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Resilience for refugees, IDPs, returnees and host communities
in response to the protracted Syrian and Iraqi crises

Skills needs analysis and mapping of private enterprises with employment and PPP potential

Final Report

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Implemented by

aecid

Enabel

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This analysis report has been prepared by Enabel (Belgian Development Agency) and the assessments are conducted by ICON Institut on behalf of the Qudra 2 Programme.

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Acronyms

AECID	Agencia Española de Cooperación Internacional para el Desarrollo
ASCO	Arab Standard Classification of Occupations
BAU	Al Balqaa' Applied University
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry for Economic Cooperation and Development)
CAC	Country Advisory Committee
CAQA	Centre of Accreditation and Quality Control
COVID-19	Coronavirus disease
DoA	Description of the Action
DoS	Department of Statistics
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ECIB	Enhanced Capacities for Institution Building
EF	Expertise France
EPP	Employment Promotion Project
ETF	European Training Foundation
E-TVET	Employment & Technical and Vocational Education and Training
EU	European Union
EUDEL	European Union Delegation
EUTF Syria	European Union Trust Fund Syria (also referred to as „Madad" Fund)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
HIA	Hungarian Interchurch Aid
HR	Human Resources
HRM	Human Resources Management
HQ	Headquarters
IDP	Internally Displaced Persons
ILO	International Labour Organisation
IP	Implementing Partner(s)
JCC	Jordanian Chamber of Commerce
JCI	Jordanian Chamber of Industry
JOD	Jordanian Dinar
JORISS	Jordan Response Platform for the Syria Crisis
LGU	Local Government Unit
MENA	Middle East and Northern Africa
MoL	Ministry of Labour
MoPIC	Ministry of Planning and International Cooperation
NCHRD	National Centre of Human Resources
NET	National Employment and Training
NGO	Non-Governmental Organisation
NHRD	National Human Resources Development
NSSC	National Sector Skills Councils
QUIN	Quarterly Information Notes
SC	Steering Committee
SDC	Skills Development Commission
SDJ	Skills Development Jordan
SME	Small and Medium Enterprise
SO	Specific Objective
ToR	Terms of Reference
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNHCR	United Nations High Commissioner for Refugees
VET	Vocational Education and Training
VTC	Vocational Training Corporation
VTI	Vocational Training Institute
WBL	Work-Based Learning
WISE	Work Improvement in Small Enterprises

EXECUTIVE SUMMARY

One of the strategic objectives of the multi-country, multi-donor programme Qudra 2 project focuses on employment through skills development of vulnerable youth and Syrian refugees in Jordan. The alignment of the skills development with labour market needs entails an assessment of the current labour market and its potential priority sectors and occupations.

This report provides an overview of employment trends on the semi-skilled level within Jordan and seeks to identify focus areas for the future training programmes. To this end a desk study was conducted to identify relevant market data on private sector needs for semi-skilled labour, combined with a snapshot view on current trends through key informant interviews. A qualitative study was conducted with 48 stakeholders. The current pandemic and its economic implications were also taken into account. The analysis was aligned with the pre-conditions and specific requirements of the selected target groups: vulnerable Jordanian youth, Syrian refugees, and women. The main findings are discussed as follows:

:: Decent work conditions are important to motivate especially Jordanian youth and women to enter into employment.
:: Syrian refugees compete with other migrant workers accepting informal work and low wages but having the same family restrictions as Jordanian workers.
:: The main priority sectors bearing employment potential are: wholesale/trade, manufacturing, construction, agriculture, and, within the limits of the restricted movement regulations due to the Covid-19 crisis, tourism.
:: The Covid-19 crisis has badly influenced the Jordanian economy and many companies will suffer from the consequences of reduced movement and low consumption. However, new areas have emerged to meet the demands for sanitisers, personal protection equipment and delivery services.
:: The geographical disaggregation of jobs available concentrates on the central regions with Amman and surroundings as a hub for economic activity and the North for agriculture. Limited job opportunities in the South can be found in the tourism sector, construction and agriculture.

Target Groups

The defined target groups comprise vulnerable Jordanian youth, Syrian refugees and women. All three groups face challenges in finding decent employment. However, due to specificity of the target groups, challenges differ across the groups as elaborated in proceeding paragraphs.

Challenges faced by Jordanian youth reflect the general picture of high youth unemployment rates in the MENA countries. ILO's estimation for 2019 is 35,03 percent.

While Syrian refugees face challenges related to their family situation of not being able to accept jobs far from their families as well as challenges related to work permit processes, putting them in direct competition with other foreign labour often ready to accept non decent job opportunities. As for Women, they show very low labour market participation rates due to personal safety concerns and obstacles, long commuting times and cultural constraints.

Economic Sectors and Occupations

The study suggests the selection of the priority sectors agriculture, construction, manufacturing, retail sale and tourism based on their potential growth rate and employment potential for semi-skilled vulnerable Jordanian youth, women and Syrian refugees.

In the Zaatari refugee camp, caravan and car maintenance, heater maintenance, carpentry/ decoration and soap production have been identified as recommended sectors with employment potential. Apart from self-employment and electricity maintenance,
the Azraq refugee camp shows only very limited employment opportunities. More opportunities can be found outside the camps such as in the agricultural and garment sectors. It should be mentioned that car maintenance and occupations in the field of decoration were in 2019 on the list of closed occupations for foreign workers.

Identified occupations from the priority sectors are: salespersons, packaging and machine operators, dough and bread makers, assistants workers in the furniture industry, machine operators, iron press operators, packaging and cutting operators in the garment sector, agriculture and construction workers, waiters and stylist assistants.

Geographical Employment Distribution

Unsurprisingly, employment opportunities are mainly concentrated in the Greater Amman area, followed by the Northern region and very little in the South, The Middle regions offers jobs in manufacturing, agricultures, construction and accommodation/food on the semi-skilled level. In the North were identified opportunities in the manufacturing, agriculture and construction sectors. The South offers jobs to a lesser extent in manufacturing, agriculture and construction.

