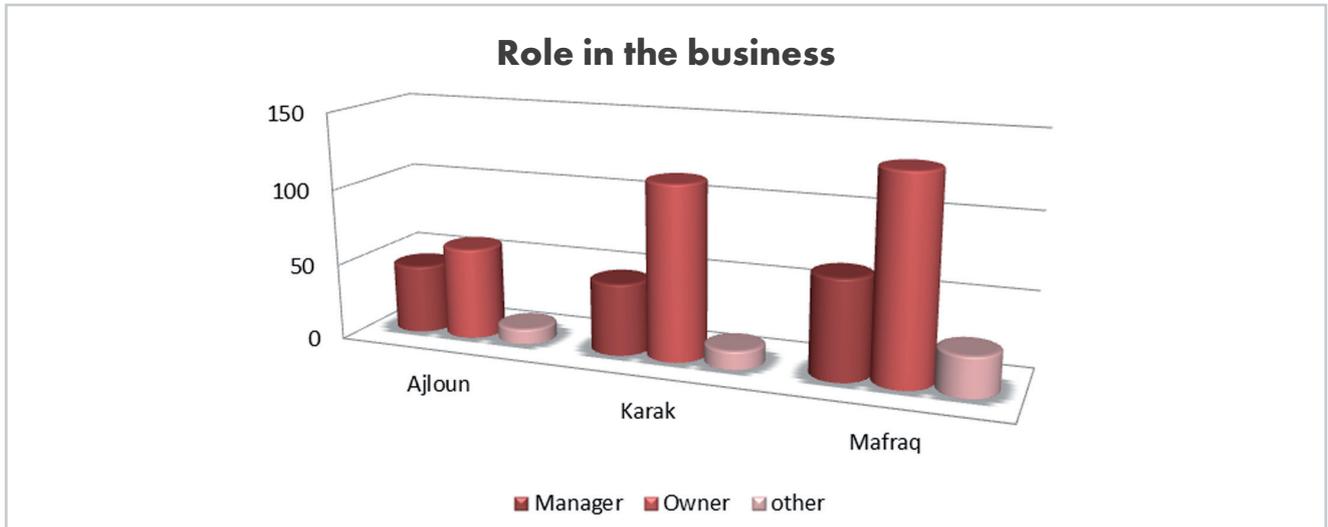
The below table is showing the breakdown for the surveyed sectors across the three governorates:

**Table 7:** Sectors surveyed in the three governorates

Sector	Ajloun		Karak		Mafraq	
Agriculture	2	1.7%	13	7.5%	4	1.8%
Bakery/ Pastries	8	7.0%	5	2.9%	7	3.1%
Car Maintenance	8	7.0%	18	10.4%	16	7.2%
Constructions	1	0.9%	10	5.8%	20	9.0%
Crafts	3	2.6%	18	10.4%	6	2.7%
Food Processing Industry	10	8.7%	2	1.2%	9	4.0%
Garment industry	15	13.0%	13	7.5%	19	8.5%
Hairdressing & Cosmetics	15	13.0%	5	2.9%	16	7.2%
Hotels/ Resorts	6	5.2%	16	9.2%	0	0.0%
Livestock	5	4.3%	7	4.0%	16	7.2%
Manufacturing	23	20.0%	16	9.2%	33	14.8%
Restaurants	13	11.3%	8	4.6%	18	8.1%
Retail/ Wholesale Trade	4	3.5%	26	15.0%	48	21.5%
Services	1	0.9%	7	4.0%	1	0.4%
Water Purification Industry	1	0.9%	4	2.3%	7	3.1%
Computer/ Mobile Maintenance	0	0.0%	2	1.2%	1	0.4%
Transportation	0	0.0%	3	1.7%	2	0.9%
	115		173		223	

The surveys matched expectations about gender representation in business ownership where 88% of the respondents were male. Owners of the businesses studied represented 60% of the people we targeted, whereas 31% were managers.

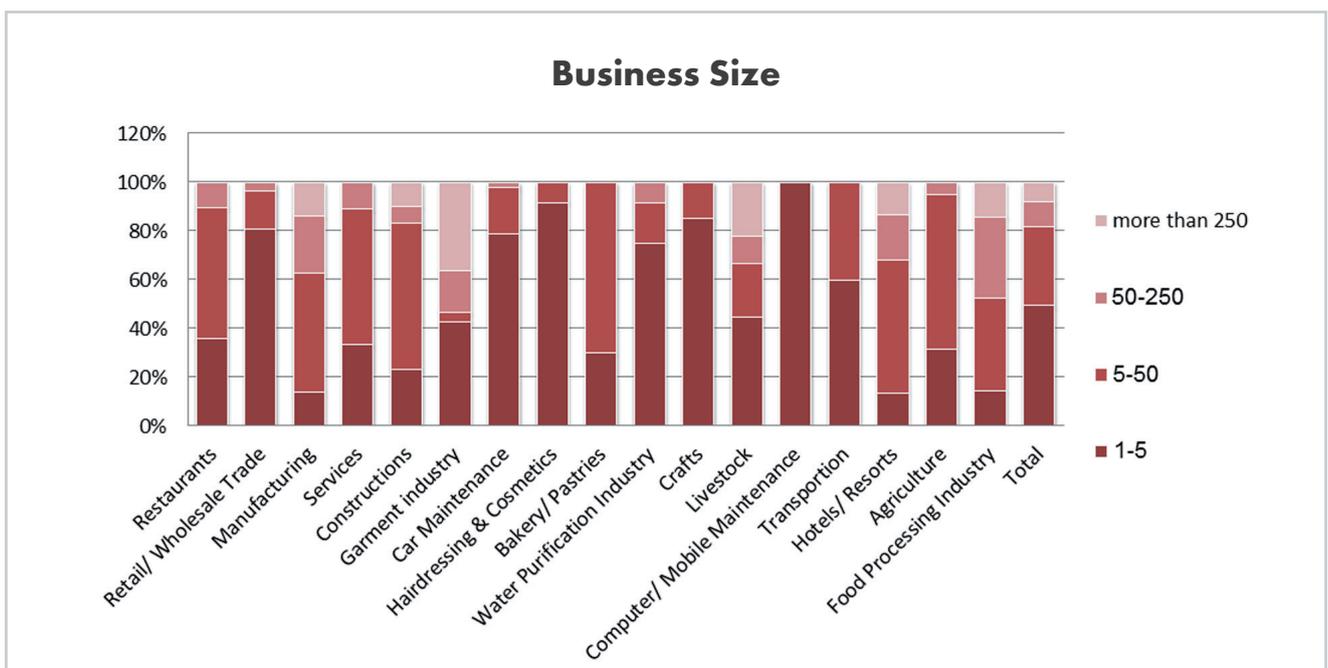
**Figure 4:** Role in the business



## Business Growth

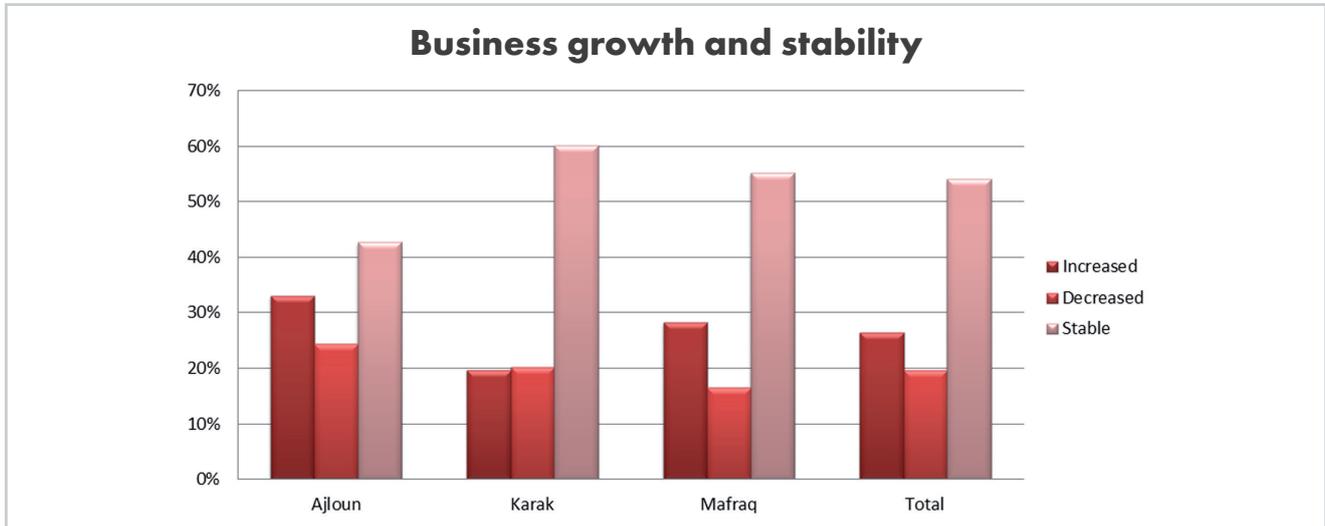
When it comes to size, micro businesses-with employees ranging 1-5- represented almost half (49%) of the entities surveyed, small businesses- with number of employees ranging 5-50- made up 32%, and medium businesses- with number of employees ranging 50-250 were the least prevalent group with 10%.

**Figure 5:** Business Size



As for growth and stability, only 26% of business indicated that they had experienced growth, 54% saw their business as stable and 20% indicated they were in a state of decline in comparison to last year. Most stable sectors were agriculture and car maintenance and the least stable sector was the restaurant business, which witnessed a 38% decrease in the number of jobs.

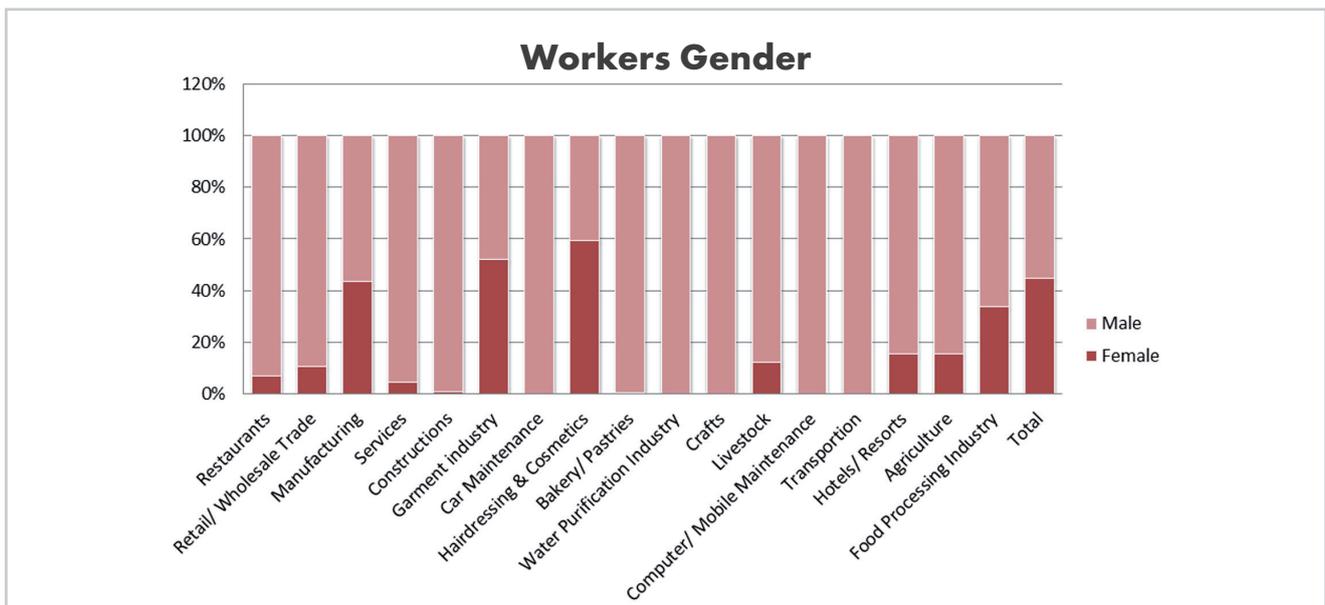
**Figure 6:** Business growth and stability



## Business Demography

The survey indicated that 55% of the overall workforce was male, yet women predominated in the manufacturing and garment industries, and in hairdressing and cosmetics.

**Figure 7:** Workers Gender



Around half (43%) of employees were in the age range 16-25. As for nationality, the notion that Jordanians avoided low and semi-skilled labour positions was reinforced as only 13% of workers were Jordanian. Syrians were more than twice more likely than Jordanians to be found in such positions at 31%.

This reflects the dire need for Jordanian workers to engage the vocational sector in the labour market. As youth represent almost half of the labour force investment in this segment would prove very effective in decreasing unemployment rates in Jordan.

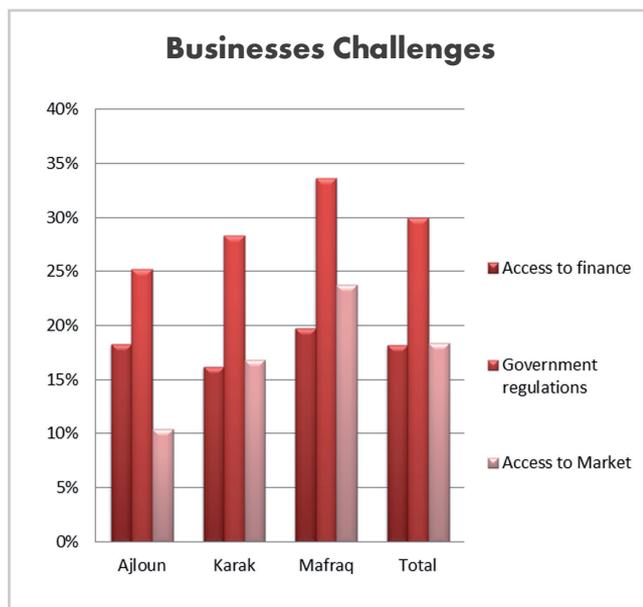
## Business Challenges

Finding skilled labour was identified as a challenge by 33% of businesses with the percentage reaching as far as 53% in the sphere of hairdressing & cosmetics reaching 53%.

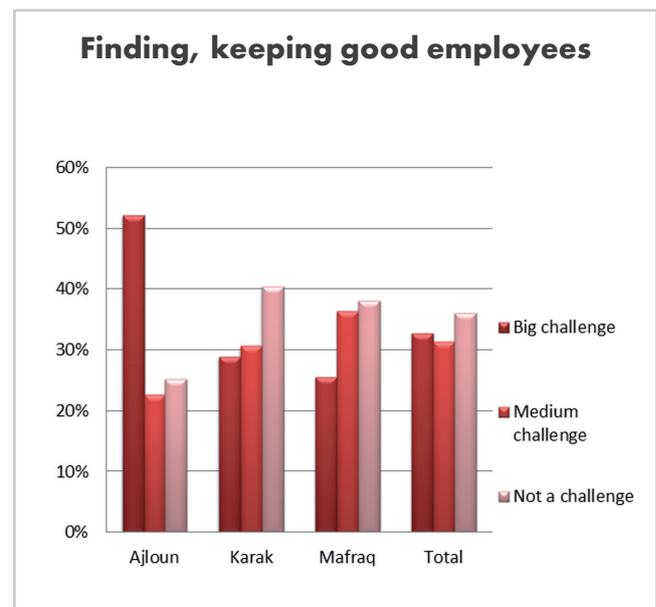
Challenges like access to finance and access to the market were faced by 18% of the surveyed. Government regulations were also a challenge as 30% of businesses across governorates stated they were facing difficulty in that sphere.

The importance of the human cannot be overstated in the spheres of growth and stability. Enriching employees, especially youth, with the needed and relevant skills will be valuable for employers.

**Figure 8:** Businesses Challenges



**Figure 9:** Finding, keeping good employees



The below table is showing the percentages for each challenge in the three governorates:

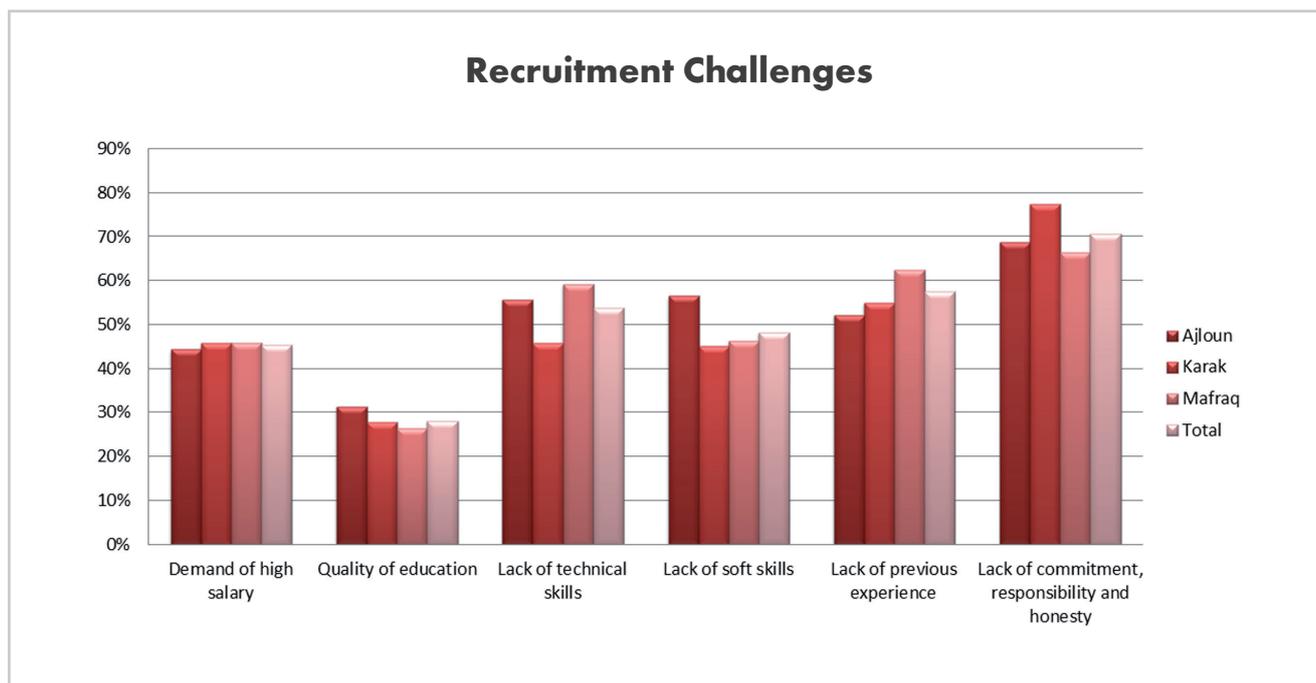
**Table 8:** Business Challenges

Challenges	Ajloun	Karak	Mafraq	Total
Access to finance	18%	16%	20%	18%
Government regulations	25%	28%	34%	30%
Access to Market	10%	17%	24%	18%

## Recruitment Challenges

Business also perceived that potential employees demanded high salaries, 45% of them to be precise. Furthermore, the commitment of employees was also a problem to employers, where 71% thought employees lacked commitment and 58% struggled to find experienced employees. Lack of technical skills & soft skills registered high percentages, 58% and 48% respectively.

**Figure 10:** Recruitment Challenges



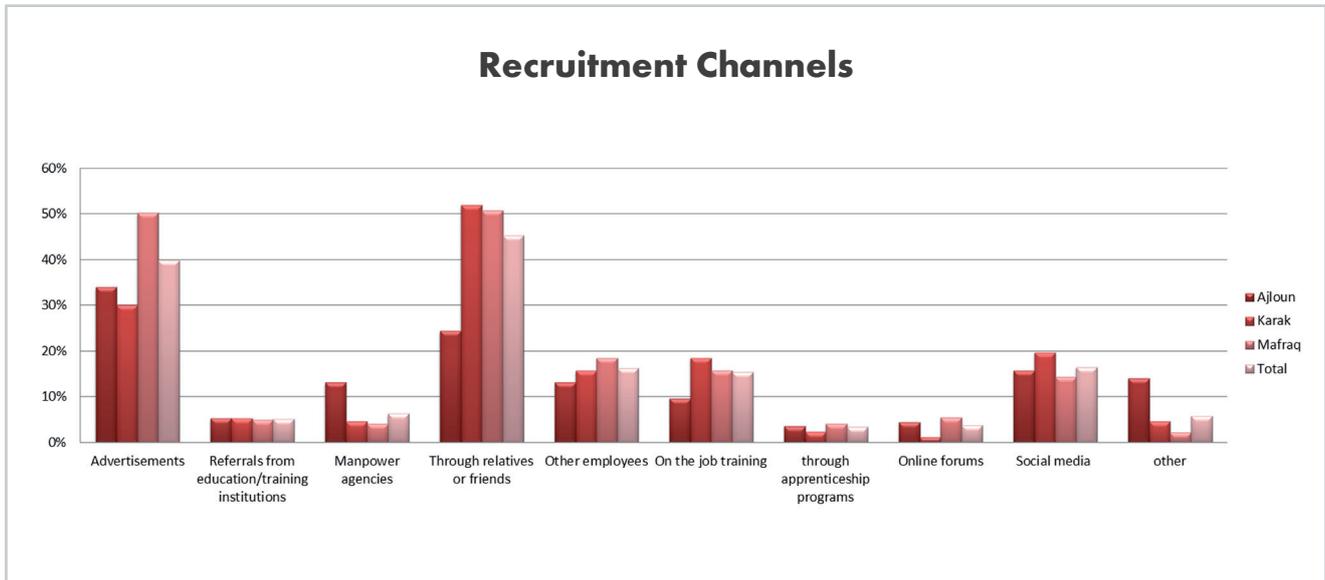
The below table shows the percentages of each recruitment challenge across the three governorates:

**Table 9:** Recruitment Challenges

Challenges	Ajloun	Karak	Mafraq	Total
Demand of high salary	44%	46%	46%	45%
Quality of education	31%	28%	26%	28%
Lack of technical skills	56%	46%	59%	54%
Lack of soft skills	57%	45%	46%	48%
Lack of previous experience	52%	55%	62%	58%
Lack of commitment, responsibility and honesty	69%	77%	66%	71%

The most common way to find new employees still remained personal connections at 45%, followed by advertisements at 40%.

**Figure 11:** Recruitment Channels



Half of the employers specified that the preferred age range for employees was 20-24 and 67% preferred male over female employees. As for nationality, 46% preferred to employ Jordanian nationals with the rest pointing out to Syrians or had no preferences.

Around two thirds (66%) did not require their employees to have completed formal education and 22% required a secondary degree education. Only 4% needed positions to be filled by university graduates. Vocational training requirements were low, at 4%, as there was very little awareness to the programs that were available.

43% answered that they don't need someone with high technical skills if he can learn the job during the on job training, while 34% answered that they do. Also, 48% needed employees with previous experience, which indicates the importance of technical skills for employers when evaluating potential employees.

### Job & Training Opportunities

Job vacancies were available at almost a quarter (23%) of all the businesses surveyed in the three areas and 58% said that they will be opening vacancies in the near future.