Recommendations

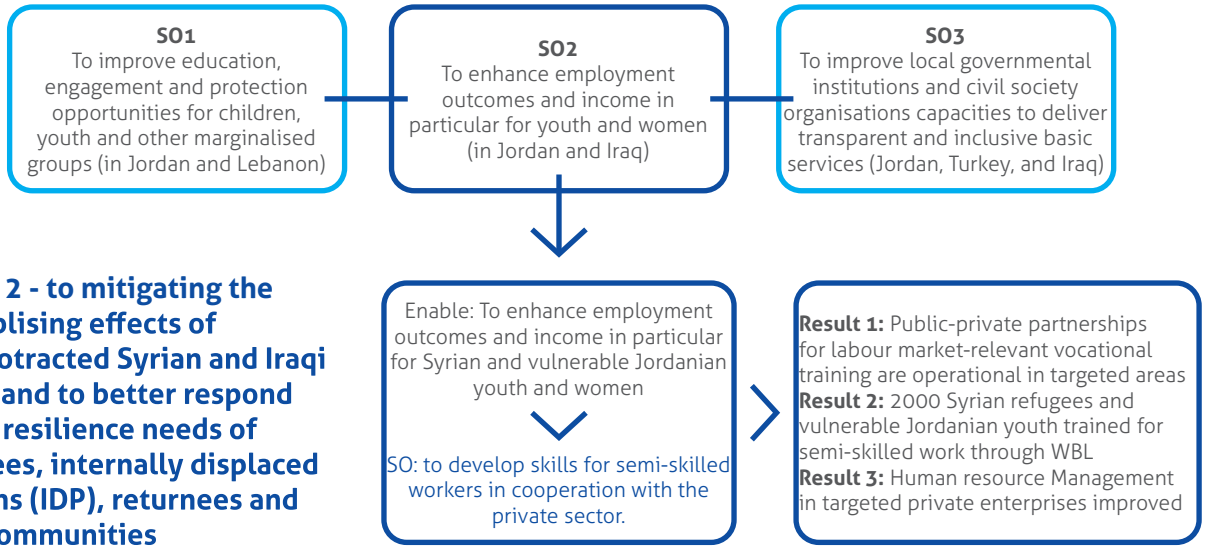
:: Job retention and self-sustainment/self-employment are very important to take into account in light of Covid-19.
:: Training in priority sectors could achieve permanent employment or switch from informal to formal employment.
:: Semi-skilled vocational training programmes are to adopt the criteria of maximum 6 months training for target group to incorporate theoretical and practical training in line with actual labour market needs.

The outcomes and recommendations of this assessment need to be matched against information gathered on the training offers of the vocational training providers as they have important regional knowledge on needed skills and labour demand. This part is subject to another assessment to be carried out soon.

1 Introduction

Enabel is in the process of starting up its action entitled "Developing skills of vulnerable youth and Syrian Refugees in Jordan" which shall be implemented in 36 months. It is part of a joint large multi-country, multi-donor programme named Qudra 2– Resilience for Refugees, IDP's, Returnees and Host Communities in response to the protracted Syrian and Iraqi Crises" in its second phase. The programme has three specific objectives: 1) To improve education, engagement and protection opportunities for children, youth and other marginalised groups (in Jordan and Lebanon), 2) To enhance employment outcomes and income in particular for youth and women (in Jordan and Iraq), 3) To improve local governmental institutions' and civil society organisations' capacities to deliver transparent and inclusive basic services (Jordan, Turkey and Iraq) and one cross-cutting objective: to strengthen community cohesion of the target groups (Jordan, Lebanon, Turkey and Iraq).

The Enabel action focuses on demand-driven and work-based vocational training for semi-skilled workers in Jordan which is defined as work that requires a limited amount of knowledge, practical skills and occupational attitudes to be accomplished, which an individual can acquire through short training in training institutes or on the job site[1], and thereby contribute to the specific objective 2 in parallel to the GIZ partner action focusing on the training for higher professional qualifications.



Result 1: Public-private partnerships for labour marketrelevant vocational training are operational in targeted areas

Enabel will help improve the relevance of vocational training for semi-skilled work and facilitate an effective transition from the world of training to the world of semi- skilled work for the trainees through an increased involvement of the private sector in skills development at minimum 25 public vocational training institutions (VTI). This will be achieved through:

a. the establishment and fostering of effective partnerships between VTIs and private enterprises (predominantly medium size) within the catchment area of the VTI,

b. the encouragement of a better match between the skills needs of the local labour market and the training offer for semi-skilled workers at the VTIs,

c. the facilitation of Work-Based Learning (WBL) methodologies, which will not only allow trainees to acquire labour-market relevant skills in the real world, but will also increase their opportunities to be employed by the enterprise that invested its time and efforts in mentoring and coaching the trainee under the WBL scheme.

Result 2: 2000 Syrian refugees and vulnerable Jordanian youth trained for semi-skilled work through WBL

Enabel will target young people (100% of the beneficiaries will be between 15 to 30 years old), including 40% women, Syrian refugees (50%) and vulnerable Jordanians (50%) for short-term vocational training. The semi-skilled training will last up to 6 months and respond to the skills need of the local labour market. It includes a work-based learning approach through partnerships with private sector enterprises in the catchment area of the selected training provider.

Access will be promoted through supporting the Vocational Training Corporation (VTC) and public training institutions to run regular VET promotion campaigns in schools and communities within their catchment areas, making use of both traditional communication and social media and events such as outreach, open days, exhibitions, and school visits. Students will receive modest support to facilitate their participation in the training.

[1]Vocational Training Corporation. (2019). Vocational Training Program Manual for the year 2019. http://vtc.gov.jo/vtcen/Uploads/Editor attach_1568785418_9348.pdf

Result 3: Human Resource Management in targeted private enterprises improved

Through capacity building and coaching of 100 private enterprises employing semi- skilled workers in human resource management, new employees will be on-boarded in a more favourable working environment, thereby increasing their chances of retention, which in turn positively affects the enterprises' productivity.

The objectives of this study – the "skills analysis and mapping of private enterprises with employment and PPP potential" - is related to the above described result 2 and aims at providing the evidence and making recommendations for important choices to be made at the outset of the project regarding sectors or trades, and skills to be prioritized in vocational training on the one hand and regarding private enterprises to be partnered with vocational training providers with a view of increasing relevance of skills training, facilitating work-based learning and promoting employment of graduates on the other hand.

The information of this assessment will be matched against information gathered on the skills supplied by vocational training institutions (which is a component of the second assignment – lot 2) and hence contribute to an increased relevance of vocational training in Jordan.

2 Assessment Purpose, Scope, and Methodology

2.1 Purpose

2.1.1 Key Objectives, Results, and Indicators

The overall objective of this assessment is to provide the evidence and make recommendations for important choices to be made at the outset of the project regarding sectors or trades, and skills to be prioritized in vocational training on the one hand and regarding private enterprises to be partnered with vocational training providers with a view of increasing relevance of skills training, facilitating work-based learning and promoting employment of graduates on the other hand.

The study provides a comprehensive overview of relevant documents and studies and gives an insight into the economic sectors and trades (and corresponding demand for skills) that are currently (or are expected to be) growing in Jordan that could potentially employ both (vulnerable) Jordanian nationals and (Syrian) refugees, both (young) women and men. This implies identifying the scale, recent and projected growth of active economic (sub-) sectors, with an approximation of the number of people employed in each, an identification of the main enterprises in view of the available data. The study also includes an outlook on possible implications of the current Covid-19 crisis.

In addition to information collected from available documents, qualitative data was collected to gather knowledge about enterprises in Jordan with potentially substantial needs for semi-skilled workers, labour market related practices and their appreciation of the relevance of the currently available training offer.