**Figure 12:** Available Job Vacancies



According to the conducted surveys in the three areas, available job vacancies in each governorate are as distributed as follows:

**Table 10:** Available Job Vacancies

	Available Job Vacancies %	Available Job Vacancies/ Sector
<b>Mafraq</b>	14% only the total percent of the available vacancies in Mafraq across all the surveyed sectors	50% in Transportation 33% Restaurants 19% Hairdressing 18% Manufacturing 17% Retails/ Wholesale 16% Garment Industry
<b>Ajloun</b>	28% the total percent of the available vacancies in Ajloun across all the surveyed sectors	100% Constructions 67% Hotels/ Resorts 50% Agriculture 38% Restaurants 35% Manufacturing 33% Garment Industry 33% Hairdressing 20% Food processing
<b>Karak</b>	29% the total percent of the available vacancies in Karak across all the surveyed sectors	67% Transportation 56% Car Maintenance 50% Constructions 50% Water Purification 50% Computer/ Mobile Maintenance 50% food Processing 43% Services 38% Manufacturing 31% Hotels/ Resorts 29% Livestock 20% Hairdressing 20% Bakery/ Pastries

Of the surveyed, 58% said that they provide training for the new employees especially in sectors that require high technical skills like computer and mobiles maintenance, cars maintenance, garment industry, hairdressing & cosmetics, bakery, restaurants and hotels.

Businesses were also unaware (75%) of service providers that could support their jobs. The highest percentage was in Ajloun 41% as they refer to the vocational training providers when they need skilled labour.

Due to lack of job opportunities, the number of internships increased to 55% during the past year. While Ajloun registered the highest percentage with 70% available internship opportunities.

**Figure 13:** Available Training Opportunities



According to the conducted surveys in the three areas we can find that the available training opportunities in each governorate are as below:

**Table 11:** Available Training Opportunities

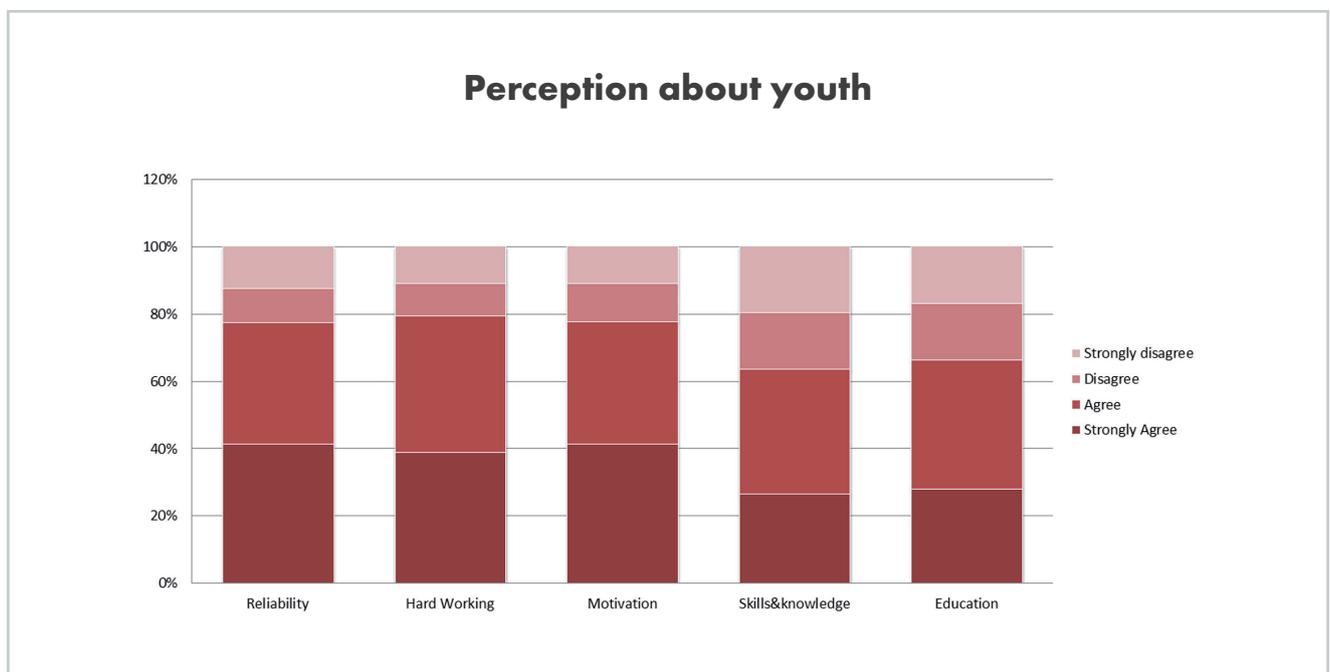
	Available Training Opportunities %	Available Training Opportunities / Sector
<b>Mafraq</b>	40% the total percent of the available training opportunities in Mafraq across all the surveyed sectors	100% Services 100% Computer/ Mobile Maintenance 100% Transportation 83% Crafts 63% Car Maintenance 57% Bakery & Pastries 50% Restaurants 50% Hairdressing 42% Garment Industry 35% Retail/ Wholesale 33% Manufacturing 29% Water Purification 25% Constructions 25% Agriculture 22% Food processing
<b>Ajloun</b>	70% the total percent of the available training opportunities in Ajloun across all the surveyed sectors	100% Services 100% Agriculture 92% Restaurants 88% Bakery & Pastries 83% Hotels/ Resorts 73% Hairdressing 70% Manufacturing 70% Food processing 67% Crafts 63% Car Maintenance 60% Livestock 53% Garment Industry 25% Retail/ Wholesale 0% Constructions 0% Water Purification
<b>Karak</b>	29% the total percent of the available vacancies in Karak across all the surveyed sectors	100% Garment Industry 100% Computer/ Mobile Maintenance 90% Constructions 89% Car Maintenance 81% Hotels/ Resorts 80% Hairdressing 75% Water Purification 69% Manufacturing 67% Crafts 60% Bakery & Pastries 57% Livestock 50% Retail/ Wholesale 50% Food processing 33% Transportation 29% Services 23% Agriculture 13% Restaurants

## How businesses perceive youth

The businesses surveyed had positive feedback regarding youth reliability where the ones who agreed and strongly agreed reached 78%; 80% described them as hardworking and 78% as motivated to work.

When it comes to knowledge, percentages were lower, as 63% agreed that the youth have adequate skills and knowledge, and 66% agreed that they have the relevant education for the job market. This noticeable difference indicates that even though youth may be motivated and hardworking there still is a gap between the market demands and the ability of youth to match technical requirements.

**Figure 14:** Perception about youth



## 2. Focus Group Discussion

The focus groups were divided according to the following demographic segments: age, sex, and nationality. Those divisions were applied in three different governorates, which gives us four aspects under which to classify answers. All the focus groups were asked the same questions about the job market, the job preferences of youth and the difficulties they face.

### Jordanian and Syrian Male Perceptions

According to the focus groups, males gravitated toward jobs that were more stable and provided social security, which were also the jobs that they identified as most scarce. The difference between Syrian and Jordanian males was in the range of jobs they felt were available to men. Comparatively, Jordanian males view all spheres as attainable while Syrians mostly adhered to fields related to manual labour.

**A Syrian male from Mafraq said “It is difficult to find stable jobs when one of the challenges that Syrian males of my age face is job exclusivity and unavailability.”**

Jordanian males of all age groups expressed difficulty under the following summed three categories; barriers to finding a job, exploitation from employers, underdeveloped markets outside Amman. Males of all age groups felt that jobs can be obtained only through social connections or “wasta”. Even though they used methods such as newspaper ads and social media posts to find vacancies, they did not see those methods as sufficiently effective.

**A Jordanian male from Karak said “Applying for jobs through the available platforms often does not work, not until we remedy the notion of ‘wasta’.”**

According to posited statements, both Jordanian and Syrian males above 30 showed closer expectation to market realities than that of males aged 21-30. Younger men seemed more eager to propose starting a small business and expected higher salaries, while older men wanted a stable administrative job.

**Jordanian male from Mafraq said “Our employability chances have decreased with the influx of refugees. Now we have to compete for positions where we agree to longer hours and less pay as they have done.”**

It came to light that Jordanian males of all age groups perceived that their situation was exacerbated by the influx of refugees who were now permitted to work. In particular, males aged 21-30 felt that migrant men were surpassing their capabilities to land some positions as they agreed to lower pay and longer hours. They now had to spend more time looking for jobs which were also lower paying.

In addition to the above issues, to which Syrian men were even more acutely susceptible, legal aspects took a forefront. For Syrian males of all ages obtaining work permits was just the beginning. Most of the focus group participants had worked without a permit, which placed them in precarious situations. While working for low wages, fear of arrest and deportation constantly occupied their minds.

**A Syrian male from Ajloun said “I needed to support my family, so I had to accept the low wages and legal risks.”**

Social aspects were also important to Syrian men. Finding a job was also dependent on having a connections and referrals and as Syrians were less integrated they felt that accepting lower wages and longer hours was the only way to be hired.

Men weren't exempt from rigid gender roles either. They felt pressured to find jobs quickly and put family needs first. A number of young Syrians wanted to pursue jobs in uncommon fields such as journalism, but felt their desires were unrealistic which made them look for more practical positions.

### **Jordanian and Syrian Female Perceptions**

An area of common concern between Syrian and Jordanian females of all age groups resides in safety, proximity of workplaces to residences, and ending hours for workdays. One of the offered statements was representative of the comments of many focus group participants which addressed the concerns regarding work environment, proximity, and working after late hours of the evening as follows:

**A Jordanian female from Mafraq said “We usually look for safe work environments that are close to our homes because sometimes commuting could be difficult and time consuming; it can easily conflict with our other personal responsibilities. Most importantly, we tend to look for jobs with reasonable working hours, in particular jobs that do not end after 5 or 6 P.M.”**

However, in comparison to males in age categories 15-20 and 21-30, females of all age groups had lower salary expectations for positions in the same industries, such as service jobs.

An area of difference between Syrian and Jordanian females is work orientation. Syrian female, particularly in the age group 21-30, had interests in the small scale business sector. Self-employment in handicrafts, sewing and small-scale food production were also among the frequently selected options of employment that were both available in the market and desirable to Syrian women. Comparatively, Syrian females aged 15-20 in versatile fields such as pharmacy, law, medicine, education, carpentry, and electronics to mention a few.

On the other hand, Jordanian females in age groups 15-20 and 21-30 put greater emphasis on their job matching their education; one participant from Karak stated that “a job needs to build on my educational background as gaining experience in that same field is very important.” The choices matched job roles traditionally associated with women’s traditional gender roles, such as teachers, nurses and government position.

Syrian and Jordanian females in age group 21-30 posited that their primary role as care-givers and home-makers should not be threatened by their wage-earning activities. However, they identified being responsible for the household and raising children as a difficulty when it came to finding paid work. Such situation has set itself as one of the primary reason as to why females of this group shifted focus towards crafts and home-made products.

**“Having a job while raising kids and keeping up with the household is not easy. It is one of the main challenges that most working women face, which is why women started to come up with creative solutions like working from home through crafts and homemade products.”**

It came to light that females had conflicting demands and limitations when it came to finding a job. On one hand, lower wages were expected; on the other hand responsibilities at home made paid work less worthwhile. For Syrian females the need to find a job was more pronounced as their financial contribution to the family was essential to survival; a Syrian female from Mafraq said “for me, finding a job was related to supporting my family get through tough times, my siblings’ contribution and mine were of crucial significance to our family”.

Nevertheless, women still identified a lot of industries as “off-limits” to them. Jobs exclusive to men were such not only because they required hard labour, such as construction and repair jobs, but also because there were no women who had previously taken such jobs and could help them. For example, jobs at gas stations were perceived as unattainable because of how the customers would view them.

### **Jordanian and Syrian Parents Perceptions**

In light of the discussions, it was found that families mostly showed support for their children’s decisions. They mostly insisted their children pursued a career that secured a good income, especially in immigrant families.

Syrian parents viewed legal and governmental restrictions as the major impediment to their children’s career development, and hence mainly saw that the ways their sons could make money revolved around selling goods while their daughters through producing goods in their homes; a Syrian male from Karak said “our current legal status affects my access and my children’s’ to jobs, if we cannot have clear access to jobs we cannot economically sustain ourselves.”

In like manner, Jordanian parents shared the challenges faced by their children which mainly revolved around underdeveloped market and the underequipped educational system that does not prepare youth for market demands. Parents preferred that their daughters spend more time in formal education so they can qualify for a government position.

All the groups identified self-improvement through taking courses and learning new skills as a way to increase future earnings. Self-employment and small businesses were among the most common ways to earn money when formal employment was unavailable. For women self-employment ideas were mostly bound within the home. As for men, establishing themselves in more networked fields and “field work” were more prevalent.

Meanwhile, both men and women viewed NGOs, specifically INGOs as a beacon of hope. They viewed such organizations as able to provide them with direct support in terms of improving their skills and offering them short and long-term employment. The majority did not feel their ideas could be implemented without the support of organizations. They felt that social, legal and financial constraints were too overwhelming and risks too high for them to launch initiatives on their own.



### 3. Key Informant Interviews

The YLMA used Key Informant Interviews (KIIs) as a tool to supplement and build on the information captured through the business survey and FGDs. KII's were carried out through a cross-sector survey to further explore key areas critical to youth employment in target areas determine the interplay between perceptions about Syrian and Jordanian youth, the performance of training providers, and the practices of employers.

In order to devise strategies to equip youth for the job market, protect them from exploitation and involve employers in the development of youth, we first asked all the targeted stakeholders (governmental bodies, NGOs, vocational training providers, and employers) about their views on the role youth play in the labour market. Secondly, we targeted training providers by exploring their current practices and lastly we approached employers in order to verify the reality of the market. Here is a summary of their responses.

Youth in the age range 16-19 are mostly seen in unskilled labour that is usually affiliated with informal labour sector. Consequently, youth are often working illegally for long durations in shops, restaurants, fresh produce stalls, and as apprentices to car repairers, electricians, plumbers. They can be found in situations where they work in manual labour carrying heavy loads.

Respondents were in agreement that the labour market disadvantaged youth and negatively impacted them. As stated, illegal employment was commonplace as at times minors worked long hours, were underpaid and lacked a mechanism to secure their human and labour rights which made them an easy target.

**“Minors are usually mistreated in the workplace given their age, inexperience, legal condition, and sometimes need for income.”**

The high turnover rate in the industries youth worked meant that employers could avoid employing older, more skillful labourers thus keeping market labour prices low and exploiting youth.

Nevertheless, a notable percentage indicated that working at such a young age was a way for youth to begin their career and step on the ladder of opportunity, learn by doing and in the process help their families financially.

As for finding good workers, our survey found a number of opinions. For some, working youth could be found in the market and one must only offer market price to find them, yet others were not as optimistic. Most of the respondents thought that when they needed to find adept workers they had to either train them themselves or refer to training centers to train potential employees or refer them to their trainees for employment.

**“The challenge of hiring youth is their inexperience. In the initial phase of their employment, a substantial amount of care and training must be exerted until they reach the required standards.”**

As for the difference in perception between males and females of both Jordanian and Syrian origin, here are the most recurring remarks.

The perception of Jordanian young males among the respondents was mainly stereotypically negative, where 80 percent thought they were not punctual and could not be relied upon; they did not have their priorities set and interest at heart. Respondents indicated young males needed higher awareness.

As for young Jordanian women, respondents overwhelmingly agreed that they were more dependable with 90 percent claiming they were more adept than men their age but faced difficulties due to societal constraints. A recurring response was that women were encouraged to pursue academic careers and their family had a greater say in their education and career choices which at times prevented them from entering the labour market.

**“Challenged faced when hiring females differ from those when hiring males as they mostly do not result from unreliability or irresponsibility, but rather from societal constraints.”**

As for Syrian young males, the opinions were mostly positive with words such as “well-adapted” and “alert” often popping up. 70 percent thought they were committed to their work which perhaps was due to their need for the money as their families’ survival is dependent on the income generated by them. When compared to Jordanian males, Syrians were perceived as better performing.

As for Syrian girls of the same age, most of the respondents had not formed an opinion as many had never interacted with them. Most of the people indicated that young Syrian girls were married early and did not enter the labour market which was heavily influenced by traditions. Nevertheless, Syrian women who produced goods at home and sold them were perceived as efficient and skillful as similarly to the Syrian males, they also needed the money.

### **Vocational Training providers**

Training providers across the board believed that youth who received their trainings were better equipped to face the labour market. According to them, between 30 and 40 percent of youth who had taken their training were able to subsequently find a job.

Around 60 percent of those training providers also served as a link between youth and the job market. Although a system was not in place, trainers put personal effort into referring their capable students to employers; they also indicated that they would be interested to continue the practice if supported.

**“Supporting our youth and guiding them in the right professional direction is of great significance to us.”**

A need for better integration between providers is needed but at least 40 percent indicated they are in constant contact with other training providers.

Their views on partnering with other organizations was mostly positive with 70 percent indicating that they would be willing to cooperate in the delivery of life skills to their students as they placed high level of importance to soft skills in addition to the other trainings they provide.

95 percent of the training providers we talked to did not require prior academic knowledge or certification as a prerequisite to taking their courses. They encouraged youth from all backgrounds to take their courses and made them easily accessible to everyone.

The centers made sure they used both traditional and modern ways of targeting youth. They tried to talk to youth in the places where they are usually present, whether that be physically or virtually.

**“Encouraging youth to take a step in the right direction has to come in a way that they are comfortable in, so we try to be available wherever they are; that includes social media.”**

They had a wide reach through social media, public info sessions about their courses and youth centers and civil society organizations. They still did not neglect brochures and banners as it provided a brief and precise way to reach large audiences.

### **Employers (Business Sector)**

Among employers, there was an obvious trend to rely on online platforms to advertise vacancies. Employers we surveyed indicated that they usually look for fresh graduates and the way to reach entry level positions was through the business website, social media platforms, and online recruitment agencies. Notably, personal referrals still played a major role in selecting candidates.

The aforementioned platforms were commonly agreed upon as mutual benefit networks as they assist employers in finding the right candidates while concurrently providing youth with a medium that decreases the cost of applying to jobs and exposes them to the market by creating space to gain perspective on highly demanded lines of work in the market.

When asked about the skills that youth lacked, employers agreed that technical skills were the most important aspect on which youth needed to focus. Despite the need for youth to focus on better way to present and carry themselves, skills relevant to the core of job performance were mostly their major concern.

They shared that on the job training was very commonly needed and that they almost always had to provide it to their employees, with 85 percent of newly recruited employees receiving it. Yet they stressed it was costly and a determining factor when looking for new additions and deciding on the pay they would be able to offer. Ongoing training was not usually part of their programs with only 20 percent stating they provided it.

**“Given that we use social media platform for the purpose of attracting fresh graduates, we seem to face challenges that revolve around technical skills. To remedy this, we need time, energy, and a budget.”**

Employers held a positive view of training providers and most often chose to send their employees to external training centers. Similarly, 90 percent of companies said they saw great improvement in their employees while the remaining 10 percent thought there is more to be desired.

The practice of apprenticeship seems enticing to a lot of employers but they expressed a degree of uncertainty. 60 percent felt they were likely to encourage their companies to start apprenticeship programs to train youth and felt that costs incurred by the company would be mitigated by retaining those apprentices in the company as employees.



**Table 12:** Vocational Trainings in the three governorates

Available and not available vocational trainings across the three governorates

Governorate	Mafrq	Ajloun	Karak
<b>Available vocational training courses in the governorate for Jordanians and Syrians</b>	Heating, Ventilation and Cooling (HVAC)	Hotel Management & Hospitality (Food Services –Food Production – Housekeeping)	Hotel Management & Hospitality (Food Services –Food Production – Housekeeping)
	Household Electrician	Heating, Ventilation and Cooling (HVAC)	Heating, Ventilation and Cooling (HVAC)
	Barber	Carpentry	Automotive Mechanic
	Constructions	Aluminum Metallurgy	Automotive Electrician
	Solar energy	Blacksmith	Household Electrician
	Carpentry	Automotive Mechanic	Computer Maintenance
	Blacksmith	Automotive Electrician	Mobile Maintenance
	Mobile Maintenance	Household Electrician	Hair & Beauty
	Computer Maintenance	Barber	Sewing
	Confectionery &Pastries	Computer & Networks Maintenance	Handcrafts
	Hair & Beauty	Confectionery &Pastries	Confectionery &Pastries
		Food Processing	
		Sewing	
		Handcrafts	
		Hair & Beauty	
		Embroidery	
	Soap Manufacturing		
	Straw		
<b>Required vocational training courses but not available in the governorate</b>	Mobile Maintenance	Automotive Painting & body car repair	Household Electrician
	Automotive Painting & body car repair	Sanitary Extensions	Hybrid & Electric Cars Maintenance
	Welding	Hybrid & Electric Cars Maintenance	Hotel Management & Hospitality for Females
	Textile Machinery Operators	Mobile Maintenance	Heating, Ventilation and Cooling (HVAC)
	Hybrid & Electric Cars Maintenance	Food Processing	Automotive Mechanic
	Gibson Board	Agricultural Products Manufacturing	Automotive Electrician
	Renewable Energy	Renewable Energy	Mobile Maintenance
		Soap Manufacturing	Tile Work
			plumber
		Sewing	

## Conclusion

Youth in Jordan can make notable changes and contributions to the economic status and its prospects of growth through their economic participation and activity. The study indicated a tendency for youth to mitigate the impact of the current economic turbulence through creating innovative and income-generative solutions that may carry prospects of future employment opportunities that can be further supported by policy makers, entrepreneurship supporting entities, as well as business associations. They can play an important role in addressing some of the youth identified challenges, which include business barriers, social barriers, and knowledge barriers

### a. Business barriers:

- Disparities between expectations and market realities
- Underdeveloped markets outside Amman
- Lack of mentoring by successful mentors in the same field of business

### b. Social barriers

- Social constraints: negative social stigmatization towards specific fields of work, gender-based job exclusivity, constraints related to safety or travel, etc...
- Traditional gender roles and responsibilities
- Lack of comprehensive social administrable supporting systems which could support youth in identifying and balancing their roles in society taking into consideration their context and age
- Domination of family members in managing labour decisions, especially in the case of females, which might have an effect on keeping youth in their comfort zones without being able to delve into practical business experiences

### c. Knowledge barriers

- Lack of supporting systems that could guide youth on basic communicational and presentational skills
- Amplified expectations on market realities
- Skills mismatch and inexperience: lack of suitability of educational background and preparation for the requirements of the job market

Youth are already involved in the labour market from a young age. Efforts need to be directed towards equipping youth with the technical and soft skills in order to help them succeed in their professional life and prevent them from exploitation.

The market demands, first and foremost, trained youth in technical skills but without neglecting soft skills development.

There are still a lot of stereotypes based on their gender and nationality when it comes to youth. Sector specific strategies are needed to target each of the groups, namely Jordanian boys and girls, and their Syrian counterparts.