Furthermore, potential challenges in involving private enterprises in partnerships with vocational training institutions and a work-based learning model were investigated.

As a result, this report includes recommendations on geographical areas, sectors, trades, and enterprises that Enabel, in view of its objectives and targeted beneficiaries, could engage in/with – all based on the above findings.

2.1.2 Logic of Intervention and Duration

The study was conducted within eight weeks starting from 12 April 2020. Three phases were defined to meet the defined outputs:

Inception Phase — Week**1**

:: Complete contracting arrangements
:: Mobilise resources
:: Hold a kick-off meeting with the Enable team
:: Review activities
:: Develop a Communications Plan
:: Update, revise and agree the work plan

Implementation Phase — Week**2-5**

:: Information and data gathering
:: Analysis and structuring of information,
:: Conclusions and recommendations for Enabel action
:: Deliver reporting requirements
:: Review, revise and agree work plans where necessary
:: Identify and evaluate problems

Finalisation Phase — Week**6-8**

:: Preparation of preliminary report and presentation to Enabel and selected stakeholders
:: Final report after integrating comments from Enabel and selected stakeholders
:: Presentation of final report and core results to key-stakeholders
:: Make final recommendations
:: Produce a Final Report

The inception phase is what is referred to as a short orientation phase and served as a kick-off phase for the project where the team and the communication channels will be set-up and project activities will be refined and agreed upon. Meetings were documented through minutes of meetings. The preliminary results were delivered in a form of a summary table and main findings (bullet points) and have been adapted to match with the Arab Standard Classification of Occupations (ASCO) by the Enable team.

2.2 Scope

The scope of the study covers a specific level of education of the target groups and specific geographical zones. In the course of fieldwork between April and May 2020, the project team conducted in total 48 interviews. The interviews were conducted with 31 private sector companies across different economic sectors and 17 key informants from business associations and governmental institutions.

2.2.1 Level of Education and Target Groups

The study focuses on the identification of job opportunities for vulnerable Jordanian youth, Syrian refugees, and women on the semi-skilled level.

2.2.2 Geographic Focus

The geographic focus includes the North and Centre (where the majority of Syrian refugees reside), but also the South of Jordan where a lot of vulnerable Jordanians reside and fewer actors have been supporting vocational training in spite of a perceived need.

2.3 Methodology

The principle methodology used in the study is desk research and semi-structured interviews of employers, business associations and vocational training providers. Key informant interviews were conducted based on interview guides. Due to the COVID-19 situation, the interviews were conducted online (via phone, skype or zoom).

Given the variety and high number of actors active in the area of VET and skills development in Jordan, and given the high volume of advisory and analytical work already undertaken by those actors, the assignment was be primarily carried out through information gathering, and hence a meta-analysis and structured presentation of existing information, logically leading up to recommendations for the project implementation team. In addition, semi-structured interviews were conducted with key informants.

The research presented in this report drew on the following methodology:
:: Desk research conducted in both English and Arabic,
:: Investment, trade and labour market-related available data, mainly from NCHRD studies and DoS
:: Interviews with vocational and technical training and education entities (VTIs),
:: Interviews with private sector company representatives,
:: Interviews with key stakeholders from business associations

Questions asked related to
:: Companies' appreciation of the relevance of the training offer of the public VTIs;
:: Potential challenges in involving private enterprises in partnerships with vocational training institutions and a work-based learning model;
:: Companies' ability and willingness to employ both (vulnerable) Jordanian nationals and (Syrian) refugees, both (young) men and women; and on
:: Attitudes and practices vis à vis induction, mentoring and retention of employees, labour rights, decent work, safe and protective working environments

The data that was analysed to draw conclusions discussed in this report included the following:
:: Data from semi-structured interviews
:: Occupational needs according to the ASCO classification
:: Sectoral data from DoS labour and business surveys: potential economic sectors and jobs

In total 17 key stakeholders could be interviewed.

List of Key Stakeholders interviewed

Organisation
Jordan SMEs Association
Irbid Chamber of Industry
The Jordanian Association of Pharmaceutical Manufacturers (JAPM)
Agricultural Engineers Association
Jordan Jewellers Syndicate
Jordan Garments, Accessories, & Textiles Exporters Association (JGATE)
Jordan Restaurants Association
Sector Skills Council / chemicals
Sector Skills Council / RMG and Leather
MOL
MOL / labour directorate - Irbid
EFE Jordan
Crown Prince Foundation
TVET Advisor to the government of Jordan
NET
GIZ
Freelance Consultant, Zatari Camp

In addition to the key stakeholders from governmental institutions, VTIs, donors and business associations, 31 companies could be interviewed from the following sectors:

Sector	Number of companies interviewed
Maintenance and repair of motor vehicles	5
Pharmaceuticals	4
Agriculture	4
Construction	3
Renewable Energy	3
Food, beverage, and tobacco trade	2
Cosmetics and hairdressing	2
Jewellery	2
Telecommunication	1
Garment	1
Others	4

Figure 1: Interviewed companies

2.3 Limitations of the Study

While there exist a large number of studies and reports on the labour market, TVET and refugees in Jordan, quantitative reliable specific data on the semi-skilled level is scarce. Studies undertaken by the National Centre for Human Resources Development (NCHRD) and survey from the Jordanian Department of Statistics (DoS) are sometimes up to six years old and do not take into account the recent crisis due to the Covid-19 pandemic. The time frame and given resources did not allow for a statistical representative data collection. Interviews held with key stakeholders served as a confirmation of the trends identified during the desk study. Our analysis still gives the basis for a discussion on these trends and general conclusions as well as a snapshot view on specific sub-sectors and the impact of the Covid-19 crisis. Due to the lock-down restrictions of movement and social distancing, interviews were held online or via phone. Planed interviews with Luminus could not take place as stakeholders were not available. A meeting with VTC could be arranged but due to requested clarifications for the potential numbers of trainees, information provision was put on hold. Information from ILO was gathered through a desk review of their latest studies.

Analysed numbers come from multiple sources and periods and can therefore be seen only as separate analysis and as a support of the identification of trends.

The findings rely exclusively on formal employment figures due to the difficulty of calculating rates and sectorial division of informal employment.

3 Assessment Findings

3.1 Target Groups

The target groups defined within the work package attributed to Enable are vulnerable Jordanian youth, Syrian refugees, and women. The analysis of various reports and studies leads to an identification of specific labour market preferences and behaviours for the three defined target groups.

3.2 Jordanian Youth

Jordan has a very young population: about 56.4% is younger than 25 years of age. According to the World Bank, it is estimated that every year 70,000 youth enter the labour market but only 15% are able to find employment. Whereas official unemployment is estimated at around 15%, the youth unemployment rate is according to ILO estimated at 35,03%. The problem is particularly serious among youth and women, over 60% of job seekers in Jordan are under the age of 25. With a growing population, structural unemployment can be expected to continue. Girls are equally educated as boys (around 50%) in vocational training, but the general preferred education path in the society is higher education and this in highly saturated sectors.