There is already a climate of training providers that target youth. Opportunities in terms of better integration between providers and cooperation between them and employers need to be utilized.

Employers have their financial bottom line as their focus. Therefore, in order to foster cooperation, a system that offsets any costs incurred by employers has to be put in place.

Paid apprenticeship and training programs should be incentivized by focusing on the benefits to be gained.

## What youth learned from this experience?

The YLMA exposed youth to new experiences and in the process taught them useful skills. Youth not only learned how and when to use quantitative and qualitative field tools but also understood the rationale behind them. They reported that they had better grasp of data collection after conducting the market assessment and our evaluation confirmed that.

In addition to learning about and implementing the three tools, the youth were able to create synergy within a team that included Syrians and Jordanian girls and boys who came from different governorates. The majority of youth had never volunteered before and had no prior knowledge of assessment data collection tools and even the ones who had previous experience showed tremendous growth. A Jordanian male volunteer from Mafraq was keen to add “I volunteered before in data collection with other organizations but this is really a different and useful experience for me.”

The training on attunement came in handy when communicating with business owners and community members during the data collection, but most of all, the concepts learned were evident in their collaboration with each other and are bound to be useful to them in the future. This will be reflected on their prospects to find jobs, conduct interviews and communicate with variety of people. During the debriefing sessions youth confirmed gaining insight into how businesses assess and hire new employees enabled them to view the process from their perspective.

Participants learned how to work under stress and control their reaction where 60% of females stated the market assessment had positive impact on their self-confidence. A number of them visited some of the areas for the first time, which, for girls coming from conservative communities, was a unique step forward.

One Syrian female volunteer from Mafraq said “My family refused my participation in this assessment because it’s my first time to enter the labour market but my brother was supporting me so he also participated in this experience and after we finished they touched the increased awareness and confidence in my personality. I am really so happy and glad to be part of this experience and I am ready to participate in such activities always.”

In addition to identifying growing sectors and understand businesses perceptions and challenges, they were able to network and find job opportunities for themselves or come up with niche solutions to gaps in their own governorates. During the data collection in Karak two female youth volunteers were offered jobs at Dead Sea hotels.

A 19-year-old Syrian female from Ajloun started her production kitchen directly after the data collection process completed explain that “The experience helped me define my goal and use my skills to meet market needs, so I started my own business from home.” Two other Jordanian males from Karak also decided to establish their own services center after coming across a gap in the services provided in their governorate.

Main lessons learned by youth participated in YLMA across the three governorates are:

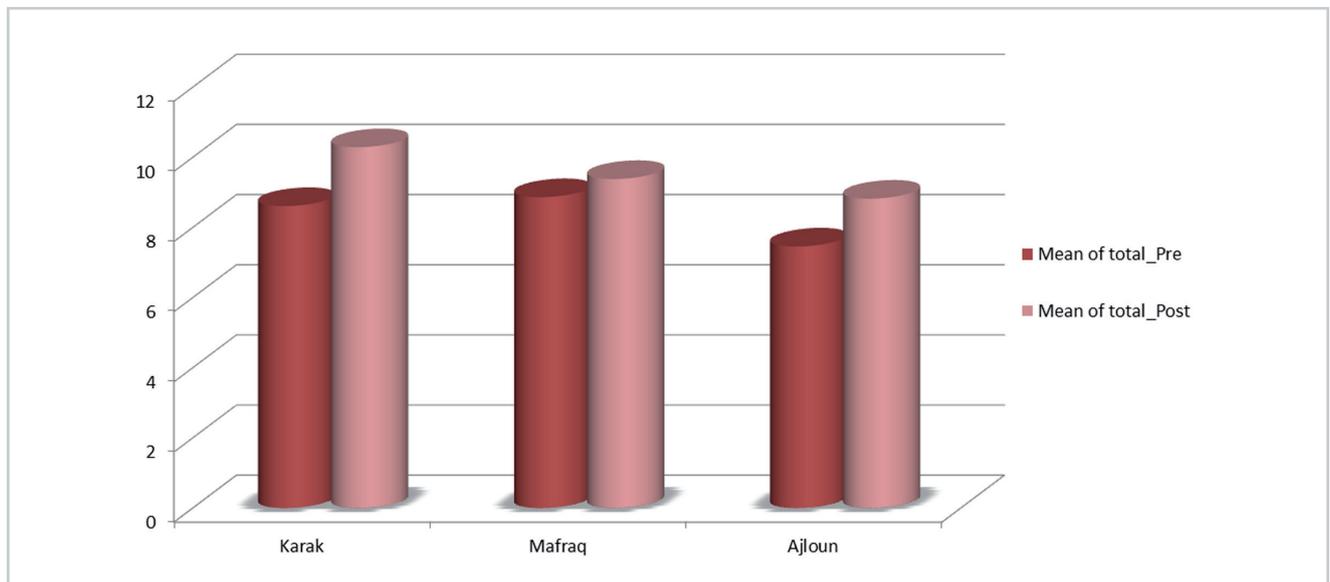
- Data collection tools
- Self-confidence and self-reliance
- Social Cohesion
- Networking with businesses
- Market awareness
- Identifying growth sectors
- Understanding business sector perceptions and challenges

In order to measure the effectiveness of the training given to youth, a pre and post survey was administered. The assessment will also be used to further adapt such trainings in the future.

The survey included 12 questions which assessed knowledge in regards to labour market assessment tools and the rationale behind them, and ethical considerations regarding surveys.

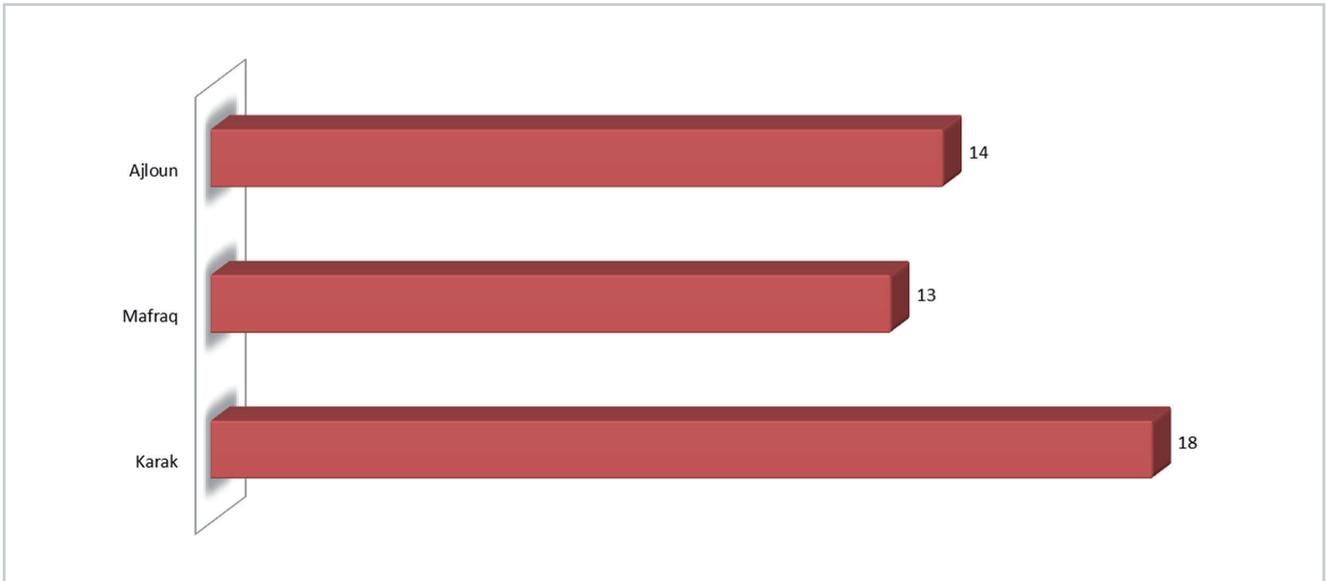
The chart below exhibits the pre and the post assessment for the 79 participants in each location. Karak participants showed highest growth with 19.5% followed by Ajloun with 18.28% and finally Mafraq with 5.83%.

**Figure 15:** Pre & Post Means



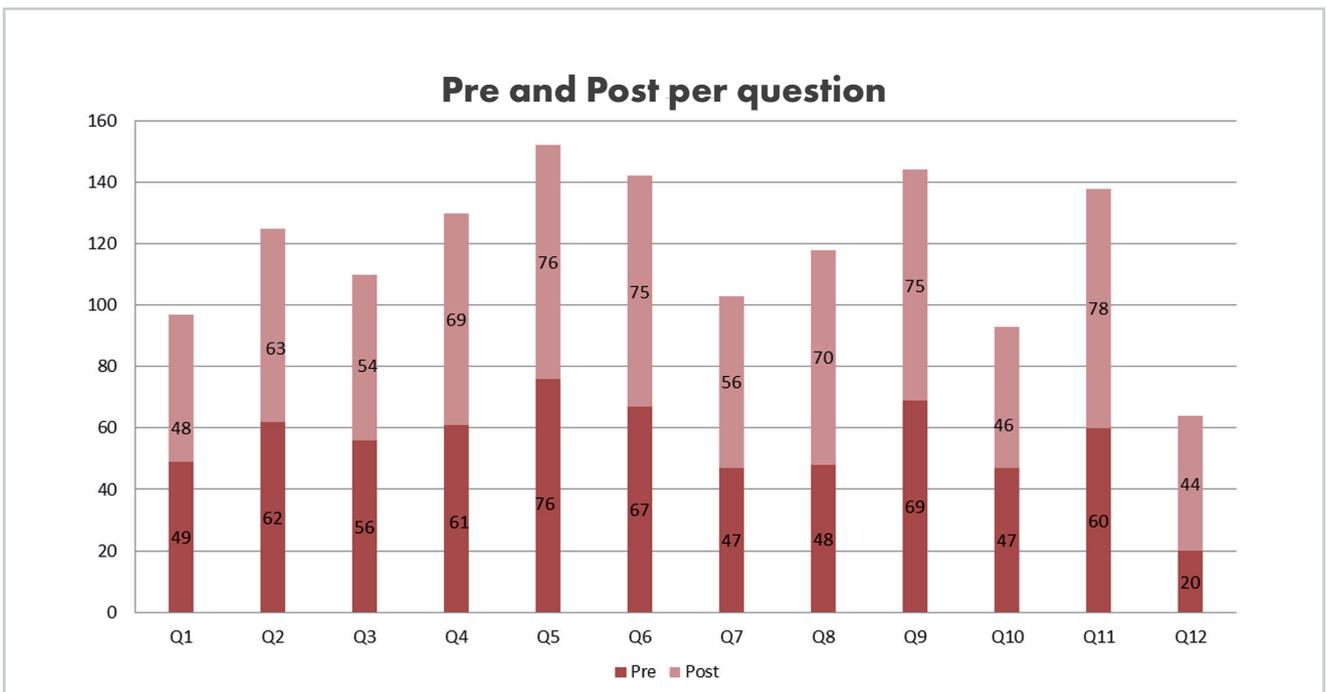
The following chart presents the number of participants from each location showing the increase in knowledge in the market and in YLMA process.

**Figure 16:** Number of participants



The last chart demonstrates the effectiveness of the questions by showing the number of correct answers for each question in the pre and in the post survey.