3.2.1 Syrian Refugees

In addition to the above-mentioned willingness to accept non conform work conditions, especially low wages, the family proximity is important to Syrian workers. Unlike migrant workers, Syrians fled their country with their families and face limitations with regards to the distance to the workplace and the levels of wages when they do not cover rent and basic needs. These family responsibilities restrict the ability of many Syrians to work in many of the jobs held by migrant workers which require living on the job site.

Syrian refugees also face challenges with the work permit process and regulations for accessible occupations. While only those Syrians registered with UNHCR receive financial or in-kind support, those who do receive support sometimes fear that requesting a work permit may take away their eligibility for support. As a result, many non-Jordanians do not hold a work permit1. The regulations for the work permit have become more accessible for Syrian refugees under the Jordan Compact plan. In 2017, ILO estimates that only 17% of non-Jordanians are estimated to hold a work permit that matches their actual employer and occupation, the Spark and Wana study “Syrian Refugee Employment Trends in Jordan and Future Perspectives”, 2018 counted 23% work permit holders within their sample of Syrian refugees.

Since 2016, Jordan has provided limited worker rights to Syrian refugees in five sectors including agriculture, construction, manufacturing, food and beverage services and wholesale and retail trade. The opening of designated occupations within these five sectors was a landmark decision, which promised to smooth Syrian refugee integration into the formal economy. Despite the myriad of efforts to facilitate this process, the capacity of the Jordanian economy to absorb such a large number of new workers is limited, and unemployment and underemployment of the Syrian population remains a concern.[2]

For employers, benefits with regards from employing Syrian refugees in opposition to other migrant workers include limited upfront costs of recruitment (they are already in the country). Many Syrians have strong entrepreneurial skills as well as skills in trades (particularly in construction and services). In addition, they consume locally and therefore participate in the Jordanian economy instead of sending home their wages. Companies close to the camps can recruit Syrians having already their needs covered in the camps (the cash for work programme in the Zaatari Camp foresees wages of 1JD/hour for semi-skilled workers[3]).

The Spark and Wana Institute study based on a survey with 501 Syrian refugees indicates that employment sectors in pre-conflict Syria were agriculture (23%), construction (19.4 %), food and beverage services (10.1 %), craft occupations (11.5%), and private business (8.8%). 57% reported working in their pre-conflict sector. The general educational level has found to be low: 69% of the respondents reported having completed primary school; 15% secondary school, and 4% reported having completed a university degree.

43% of the Syrian permit holders are working in the agriculture sector (2017). The informal sector remains an important source of income. This is due to a number of barriers when applying for work permits (availability of necessary documents, quotas on employment for non-Jordanians) and the fear of losing benefits from aid organisations.[4]

3.2.2 Women

Jordan has one of the lowest female participation rates in the world. In 2019, only 18,12% of women were active in the labour force, for Syrian women the number of 5,95% is even lower. It is uncommon for Syrian women to work outside their homes.

Women in employment are generally highly educated and working in traditionally female sectors. The majority of women who are currently employed has completed post-secondary education (63%) and primarily work in traditionally female employment sectors such as education (25%), health care (19%) and finance or insurance (10%). In the context of a restrictive livelihoods environment, sectors employing Syrian refugee women are sharply different to these overall trends, with food and accommodation services, agriculture, and manufacturing among the most commonly cited sectors. A large proportion of employed women (42%) are the head to their household.

The ILO reports that time spent away from home (commuting and working hours) and personal safety are the main concern for women. Personal safety was raised most strongly in the context of work in hotels, manufacturing, and domestic work. The construction sector seems to be less suitable for women semi-skilled workers. In manufacturing, female workers are concerned about the work environment and transportation in terms of cost and commuting time. Satellite factories seem to take into account these concerns.

3.3 Decent Work Conditions

The work permit is a major focus of the lives of refugees and migrant workers. Late payments, payment of overtime, harmonizing the minimum wage for Jordanians and non-Jordanians, occupational health and safety (especially in manufacturing and agriculture) are issues that prevent job seekers from employment or put them in precarious conditions.

Foreign immigrants coming into Jordan mainly work in the agriculture, construction, tourism, wholesale trade, domestic work and manufacturing sectors in the qualifying industrial zones (QIZs). The private sector often takes advantage of their unstable situations and employs hard working, cheap foreign labour.

The large informal sector prevents rules and legislation for foreign workers to dominate the labour market. In addition, the kafala system is widely used in practice, and means that foreign workers can obtain a work permit and residency only if a Jordanian employer sponsors them.

In response to the Syrian crisis, a Jordan response plan was created under the coordination of the Ministry of Planning and International Cooperation. This plan was reinforced by the Jordan Compact deal. Jordan hereunder allows the Syrian refugees to work legally in its labour market, putting them on the same footing as migrant workers and allowing them to find employment in 'sectors open to immigrants' such as agriculture, construction, services, the wholesale trade and manufacturing in the QIZs[5].

Jordanian Semi-skilled Workers

In contrast to a general opinion, the International Labour Organisation (ILO) finds that "Jordanians are open to all sectors and occupations under the right circumstances". This finding opens employment opportunities for Jordanians that were probably considered as not adequate in the past, due to cultural misperception of vocational training. The ILO comes up with five important conditions for employment to be fulfilled in whatever sector or occupation[6]:

[2] The Spark and Wana Institute study "Syrian Refugee Employment Trends in Jordan and Future Perspectives", 2018
[3] Cash for Work in Zaatari Camp, Standard operating procedures, endorsed by BNLWG: April 25, 2017
[4] Jordan: education, labour market, migration, SEO Amsterdam Economics, 2019
[5] ETF, Migrant Support Measures from an Employment and Skills Perspective (MISMES), Jordan, July 2017
[6] A challenging market becomes more challenging, Jordanian Workers, Migrant Workers and Refugees in the Jordanian Labour Market, ILO, Susan Razzaz, 2017

:: On-time payment of wages
:: Reimbursement for overtime
:: Working hours that are predictable and sustainable
:: Production methods that emphasize skill rather than manual labour
:: And recognition of effort.

Interviews with key informants showed that it is important for Jordanian workers to work with technologies rather than executing hard physical work, notably in the agricultural sector. It was mentioned that the use of modernised techniques attracts more Jordanian workers. However, it was also mentioned that if the above conditions are not fulfilled, Jordanians are reluctant to accept employment.

Jordanian workers also find themselves in competition with migrant workers and Syrian refugees as they tend to accept more easily long working hours, heavy physical work, and late payments

3.4 Economic Sectors and Occupations

The economic sectors and occupations analysed hereunder with employment potential for semi-skilled workers have been selected according to their relevance with regards to the ASCO 2008 classification and their growth potential.