**Figure 17:** Pre and Post per question



## Recommendations

### Youth

Working children (16-18) and young adults are a special demographic when it comes to formal employment. Interventions targeting them need to have their long-term wellbeing into consideration. Their career choice is often influenced by immediate needs and opportunities rather than meticulous planning. Our job should be first and foremost ensure youth we target:

- 1) Become aware of their legal rights and obligations
- 2) Select sectors where demand will grow
- 3) Receive the technical skills needed to find decent employment
- 4) Receive the soft skills needed to support their technical knowledge

In addition to introducing soft skills to their curricula, our interventions should direct efforts at changing the attitude of youth toward the job market. By painting a realistic picture of the job market in Jordan, local youth can better adapt to market reality. Youth need to be exposed to up to date statistics and experiences of the market at an early age. Awareness sessions have to be given at schools and youth clubs and kept easily accessible afterward.

Informing youth about vocational training opportunities is a stepping stone, but if they are to actively pursue the opportunity we need to create a clear-cut mechanism for doing so. We need to instill them with values such as ambition and commitment and establish ways for them to be able to learn those values. Coordinating with voluntary work providers can be done in conjunction with vocational training providers.

### Vocational training providers

VTPs are far from effectively supplying the labour market with the skilled labour that is needed. Our interventions need to be focused on enhancing their overall process, starting from the design of their curriculum to match market needs. New hands-on courses need to be introduced based on the tools and skills needed to complete the job in a business setting. VTPs will have to be provided with new equipment and technologies based on the feedback gathered from businesses. It is imperative we work to foster better communication between VTPs and businesses.

### Business sector

Even though employers often are forced to give on the job training to new employees, the practice of apprenticeships is not very common. We need to incentivize businesses to use apprenticeships as a tool to ensure skilled labour. Nubader can help create a link between VTPs and employers in order to reduce the gap between market skills demand and share the burden of training by making it cost effective.

Additionally, Nubader can encourage businesses integrate more women into their ranks by helping them comply with legal requirements when it comes to employing them. By tackling stereotypes of women as unsuitable for certain positions, we hope to mitigate some of the difficulties them.

## Families & communities

Families need to be encouraged to only allow their children to work in fields and duration that is permitted by law. They need to also be made aware of the market reality so as to be able to guide their children effectively. The value of vocational training has to be accepted by families in parallel with youth as parents are usually the decision makers. Our interventions have to target parents' views on women in the labour market as opposed primarily care-givers. Projects need to focus on how parents can support the self-employment of their children and home-based businesses as a whole.

## YLMA youth volunteers

We need to bank on the volunteers in future projects as skills they learned and the network they built are invaluable. For the sake of continuity, we must work to retain as many of them for the next YLMA and ask them to share their experiences with the new volunteers and youth in general. MC needs to provide YLMA volunteers with frequent training and help increase their knowledge labour market demands.



## Lessons learned

### Preparation & process

We were able to utilize local and regional expertise in the design and implementation of the YLMA.

After customizing the training material to suit local markets we delivered a 7 day training program to prepare the volunteers for the assessment.

Even though diverse teams were a success, youth put their personal interests, manifested in the search for jobs, over the need to obtain quality data. This reflected poorly on the quality of data. In the future our projects need to closely monitor the data as soon as it comes in and require volunteers to sign an ethical compliance contract.

Youth must be provided with foundational knowledge of labour market assessment tools and processes in order for YLMA to be most accurate. Without a strong basic understanding, the participatory approach yields limited results. Youth were initially hesitant to engage with the development of the tools due to unfamiliarity.

Youth were not very adept at giving feedback after the training and help in designing the tools despite the exercises; their comments and amendments were very limited. In the future post training assessment should measure their note taking skills and then ask them for more input afterward. Overall, youth reflected positively on the experience, but there is still room for their personal growth and smoothing the process.



## What's next?

The YLMA enabled Nubader project team to identify market growth sectors and needs. There are gaps that need to be addressed and Nubader will aim to target the three governorates to:

1. Establish agreements and partnerships with VTPs in order to train youth based on the market needs
2. Provide 1200 scholarships for Jordanian and Syrian youth in the sectors identified in the YLMA results in partnership with CBOs
3. Provide 375 apprenticeship opportunities to Jordanian & Syrian youth in partnership with the business sector
4. Provide sub-grants to existing public and private VTPs or business sector to establish or improve existing apprenticeship programs
5. Hold job fairs in order to link young people to the local market
6. Hold structured awareness sessions targeting youth, families and their communities to share the YLMA results
7. Hold information sessions targeting businesses, VTPs, and employment agencies outlining the objectives, process, benefits, and responsibilities of apprenticeships



## Annexes

### Stakeholder Mapping

#### Mafraq Governorate

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<p><b>Vocational Training Institute /Al Mafraq</b></p> <p><b>Mafraq - West Water Authority</b> <b>Mafraq - through Hospital</b> <b>masah el noor</b></p> <p><b>E-mail: mafraq@vtc.gov.jo</b> <b>Tel.:02-6230156</b> <b>Fax:02-6230147</b></p>	TVET Provider	VTC provides its services to all citizens regardless of their education level working of the platform of lifelong continuous learning, both in vocational preparation programs of all professional levels, or upgrading competency programs to raise competency of workers on job in marketplace.	The VTC- Mafraq is the only governmental TVET provider in Mafraq. It's providing training services for both Jordanians and Syrians. Accessible by people in Mafraq since it is in the center of the governorate and linked to the public transportation system.	8
<p><b>National Employment &amp; Training- NET</b> <b>Training Lab Mafraq</b></p>	TVET Provider	Established and co-managed by The Ministry of Labour and the Jordan Armed Forces. Aims to supply the labour market with the skilled Jordanian youth in the construction sector.	Could be one of the main TVET providers for the construction sector which provide local and international certification. It provides services for Jordanians and Syrians.	8
<p><b>Balqa Applied University</b> <b>Zarka University Collage</b> <b>Irbid University Collage</b></p>	TVET Provider	Both collages were included under the Umbrella of Balqaa Applied University in 1997 and provide different vocational programs.	They are considered the closest institutions that provide degree level skills, beside other occupational skills.	6
<p><b>Mafraq Community Collage</b></p> <p><b>Email: mafraqcollege@yahoo.com</b> <b>Tell: +96226232043</b></p>	TVET Provider	Was established in 1985 as the first private sector community college in Mafraq.	Provides Different Training programs for both males and females. They provide low priced training programs.	7

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<b>Mafraq- Directorate of Industry and Trade</b> <b>Chairman: Fathi Bashabsheh</b> <b>Tell: +96226231182</b> <b>Email: fathi.ba@mit.gov.jo</b>	Business Association	Responsible for Organizing the relationship between farmers, manufacturers and all other entities.	Have access to all manufactures located in Mafraq governorate and could support in organizing group or individual meetings with them. They will support in building and networking Nubader Project with the manufactures in Mafraq. Will support in agreeing with the businesses in providing on the Job Training and the consultancy with them helped in identifying the businesses map.	10
<b>Mafraq Chamber of Commerce</b> <b>Chairman: Abdullah Shdifat</b> <b>Cell: +962795103222</b> <b>mafraqchamberofcommerce@yahoo.com</b> <b>Tell: +96226231135</b>	Business Association	Mafraq Chamber of Commerce is the Business Association Body responsible for organizing the commerce and trade sector, and supporting the manufacturing sector.	Have access to all businesses in Mafraq that works in Trade and Commerce. Will support in agreeing with the businesses in providing on the Job Training and the consultancy with them helped in identifying the businesses map.	10
<b>Zarqa Chamber of Industry</b>	Business Association	Provide quality services to meet the industry requirements and keep pace with developments on the national and global levels to improve the industry of Jordan to new heights in order to achieve a renaissance of this vital sector and to achieve social security.	All of the industries in Mafraq governorate are registered in Zarqa Chamber Of industry.	8
<b>King Hussein Bin Talal Development Area KHBTDA</b> <b>Email: info@ddc.com.jo</b> <b>Tel: +962 6 551 0274</b>	Business Association	It is the industrial zone in Mafraq governorate that includes a group of local and international large factories and companies.	Networking with the companies inside KHBTDA will help in creating and providing on the job training and will help in understanding the current and future gap and needs of the manufacturing labour market in Mafraq.	10

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<b>Ministry of Labour Mafraq Directorate of Employment Chairman: Jihad Khazaleh Tel: +96226234169</b>	Governmental	The MoL is responsible for regulating labour and labour markets in Jordan	Through the MoL and its Directorate, centers, satellite units, and the National Employment Project, we can identify the trainings and the employment opportunities.	10
<b>Ministry of Youth- Mafraq Youth Directorate</b>	Governmental	The Governmental Body that works with youth through youth driven activities. Responsible for managing and coordinating different activities of governmental and private sector youth centers. In addition to their responsibility for managing all sport cities.	Can be a platform to implement several activities and for the outreach of the youth.	7
<b>Zarqa Chamber of Industry</b>	Business Association	Provide quality services to meet the industry requirements and keep pace with developments on the national and global levels to improve the industry of Jordan to new heights in order to achieve a renaissance of this vital sector and to achieve social security.	All of the industries in Mafraq governorate are registered in Zarqa Chamber Of industry.	8
<b>Mossawah Center for Civil Society Development (MCCSD)  Board chairman: Ahmad Al- Khawaldeh</b>	TVET Provider	This training center participate with all related sectors to empower and build civil society abilities as well as youth and women capabilities to obtain an overall development and positive communities change, and working to sustain the active participation principles, democracy, and human rights respect.		8

## Karak Governorate

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<p><b>Vocational Training Institute / Karak</b></p> <p><b>Institute -Al-Hussein Bin Abdullah II Vocational Training Institute / Al- Karak</b> Tel.: 03-2356028 /0799811967 E-mail: VTC.KARAK-IE@VTC.GOV.JO</p> <p><b>Institute –Vocational Training Center- Female- Al Karak</b> Tel.: 2352181 / 0799811961 E-mail: vtc.karak-female@vtc.gov.jo</p> <p><b>Institute Vocational Training Center- Female- Al Ghor Al Safi</b> Tel.: 032302497/0799958072 E-mail: Vtcgov/vtc.ghor_safi@vtc.gov.jo</p> <p><b>Institute Vocational Training Center- Moab</b> Tel.: 03-2335610/ 0799958069 E-mail: Vtc.moab-m@vtc.gov.jo</p>	TVET Provider	VTC provides its services to all citizens regardless of their education level working of the platform of lifelong continuous learning, both in vocational preparation programs of all professional levels, or upgrading competency programs to raise competency of workers on job in marketplace.	The VTC- Karak is the only governmental TVET provider in Karak. It's providing training services for both Jordanians and Syrians. Accessible by people in Karak since there is more than center in different areas and linked to the public transportation system.	8
<b>National Employment &amp; Training- NET</b>	Career Counseling Service Provider	Established and co-managed by The Ministry of Labour and the Jordan Armed Forces. Aims to supply the labour market with the skilled Jordanian youth in the construction sector.	Could be one of the main TVET providers for the construction sector which provide local and international certification.	8

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<b>Mutah University Career Development Center</b>	Career Counseling Service Provider	Their mission is: Adopting innovative and innovative students' talents and initiatives in the context of preparing qualified graduates for the labor market with outstanding performance and providing the best service to the local and international community with ease, transparency and justice in order to provide the country and the region with the qualified human resources that can promote and carry out the desired cultural role while preserving the authenticity of the Arab- And to contribute to the dissemination of knowledge and intellectual progress, and to strengthen the spirit of national belonging and teamwork to reach a state of sustainable development and create a fabric of cooperation relations with most deanships in Jordanian universities and the world	Nubader Project can benefit from the services of this center in providing career counseling, consultancy and youth development programs.	6
<b>Mutah University Center for Training, Consultancy and Community Communication</b>	Career Counseling Service Provider	This Center is under the umbrella of Mutah University	Nubader Project can benefit from the services of the center in providing career counseling, consultancy and youth development programs.	6