3.4.1 Priority Sectors in Jordan

The selection of the priority sectors wholesales and retail trade, agriculture, construction, manufacturing, and tourism is based on their potential growth rate and employment potential for semi-skilled vulnerable Jordanian youth, women and Syrian refugees. The selection also corresponds to ILO's selection of dominant segments of the labour force in their report "A Challenging Market becomes more Challenging", 2017, according to which the tourism sector mainly relies on Jordanian workers, while the agriculture, construction and manufacturing sectors rely on a mix of Jordanian and non-Jordanian workers. The four sectors represent a significant share of the private sector estimated growth rates and sectoral contribution to the Jordanian economy[7]. The number of establishments from the DoS establishment survey shows that those sectors provide a sufficient potential of economic activity. The wholesale and retail trade, repair of motor vehicles and motorcycles is on the top of the list for the number of establishments and may be reconsidered as a priority sector even if it is not aligned with the ASCO 2008 classification of labour on the semi-skilled level. The sub-sector retail sales includes jobs that can be assimilated to the semi-skilled level such as retail sales persons and cashiers in malls. We therefore suggest adding this sector to the priority sectors as it can provide a lot of vacancies in many governorates such as Irbid, Zarqa, Amman and Aqaba.

[7] Jordan Economic Growth Plan 2018 - 2022

Number of Establishments by Sector 2018

Wholesale and retail trade; repair of motor vehicles and motorcycles	**93.934**
Manufacturing	**21.492**
Other service activities	**13.723**
Accommodation and food service activities	**13.407**
Human health and social work activities	**6.552**
Professional, scientific and technical activities	**5.503**
Education	**3.506**
Administrative and support service activities	**2.643**
Arts, entertainment and recreation	**1.977**
Transportation and storage	**1.378**
Real estate activities	**1.182**
Construction	**1.064**
Information and communication	**552**
Financial and insurance activities	**381**
Mining and quarrying	**106**
Water supply; sewerage, waste management and remediation activities	**70**
Electricity, gas, steam and air conditioning supply	**34**
Activities of extraterritorial organizations and bodies	**15**

Figure 2: DoS, Establishment survey, 2018

Construction Sector

The importance to increase its infrastructure to accommodate the surge in the Jordanian population and its potential for job creation was raised in the Jordan Economic Growth Plan 2018 – 2022 and lays the ground for potential growth. The construction sector contributed 5% to the GDP in 2016 and the growth rate was predicted to reach 15% in 2015 (this is the latest number found) also in view of a reconstruction of Syria.

According to the ILO, the construction sector employs large numbers of workers, both Jordanian (75%) and non-Jordanian, mostly Egyptians. Estimations suggest that the number of non-Jordanians is with 40% higher than the official number as only workers with work permits are officially counted. Day workers are often employed in smaller companies or in peak demand with larger companies.

Jordanian workers tend to be recruited for supervisory, administrative and highly technical work and Egyptians for work that requires physical labour, whereas Syrians have a reputation of working in specialty trades that require detail work.

This pattern reflects the willingness of especially Egyptian workers to work long hours and their availability to live on the construction site and on the other hand the lack of worker protection, the absence of career paths and low use of mechanisation.

Investments would be necessary to increase the degree of mechanisation and therefore increase the attractiveness for Jordanian workers.[8]

Manufacturing Sector

Industrial production in Jordan contributed 18% to the Gross Domestic Product in 2016. In 2018 almost 21 500 companies were established in the sector, employing almost 150 000 employees in 2017. Recent numbers show a decline in March 2020 compared to March 2019 (-12%) for all domestic exports, probably a result of the Covid-19 crisis[9].

Still, the manufacturing sector produces a higher volume of output than the construction and agriculture sectors combined. It is a key component of Jordan's long-term development strategy and plans to expand industrial zones along with efforts to increase Jordanian employment in this sector continue to be put in place.

ILO's study from 2017 refers mainly to field research on the home appliance assembly and a focus on garment-producing satellite factories as these two sub-sectors were considered to have a high growth potential following a relaxed Rules of Origin agreement deal with the European Union (July 2016) with a required employment quota of 15% of Syrian refugees and potential employment opportunities for women, typically employed in the garment sector. The garment sub-sector has experienced growth since the instalment of a Qualifying Industrial Zone agreement followed by the United States-Jordan Free Trade Agreement in 2010.

The garment industry is rather unattractive for Jordanian workers due to low wages, difficult work conditions. According to a study titled "Skills Sector Requirements & Analysis Study/ Garment & Leather Sector" conducted by ILO in 2019: Total number of workers in the garment industry in Jordan is (70,219) of which (51,500) i.e. 73.3% are foreign workers, 10 VTIs in Jordan are offering G&L related course (8 in Amman and 2 in Irbid) and about 18% of the surveyed companies indicated that "lack of skilled labour" is one of the challenges facing the sector and considered it as a constraint on the export. . Work permit fees are lower in the sector and migrant worker tend to live on site.

Garment sector considered more attractive for female employment as 72% of the workers are women. This can be noticed in regard to Jordanian female employment particularly in the satellite factories.

Satellite factories in different areas in Jordan are located close to towns sometimes offer predominantly female assembly lines. They have addressed the concerns about transportation and the social environment associated with manufacturing. Several of the satellite factories in Jordan receive incentives from Government such as the provision of factory buildings with an exemption of rent payments for 5 years and an afterward reduction of 25%, covering 30 – 50% of worker wages for a period of 18 months, and potentially, the costs of meals, training, and transport; and other investor privileges covered under the Investment Law, particularly in the form of tax and custom incentives.

Minimum wages for Jordanians are higher than for non-Jordanians. Syrian workers therefore compete with other migrant workers while having the same family constraints as the Jordanian workers.

Despite significant government support, it is reported that most of the satellite factories have not reached profitability levels. To that end, the "Better Work" project (a partnership between IFC and ILO), focuses on enhancing both the productivity of Jordanians and the satellite factory's foreign market access. The Worldbank reports that in 2019 there were 21 satellite units employing around 4 700 workers and that the Government of Jordan planned to expand the satellite units to 52 operating satellite factories over the coming two years[10] The results of the project showed that the combination of targeted technical and soft skills training, together with awareness-raising about the workplace and the industry, helped increase the motivation and performance of workers.

In the home appliance assembly sector, wages tend to be higher than in the garment sector and even though the rate of Jordanian worker is considerably higher (90%), employers face difficulties in recruiting Jordanian workers. The reasons are intense physical work, long hours, shift work and long commuting to the workplace. The last is especially true for factories located in remote economic zones and for female workers.