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<b>Karak- Directorate of Industry and Trade</b>  <b>Tell: +962323511320 - +96232351040</b>	Business Association	Responsible for Organizing the relationship between farmers, manufacturers and all other entities.	Have access to all manufactures located in Karak governorate and could support in organizing group or individual meetings with them. They will support in building and networking Nubader Project with the manufactures in Karak. Will support in agreeing with the businesses in providing on the Job Training and the consultancy with them helped in identifying the businesses map.	10
<b>Karak Chamber of Commerce</b> <b>Chairman: Sabri Dalaein</b> <b>Tel: +96232351171</b> <b>karakchamber@yahoo.com</b>	Business Association	Karak Chamber of Commerce is the Business Association Body responsible for organizing the commerce and trade sector, and supporting the manufacturing sector.	Have access to all businesses in Karak that works in Trade and Commerce. Will support in agreeing with the businesses in providing on the Job Training and the consultancy with them helped in identifying the businesses map.	10
<b>Ministry of Labour</b> <b>Karak Directorate of Employment</b> <b>Chairman: Mohamed Adayleh</b> <b>Tel: +96232341159</b>	Governmental	The MoL is responsible for regulating labour and labour markets in Jordan.	Through the MoL and its directorates, centers, satellite units, and the National Employment Project, we can identify the trainings and the employment opportunities.	10
<b>Ministry of Youth- Karak Youth Directorate</b>	Governmental	The Governmental Body that works with youth through youth driven activities. Responsible for managing and coordinating different activities of governmental and private sector youth centers. In addition to their responsibility for managing all sport cities.	Can be a platform to implement several activities and for the outreach of the youth.	7

## Ajloun Governorate

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<p><b>Vocational Training Institute / Ajloun</b></p> <p><b>Institute - Vocational Training Institute / Ajloun</b> Tel.: +962264445885 E-mail: Vtcgov@vtc.ajloun</p> <p><b>Institute –Vocational Training Center/ Jerash</b> Tel.: +96226341398 E-mail: Vtc/vtc.jarash@vtc.gov.jo</p>	TVET Provider	VTC provides its services to all citizens regardless of their education level working of the platform of lifelong continuous learning, both in vocational preparation programs of all professional levels, or upgrading competency programs to raise competency of workers on job in marketplace.	The VTC- Ajloun is the only governmental TVET provider in Ajloun. It's providing its training services for both Jordanians and Syrians. Accessible by people Ajloun since it is in the center of the governorate and linked to the public transportation system.	8
<p><b>National Employment &amp; Training- NET Training Center- Ajloun</b></p>	TVET Provider	Established and co-managed by The Ministry of Labour and the Jordan Armed Forces. Aims to supply the labour market with the skilled Jordanian youth in the construction sector.	Could be one of the main TVET providers for the construction sector which provide local and international certification.	8
<p><b>Balqa Applied University Ajloun University Collage</b> Tel: +96226421902</p>	TVET Provider	The collage is included under the Umbrella of Balqaa Applied University and provides different vocational programs.	They are considered the closest institutions that provide degree level Certificate, beside other occupational skills Certificate.	6
<p><b>Ajloun - Directorate of Industry and Trade</b> Chairman: Raed Ahmed khasawneh Tell: +96226421831 Email: Raed.q@mit.gov.jo</p>	Business Association	Responsible for Organizing the relationship between farmers, manufacturers and all other entities.	Have access to all manufactures located in Ajloun governorate and could support in organizing group or individual meetings with them. They will support in building and networking Nubader Project with the manufactures in Ajloun. Will support in agreeing with the businesses in providing on the Job Training and the consultancy with them helped in identifying the businesses map.	10

Stakeholder	Type	Description	Relativity with YLMA	Relevancy (/10)
<b>Ajloun Chamber of Commerce</b> Chairman: Arab Smadi Tel: +96226422334 ajlunchamber@yahoo.com	Business Association	Ajloun Chamber of Commerce is the Business Association Body responsible for organizing the commerce and trade sector, and supporting the manufacturing sector.	Have access to all businesses in Ajloun that works in Trade and Commerce. Will support in agreeing with the businesses in providing on the Job Training and the consultancy with them helped in identifying the businesses map.	10
<b>Al-Hassan Industrial Zone – Irbid</b> 07 9965 8588	Business Association	It is one of the industrial zones in Irbid governorate that includes a group of local and international large factories and companies.	Networking with the companies inside Al-Hassan Industrial Zone will help in creating and providing on the job training and will help in understanding the current and future gap and needs of the manufacturing labour market in Ajloun.	10
<b>Ministry of Labour</b> <b>Ajloun Directorate of Employment</b> Chairman: Arshad Rabadi Tel: +96226420926	Governmental	The MoL is responsible for regulating labour and the labour markets in Jordan.	Through the MoL and its Directorate, centers, satellite units, and the National Employment Project, we can identify the trainings and the employment opportunities.	10
<b>Ministry of Youth- Ajloun Youth Directorate</b>	Governmental	The Governmental Body that works with youth through youth driven activities. Responsible for managing and coordinating different activities of governmental and private sector youth centers. In addition to to their responsibility for managing all sport cities.	Can be a platform to implement several activities and for the outreach of the youth.	7

## Business Survey Tool

(Fill out questions 1 through 7 - AHEAD of meeting with the employer)

#	Question	Answer
1	Name of Business	
2	Date	
3	Governorate	
4	Community	
5	Is the business located in an urban or rural area?	a. Urban b. Rural
6	What is the business type?	a. Agriculture b. Bakery/ Pastries c. Car Maintenance d. Computer/ Mobile Maintenance e. Construction f. Crafts g. Food Processing Industry h. Garment industry i. Hairdressing & Cosmetics j. Hotels/ Resorts k. Livestock l. Manufacturing m. Restaurants n. Retail/ Wholesale Trade o. Services p. Transportation q. Water Purification Industry
7	Location: GPS coordinates capture	Mobile Maintenance

Hello. My name is \_\_\_\_\_ and I am participating in Nubader project through (name of CBO) in collaboration with Mercy Corps. Mercy Corps is an international organization that has a variety of current projects in Mafraq/ Ajloun and Karak. Explain project.

We have this Official Mercy Corps Letter of Introduction to share with you that provides a formal description of our project and purpose for our research. Mercy Corps is implementing the Nubader project that is identifying gaps and needs of youth employment within high demand sectors.

Today we are here to conduct a survey of local employers to learn more about what businesses need and in particular how businesses are engaging with young people (ages 16-25-). We would greatly benefit from your expertise and perspective as we design the programme.

Participation in the survey is voluntary and you are free to decline to answer any or all questions. All business and individual information will be kept completely confidential and will only be used to help Mercy Corps design better programmes in this region. We would really appreciate your input as an influential business owner in [Mafraq or Ajloun or Karak].

We will ask you a series of questions about your business and your views about youth in the community. My colleague will be capturing the information on a tablet and I will take a few notes as we go so that we make sure to gather all of your insights.

This survey usually takes 20-30 minutes to complete.

#	Question	Answer
1	Before we start I want to confirm, Are you willing to participate in this discussion now? 1. Did the employer consent to participate?	a. Yes b. No If not, thank them and end survey
2	Respondent's sex	a. Male b. Female
7	Location: GPS coordinates capture	

## General Business Questions

I will start with some general questions to get a better understanding of your business.

#	Question	Answer
1	What is your name? (Full name of respondent)	
2	What is your role in the business? (Job title of respondent)	a. Owner b. Manager c. Other
3	How old is your business?	a. 1 year or less b. Between 1 to 5 years c. More than 5 years d. Don't know
4	How many people work in this business – including you?	a. 1- 5 employee b. 5-50 employee c. 50-250 employee d. More than 250 employee e. Don't know
5	Now I would like to ask you about the breakdown of employees? I will ask you a list of categories and ask that you give me your best estimate of the number of people in each category that you employ	
a	How many females? (number)	
b	How many males? (number)	
c	How many Syrians? (number)	
d	How many Jordanian? (number)	
e	How many non-Jordanian/non-Syrian? (number)	
f	How many people with disability? (number)	
g	How many Youth (16-25)? (number)	
6	Compared to last year did the employees' number increase, stay the same or decreased?	a. Increased b. Stable/stayed the same c. Decreased
7	Now, I would like to ask you about some challenges that your business might experience. I will list a few challenges and you can tell me if these issues are a challenge. I would like you to describe how much it is a problem for your business	

a	Finding, keeping good employees	a. Big challenge b. Medium challenge c. Not a challenge
b	Access and use of technology (social media, on-line marketing tools, etc.)	a. Big challenge b. Medium challenge c. Not a challenge
c	Others (please make this question with possibility for multi answers)	a. Access to finance b. Government regulations (e.g. Taxes and governmental regulations) c. Access to Market

## Recruitment Practices

8	What are some frequent challenges you meet when hiring employees	
a	Demand of high salary	a. Yes b. No
b	Quality of education	a. Yes b. No
c	Lack of technical skills	a. Yes b. No
d	Lack of soft skills	a. Yes b. No
e	Lack of experience	a. Yes b. No
f	Lack of commitment, responsibility and honesty	a. Yes b. No
9	How do you normally find new workers?	a. Advertisements b. Referrals from education/training institutions c. Employment agencies d. Through relatives or friends e. Other employees f. On the job training g. Online forums h. Social media i. Other (specify)
10	What types of employment do you usually offer?	a. Full time 8 days/8 hours b. Shifts (day shifts/evening shifts, weekend shifts) c. Part time d. Sessional e. Other
	Based on your business nature what is the main factor you consider when you select your employees?	
11	If will hire an employee:	

a	What age range do you prefer to hire?	a. Workers 15-19 b. Workers 20-24 c. Workers 25 and above d. No preference
b	Do you prefer to hire males or females?	a. Female workers b. Male workers c. No preference
c	What Nationality do you prefer to hire?	a. Jordanian b. Syrian c. Other (Specify) d. No preference
d	1. What Education level do you prefer to hire?	a. Completed primary school b. Completed secondary school c. Completed college/vocational school d. Completed university or above e. No preference
e	What level of Technical skills do you prefer the employee to have?	a. High b. Can learn on the job c. No preference
f	What level of experience do you prefer the employee to have?	a. Without experience c. With experience (specify number of years)
12	What are the main 3 skills you are looking for in the employee (open answer)	
13	Do you have any current job vacancies?	a. Yes, If yes how many? what positions? b. No, If no will you have in the soon future?
14	Do you provide trainings to your employees?	a. Yes b. No
15	If yes, how are you currently training your employees?	a. On-site training workshops b. Match them with more experienced employees, have them train the new employees c. Provide new employees with handbooks and training manuals to read d. I require my employees to have a training certificate from training centers e. Other (Please specify)
16	Are you aware of any service providers (employment agencies, VTPs, etc.) available to support your business?	a. Yes, If yes please provide me with this provider name b. No
17	Do you currently take on interns/apprentices/trainees in your business?	a. Yes b. No c. I don't know
18	Are you willing to take on interns/apprentices/trainees?	a. Yes, why? b. No, why?

## Perceptions about Youth

We are interested to learn about your perception of hiring youth - so we can support youth to be more prepared in the work world. Please feel comfortable to respond honestly.

19	I will read a sentences so you can choose the best description from the business and employers perceptions about youth	
a	Do you think that youth are reliable?	1= Strongly Disagree (No) 2= Disagree (No, but) 3= Agree (Yes, but) 4= Strongly Agree (Yes)
b	Do you think that youth are hard working	1= Strongly Disagree (No) 2= Disagree (No, but) 3= Agree (Yes, but) 4= Strongly Agree (Yes)
c	Do you think that youth are motivated to work	1= Strongly Disagree (No) 2= Disagree (No, but) 3= Agree (Yes, but) 4= Strongly Agree (Yes)
d	Do you think that youth have adequate skills and knowledge for the labour market	1= Strongly Disagree (No) 2= Disagree (No, but) 3= Agree (Yes, but) 4= Strongly Agree (Yes)
e	Do you think that youth have the relevant education for the job market	1= Strongly Disagree (No) 2= Disagree (No, but) 3= Agree (Yes, but) 4= Strongly Agree (Yes)

We have completed the survey. I wanted to thank you for your time. This program will work on helping youth be better prepared for the job market which eventually will help businesses find more qualified employees. If you are interested to corporate with us please provide us with your contact information, Thank you again.

## NUBADER YLMA FOCUS GROUP DISCUSSION

*\*Note: 10 -15 people only should participate in the focus group. The session time is 2h30. At the start of the session, the facilitator should give basic information on Mercy Corps and the Nubader program.*

These focus groups will be implemented with separate groups of young Jordanian host communities and Syrian refugees, also sex segregated groups. Ideally groups will also be segregated by in school youth and out of school youth.

Please encourage youth to feel comfortable in participating in the discussion.

### Materials:

- Paper with headers: Sectors, Environment, Hours, Salary; Post-it's, Pens, markers, Tape, Flip Chart paper, Activity 4 chart prepared x2

### Introduction:

Thank you for coming and accepting to talk to us, and for taking the time to meet with us.

My name is \_\_\_\_\_ and I am a volunteer working with (name of CBO) and Mercy Corps as part of the "Nubader" project. My colleague \_\_\_\_\_ will be taking notes and helping me with logistics.

The Nubader program [short description]

We will be asking you questions that will help our team design activities that support youth to access opportunities in the labour market. The information you share will be treated with confidentiality, and will not be linked to any of your personal names.

Go around and ask each participant to say their name and their favorite XX [something relevant to the audience] quickly. Then ask each participant to write their names using a marker on masking tape and stick them on their shirt.

This session will take two hours and we will have break and opportunities to get up and move around. It would be of great value if everyone participates and voices their opinions, because all opinions matter to us.

### Questions:

Remind youth that they are focused on themselves and young people like them – so if it is a group of girls, ask them to take into consideration of young girls their age, like them, from their community.

<b>Section 1: Jobs Youth Want (20 minutes)</b>	<b>Facilitation</b>
<p>(10 min) 1. The first question is, What type of jobs do you want to have – that are available in your community?</p> <p>For example, I want to be a teacher. I will write it here and stick it on the board. One job per sticky note.</p>	<p><b>GROUP WORK</b></p> <p><i>Demonstrate to them that there is one job on each sticky note.</i></p> <p><i>For each question write one answer on one post-it note so they are on different notes.</i></p> <p><i>As they post jobs put them in similar groupings.</i></p>
<p>(5 min) 2. What type of place/atmosphere do youth prefer to work in?</p> <p>For example, do you prefer to work in a school, at an office, at home, in a shop, etc.</p>	<p><b>OPEN DISCUSSION</b></p>
<p>(2 min) 3. What working hours do youth prefer?</p>	<p><b>OPEN DISCUSSION</b></p>
<p>(2 min) 4. What salary are youth looking for?</p>	<p><b>OPEN DISCUSSION</b></p>

<b>Section 2: Find a Job - Mapping opportunities and challenges –(20 minutes)</b>	<b>Facilitation</b>
<p>(5 min) 1. We just talked about what type of jobs that you prefer. So let's understand now what types of jobs are available to you – as a youth in your community.</p> <p>From the sticky notes, you created let's put the jobs that are available to you on the left and the jobs that aren't available to you on the right.</p>	<p><b>GROUP WORK</b></p> <p><i>Have the group divide the sticky notes into 2 categories. Jobs that they want and jobs that are available.</i></p>
<p>(5 min) 2. From the jobs available in your governorate, which are the most desirable for youth in your community and why? (focus on the segment you are talking to, female/ male, Syrian/ Jordanian)</p>	<p><b>OPEN DISCUSSION</b></p> <p><i>Pose the question to the group and have young people share back their experience.</i></p>
<p>(5 min) 3. Which jobs youth like to work in but not available in your governorate?</p>	<p><b>OPEN DISCUSSION</b></p> <p><i>Pose the question to the group and have young people share back their experience.</i></p>
<p>(5 min) 4. Are there other ways (except being employed) youth can earn money?</p>	<p><b>OPEN DISCUSSION</b></p> <p><i>Pose the question to the group and have young people share back their experience.</i></p>

<b>Section 3: Understand opportunities and challenges (25 minutes)</b>	<b>Facilitation</b>
(5 min) 1. Why youth in _____ city cant get the jobs they prefer?	<i>OPEN DISCUSSION</i>
(5 min) 2. Do families pressure/encourage youth to work in any certain jobs? What jobs? Why?	<i>OPEN DISCUSSION</i>
(5 min) 3. Do female youth face the same obstacles as male youth in Jordan? Why?	<i>OPEN DISCUSSION</i>
(5 min) 4. Do Syrian youth face the same obstacles as Jordanian youth in Jordan? Why? Why Not?	<i>OPEN DISCUSSION</i>
(5 min) 5. In your opinion, what make it easier for youth to access the labour market in your community?	<i>OPEN DISCUSSION</i>

<b>Section 4: Gender Specific Questions (15 minutes)</b>	
(5 min) 1. Are there any sectors that male/female (whichever group you are talking to) cannot work in?	<i>OPEN DISCUSSION</i>
(5 min) 2. What are some working conditions that may limit female youth to work in? (Probe: long hours, late hours, mostly males working in the same area)	<i>OPEN DISCUSSION</i>
(5 min) 3. What would help female youth to overcome barriers for certain jobs (long hours, mostly males working in the same area...)?	<i>OPEN DISCUSSION</i>

Section 4: What does it take to get a job and be successful? (35 minute)	Facilitation
<p>(25 min) 1. What do youth need to be good employees that help them get and keep jobs?</p> <p>You have a flip chart that has a young person on it. This picture is for you to complete. You will fill out what you think are the skills, education, and appearance youth need to be successful in a job.</p> <p>Each box represents something that is important for young people to get and keep a job.</p> <p>1 – The book represents what training/education young people need to be successful.  2 – The body of the person is what is important for their appearance to be successful.  3 – The thought bubble is how should young people act/ what skills should they have to be successful.</p> <p>You have 10 minutes to fill in each of the different areas as a group.</p>	<p><b>GROUP WORK</b>  <i>Explain the activity</i></p> <p><i>Show the diagram – flip chart should have a stick figure, a book, a thought bubble and a speech bubble.</i></p> <p><i>Walk through the diagram and provide an example for each area to help them get started. Leave the flip chart at the front of the room for them to look back at.</i></p> <p><i>Split into 5 groups and you have 10 minutes. Then we will present to each other.</i></p>
<p>(5 min) 1. How do youth currently find jobs? Do they visit employment agencies? Talk to family? Any other way?</p> <p>2. What services are there to help young people find jobs in your community?</p>	<p><b>OPEN DISCUSSION</b></p>
<p>(5 min) 1. Are youth interested in gaining experience and skills through Vocational training programs? Why or why not?</p>	<p><b>OPEN DISCUSSION</b></p>

**END:**

That is the end of our questions. Do you have any final questions for us? (Only answer questions related to the FGD - do not make any promises about future activities or jobs.)

Thank you so much for taking the time to talk with us today.

We will keep you updated about Mercy Corps project activities in the area.

**Thank you!**

## Nubader Youth-Led Labor Market Assessment – Key Informant Interviews

Hello. My name is \_\_\_\_\_ and I am a volunteer working with Mercy Corps. Mercy Corps is an international organization that has a variety of current projects in Mafraq, Ajloun and Karak. Explain projects.

We have this Official Mercy Corps Letter of Introduction to share with you that provides a formal description of our project and purpose for our research. Mercy Corps is implementing Nubader: Advancing Adolescents and Youth in Jordan project that is identifying the gaps and needs for employing youth within high demand sectors.

Today we are here to conduct an interview of influential figures in the labour market and in particular how the labour market is engaging with young people (ages 16-19) inside Jordan. We would greatly benefit from your expertise and perspective as we design the programme.

Participation in the survey is voluntary and you are free to decline to answer any or all questions. The results will be kept confidential and will only be used to help Mercy Corps design better programmes in this region. We would really appreciate your input as an influential business owner in Mafraq, Ajloun and Karak.

We will ask you a series of questions about your institution and your views about youth in the community. My colleague will be capturing the information on a tablet and I will take a few notes as we go so that we make sure to gather all of your insights.

This survey usually takes 20-30 minutes to complete.

#	Question	Answer
1	Interviewer Name	
2	Interviewee Name	
3	Position of the interviewee	
4	Governorate/Location	
5	Place of work	
6	Date	
7	What role do youth (ages 16-19) in (enter governorates name) play in the labour market currently?	
8	For Both Jordanian and Syrian Youth (Male/ Female), please complete the questions below	
a	How do you think about Jordanian and Syrian youth (Male/ Female) in Jordan, (Probe: Age range, characteristics, etc.)	
a	How do you think about Jordanian and Syrian youth (Male/ Female) in Jordan, (Probe: Age range, characteristics, etc.)	
b	In your opinion how does the youth role impact the labour market? Why?	
9	In which sectors are youth mostly find employment opportunities?	
10	Does your organization have any interventions or activities that aim to bridge the gap of skills in the labour market?	
11	Have you ever attended a job fair? If so, how effective was it for hiring?	
12	On your opinion, what is the most effective ways to find skilled labour?	

## For Vocational Training Institutions

13	What types of vocational trainings are available for Jordanian youth? (Probe: Male? Female?, Sectors)	
14	What types of vocational trainings are available for Syrian youth? (Probe: Male? Female? which sectors?)	
15	Is the vocational training that youth completing proving to be advantageous to them when searching for employment?	
16	What percentage of youth who completed a training course at your institution finds employment?	
17	Do you provide any services to match your graduates with jobs? Would you be interested in providing this service?	
18	Have you noticed a training demand that you are not providing? What is it?	
19	Do you have links or connections with other vocational training providers?	
20	Do you provide any soft skills training to your trainees? Would you be interested in partnering with other organization to do so?	
21	Are most of your students educated or uneducated?	
22	How do you reach youth to be enrolled in your trainings?	

## Business to Business

23	How do you announce and advertise about the available vacancies?	<ul style="list-style-type: none"> <li>a. Advertisements</li> <li>b. Referrals from education/ training institutions</li> <li>c. From manpower agencies</li> <li>d. Through relatives or friends</li> <li>e. Promoting from within (employees already in the business)</li> <li>f. Through on the job training</li> <li>g. Social media</li> <li>h. Online employment websites</li> <li>i. Other- please specify</li> </ul>
24	Do you think these methods are effective to employ youth?	
25	What skills are youth missing in the labour market? Where do you think this shortage is coming from? (i.e. too few training providers, limited skills, etc.)	
26	How do you help to fill this gap?	
27	Do businesses usually provide on-site trainings for new employees or other continued training activities?	
28	Do businesses find value in potential youth employees coming in already trained from vocational training providers?	
29	Would you be interested in encouraging your business partners to provide on-site training to youth through apprenticeships?	

**Thank you**



## **CONTACT**

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## **About Mercy Corps**

Mercy Corps is a leading global organisation powered by the belief that a better world is possible.

In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within.

Now, and for the future.



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