Agriculture

The Jordan Economic Growth Plan 2018-22 points out that the growth in population has increased demand for food and stimulated Jordan's agriculture productivity even though the country remains a substantial importer of food. Capitalizing on new agricultural technologies such as hydroponic systems as well as digitizing the input and output of agricultural decision-making is considered as means to enhance the efficiency of the sector with its limitations in water and energy. Agriculture accounts for just 3%-4% of Gross Domestic Product (GDP) but employs about 32% of the workforce as the sector is very labour intense.

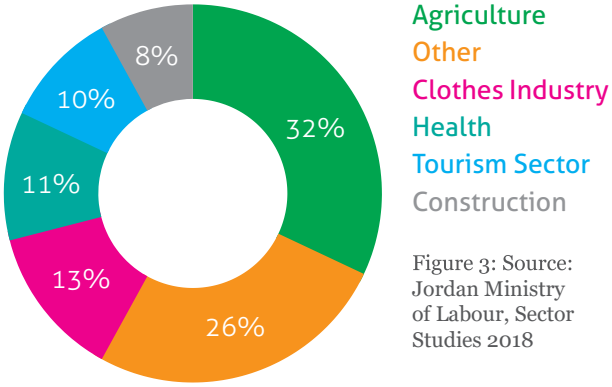


Figure 3: Source: Jordan Ministry of Labour, Sector Studies 2018

[8] A challenging market becomes more challenging, Jordanian Workers, Migrant Workers and Refugees in the Jordanian Labour Market, ILO, Susan Razzaz, 2017

[9] DoS at http://dosweb.dos.gov.jo

[10] https://blogs.worldbank.org/jobs/its-all-about-people-how-focusing-workers-improves-productivity-jordanian-factories#:~:text=The%20current%2021%20satellite%20units

The agriculture export has suffered from the border closures with Syria and Iraq, a recovery and related job growth is expected from the reopening of the Karameh-Treibel.

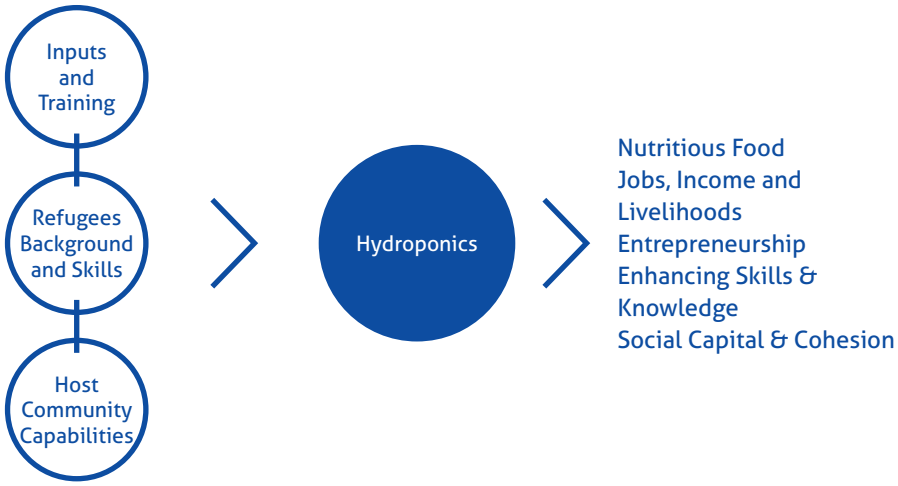
The ILO identifies challenges in the sector as policies that incentivize water-inefficient production (e.g. water subsidies and import tariff policies); weak marketing systems; and weak infrastructure for post-harvest operations as well as a reduced demand from neighbouring conflict countries. At the same time, recent studies show enormous potential for increased value added in exports and employment without any increase in water usage.

A significant portion of agricultural workers are non-Jordanians. As of 2016, migrant workers represent 41 to 52% of the agricultural workforce, Syrians represent about 23 to 40% and Jordanians represent the remaining 19 to 24% of the agricultural workforce.[11]

Work conditions are difficult: late payments are frequent, physical outside work in the sun, remote workplaces (commuting often not possible or expensive), unattractiveness for women to get married to farm workers are the most relevant impediments.

ILO's fieldwork confirms that the agricultural sector has not yet developed towards a technology driven sector and is still relying on labour and water intensive production methods despite having a significant potential for value added exports with reduced water use production. Innovative horticulture in Jordan has been the topic of a research study conducted by Wageningen University in 2019[12] and is seen as a way to improve the income and employment situation in rural areas even though a culture of innovation is considered to be absent in the agricultural sector. The Worldbank also supports the idea that frontier agriculture including hydroponic technologies leverage scarce resources and promote inclusive economic activities including increased export[13]. The use of technologies in agriculture would also help improving the attractiveness of the nature and tasks in the working environment. The main constraint is the cost side of the required equipment.

Figure 4: Hydroponics and Refugees' livelihoods, Worldbank Report no. AUS22794



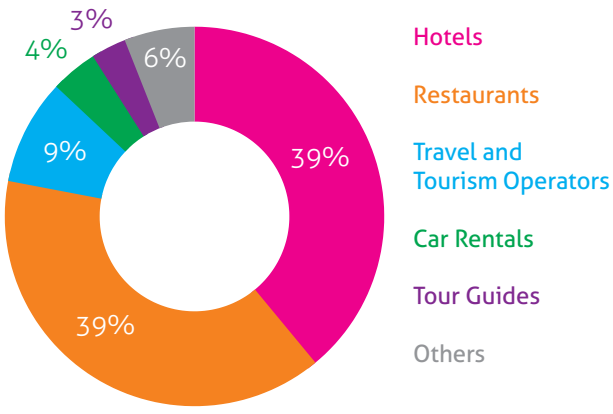
Tourism

Jordan's attractive climate, natural environments, and historic sites helped the country's development in the tourism sector. In 2018 the contribution of travel and tourism to the GDP was 19,2%.

Despite regional instability, the sector has been identified by the Government of Jordan as a priority for further expansion. The number of tourism arrivals has dropped by 35% between 2010 and 2014, but revenues increased during this period because of longer stays. The number of workers employed in the sector increased by 21% between 2011 and 2016.

The National Tourism Strategy aims to improve the quality and competitiveness of the sector and therefore create employment. It aims to: (i) create 25,000 new tourism jobs; (ii) increase female participation by 15%; (iii) train 5,000 new entrants and upgrade the skills of 40,000 existing workers.

The main sub-sector is the hotel and restaurant sub-sector, where 83% of employed workers are Jordanians and 90% are male. They comprise almost 80% of all employees in the tourism sector.



[11] A challenging market becomes more challenging, Jordanian Workers, Migrant Workers and Refugees in the Jordanian Labour Market, ILO, Susan Razzaz, 2017
[12] The agricultural knowledge and innovation system of Jordan's horticultural sector, Gregory Sixt and Krijn Poppe for RVO Nederland, 2019
[13] Report No: AUS22794, Middle East and North Africa Refugee and Host Communities & Frontier Agriculture: Climate Smart and Water Saving Agriculture Technologies for Livelihoods, September 2017

The tourism sector is able to maintain a relatively high per centage of Jordanian workers, especially at the high end. In both hotels and restaurants, the share of Jordanians in the workforce has increased slightly since 2012. In the hotel sub-sector, Jordanians comprise about 90 per cent of all workers, and even higher in the high end (four and five star) hotels. The restaurant sector has seen a slight increase over time and currently Jordanians comprise over 70 per cent of workers.

The share of female tourism workers is only 10% and almost entirely comprised of migrant workers, mainly due to night shifts and the related security issues as well as the general social acceptability.

Despite the high share of Jordanian employees, the lower skilled jobs such as housekeeping, stewards, food and beverage and warehouse jobs with lower salaries are held by migrant workers. Quotas exist for non-Jordanian work permit holders.

Syrians are reputed to be good cooks and good at customer services and are generally appreciated in the restaurant sector. Security clearances for the hotel sector remain a hurdle.

Despite the heavy implications of the Covic-19 crisis on transport and tourism, the sector remains an important priority sector for Jordan and is expected to recover with the world-wide recovery when mobility restrictions will be eased and get back to normal.

Syrian Refugee Employment Trends

The Spark and Wana Institute study of 2018 implied a survey indicating that a significant proportion of Syrians have found employment in the food and beverage (22%), and wholesale and retail trade sectors (10.6%). This trend falls in line with previous employment data as well as Department of Statistics jobs growth numbers: UNHCR 2016 occupational datasets have indicated that a significant proportion (13.9%) of registered Syrian refugees have reported experience in retail trade, hotel and restaurant-related services, and that the same sectors experienced greater than expected jobs growth during the 2015 and 2014 periods. It is therefore not surprising that these sectors have absorbed large numbers of Syrian workers.

3.4.2 Priority Sectors in Refugee Camps

A recent study from April 2019 conducted by Finn Church Aid "The Plight of the Labour Market in the Zaatari and Azraq Refugee Camps in Jordan" shows that the labour market inside the camps is an inflated sector that cannot expand further and the only potential that could be identified is self-employment. The interviewed households show an unemployment rate of 54% and partial unemployment rates of 43%. It was found that areas around the camps should be prioritised. The main findings are summarised according to the two locations: the Zaatari Refufee Camp and the Azraq Refugee Camp.

Zaatari Refugee Camp – recommended sectors

The data collected from Zaatari Refugee Camp indicated that the following sectors have been identified with a development potential (identified skills gaps):

Occupations	Market Opportunity
1. Caravan maintenance	Most of the caravans need maintenance in winter. Some organizations provide maintenance of one caravan per family while the remaining caravans remain without maintenance.
2. Heater maintenance (kerosene and gas heater)	In each district there is a need to establish a workstation specialized in heater maintenance.
3. Electricity (electricity maintenance and installation for houses)	Needed in labour market outside the camp and well paid.
4. Information technology (soft skills and hardware maintenance)	The lack of ICT skills is one of the main constraints to getting a job, especially jobs with the NGOs.
5. Auto maintenance (engine and mechanics)	Needed in labour market outside the camp and well paid. Some participants claim they have skills but should be updated.
6. Carpentry and decoration (woodcraft)	Some participants possess brilliant skills in carpentry and decoration, but they look for certification to have their own small business.
7. Soap production	Soap products includes soap and deodorant. Well needed in the camp and can be produced, but they need training to produce different types of soap from a low-cost material and with a substitute for sodium hydroxide (NaOH) because it is banned from the camp. Selling soap products in the shops inside the camp and at the woman & girl Centres, while selling outside the camp could be profitable but looks difficult in the short-term.
8. Auto maintenance (electricity, including hybrid engine)	Needed in labour market outside the camp, well paid. Some participants claim they have skills but should be updated.

Whereas the caravan maintenance is probably a typical inside-the-camp job, the heater and auto maintenance, carpentry and decoration and soap production can also be useful outside the camps.

Less recommended sectors identified included:

Occupations	Market Opportunity
1. AutoCAD	For some households who have qualifications and skills related to technician jobs, AutoCAD will enable better opportunity, such as in manufacturing, making precast concrete, construction, architecture, electrical engineering, and drafting.
2. Bakery production	There is one bakery and sweet production unit in the camp, and its products are distributed outside the camp. There is a common complain about the quality of the bread they buy every day. Some people from the camp and surrounding area travel to Mafraq to buy good quality bread every day. Some Jordanian people in the surrounding area are willing to establish a bakery and sweet shop but they lack the know-how.
3. Dairy industry	The Zaatari Camp is located within Um Al-Jmal Municipality which has a well written proposal for a dairy plant project. There is no single diary plant licensed in the District of Um A-Jmal. When this proposal gets financed, the mayor expects that about 100 people from Zaatari camp will be hired8.
4. Food production (such as juices, sweets, spaghetti, canned food, and Jam industry)	Due to the excess of fruit production in the farms surrounding the camp, people in the camp look for certified programs to enable them to establish their own food production business. The Zaatari Camp is located within Um Al-Jmal Municipality which has a well written proposal for a jam plant project. There is no single jam plant licensed in the district of Um A-Jmal. When this proposal gets financed, the mayor expects that about 120 people from the Zaatari camp will be hired9.
5. Nursing	The people in the camp look for certified programs to enable them work in health facilities inside or outside the camp, such as elderly health care workers and medical Office administrators.

Some individual respondents pointed to specific skills needed for inside or outside employment including:

1. Accounting
2. Mobile phone repair
3. Nurseries and flower green houses
4. Ranching and poultry farming
5. Renewable energy (to generate electricity during the daytime)
6. Welding, plumbing, and metal workstation

Azraq Refugee Camp – recommended sectors

The data collected from Azraq Refugee Camp (Village 3 and 5) indicated that the following sectors have been identified with a development potential (identified skills gaps):

While most participants from Village 5 shared that unlike other villages in the camp, the work opportunities are very limited due to the limited number of INGOs operating in Village 5, Finn Church Aid recommends encouraging inhabitants to start their own small businesses such as shops and home-based businesses. In general, inhabitants of Village 5 are facing several challenges, such as:

:: Very limited job opportunities.
:: Lack of fund to start up their own business.
:: Constrains in moving and communicating with other villages in the camp and outside the camp.
:: Women contribution in economic activities is extremely limited, except for cases in which women are working from home, mainly in sewing.
:: Due to the tough security situation in village 5 people usually feel unsafe.

Occupations	Market Opportunity
1. Information technology (soft skills and hardware maintenance)	The lack of ICT skills is one of the main constraints to getting a job, especially jobs with the NGOs.
2. Business skills (how to start a small business)	Shared by participants who have skills or entrepreneurship activity.
3. Electricity (electricity maintenance and installation for houses)	Needed in labour market inside the camp10.
4. Literacy and adult teaching skills	Spread of illiteracy is high. Some participants consider teaching adults as a job opportunity, especially for women.

Less recommended sectors included:

1. Carpentry and Decoration (Woodcraft)
2. Glass and mirror production
3. Hairdressing and barber
4. Handicrafts (accessories, embroidery, sewing, cosmetics)
5. Mobile phone repair
6. Welding and metal workstation

Market Needs identified inside and outside the camps

Employment needs that could be identified by the survey cover the areas inside the camps and with the surrounding areas.

Zaatari Camp: Um Al-Jmal Municipality and Al-Mafraq city

Azraq Camp: Azraq and Zarqa cities

Additionally, there are some refugees who possess skills to work in these sectors, but they need to refresh and update their knowledge and skills in these sectors:

Occupations	Zaatari Camp	Azraq Camp
Furniture making and repair (carpentry, cupboards, chairs, tables, etc.; upholstery; curtains; rattan furniture)	Inside the camp	Inside the camp
Horticulture (house plants; garden plants; flower planting; bouquet making)	Not identified as potential sector	Outside the camp
Building (brick makers; plumbers; blocks making; masons; electricians; painters; door/window)	Outside the camp	Outside the camp
Electronic repairs (mobile, screen; computers)	Inside and outside the camp	Inside and outside the camp
Pastry (cakes; doughnuts; breads)	Outside the camp	Outside the camp
Water and Sanitation (digging of wells; installation of water pumps; repair of water pumps	Outside the camp	Outside the camp
Blacksmithing (hoes; knives; cutlasses; grinding	Inside the camp	Inside the camp
Refrigeration	Outside the camp	Outside the camp
Home/body care products (soaps; detergents; grease; body cream; perm)	Inside the camp	Inside the camp
Fruits and vegetable preservation (drying; jams; cordials)	Inside and outside the camp	Not identified as potential sector
Motor repair (small generators; chain saws; motors; tuk tuk).	Inside the camp	Inside the camp
Metal work (blacksmiths; welders)	Outside the camp	Outside the camp
Automobile (drivers (demand for drivers/mechanics combined; Auto-electricians, panel beaters; tire repair, motorbike repair, and battery repair; car mechanics)	Outside the camp	Outside the camp
Road building and maintenance (scaling and compacting; side brushing; gutters	Outside the camp	Outside the camp

The results from focus groups in Zaatari Camp showed that the majority of female Syrian refugees work in Al-Hassan Industrial Estate (HIE) in Irbid followed by the Al Mafraq Industrial Estate (MIE), mostly in garment factories. Jordanian youth consider these employments as unattractive resulting in high fluctuation rates.

Most of the male Syrian refugees from Zaatari Camp work in the agriculture sector in Mafraq. The agriculture sector one of the preferred sectors by Syrian refugees as the day labour allows them to receive cash wages, or alternatively harvested crops, immediately after completion of the work.

Constraints for Syrians to find employment have been identified as:
:: Unwillingness to work as basic needs are already covered in the camps.
:: Age limits set by companies (less than 35 years).
:: Some jobs require specific experience that they do not have.
:: Lack of skills even after having participated in trainings. Many trainees attend training programmes only to receive allowances or tools.
:: Set quota for non-Jordanian recruitments (maximum of 30% of the total employees). This rule has been eased and it less restrictive.
:: Non-existent or expensive Transportation from the camp to the workplace outside the camp, especially for women.
:: Long or late working hours.

Identified Private Sector Companies with Employment Opportunities - Zaatari Camp

The key companies that cooperate and encourage the employment of Syrian refugees in the surrounding of Zaatari Camp are mainly:
1. Bonyan Aluminum Factory
2. Hamouda Dairy Factory
3. Straight Line Factory, Al Hassan Industrial City, Irbid
4. Century Group, Al Hassan Industrial City, Irbid
5. Traditional Fashion Factory
6. Al-Jazeera slaughterhouse.

In addition, the Finn Church Aid research study recommends a further investigation of employment opportunities in the following occupations where refugees have already qualifications:
1. Poultry farming
2. Welding
3. Livestock production
4. Shawarma Maker
5. Quality assurance in textile factories

Identified Private Sector Companies with Employment Opportunities – Azraq Camp

Potential new development projects around the camps have been identified with the following companies:
1. The Awtad Company for Multiple Investment (the company capital 10 Million JoD)
2. Al-Ahliah Enterprises (the company capital 37 Million JoD)

Both own huge pieces of land surrounding the Zaatari camp and have established a business plan and feasibility studies to build factory plants and an industrial city which could provide hundreds of job opportunities to Syrian refugees.

Industrial City investment project with workstations:
:: Welding and metal workstation
:: Carpentry and decoration (woodcraft)
:: Auto maintenance (electricity and mechanic)
:: Electricity (electricity maintenance and installation)

and with a factory plant project:
:: A jam factory plant project, which would produce fruit jams (plum, apricot, peach, grape, orange, and apple jams).
:: A dairy factory plant project, which would manufacture dairy derivatives (Jamid, butter, ghee, dewatered dairy, and local cheese).

A bakery and sweet shop

Surveyed participants from the Zaatari Camp highlighted a need for better quality bread as there is no bakery shop in the surrounding area to serve the surrounding communities and the camp residents.

3.4.3 Closed Professions for Refugees

For formal employment it is necessary to apply for a work permit. Work permits are issued by the Jordanian government under a specific rules and regulations. The Jordan Compact agreement provides a basis for the creation of 2000 jobs and sets a quota for Syrian refugees to 15% for the first year and 25 for the second year in Qualified Industrial Zones (QIZ) and eases administrative processes to access employment and establish business inside and outside the camps. According to the latest information from the MoL there is currently no restriction on the entry of new migrant workers from other nationalities.

Syrian refugee workers are exempted from all work permits fees but they have to pay 10 JD for reviewing the work permit application documents. Syrian refugees living in camps are allowed to get work permits to work in occupations/ jobs open for non-Jordanians anywhere in Jordan. Such work permits enable them of getting out and coming back to the camps within a period of not more than one month.

In both construction and agriculture sectors, Syrian refugee workers can get a so called “flexible/ free work permit” which enables them of working with different employers providing that they obtained the work permits through an agriculture cooperative associations in regard to agriculture and through the General Federation of Jordanian Trade Unions (GFJTU).

However, to promote the employment of Jordanians, national job applicants are given priority over foreign applicants. Some occupational sectors are closed to non-nationals:
:: Office occupations including printing and secretarial work, data entry and administrative services
:: Professions related to checks in all categories, whether wholesale, retail or distribution.
:: Professions related to fuel sale and filling of fuels at stations within the borders of the Greater Amman Municipality and municipalities mentioned in the relevant decision published on the website of the Ministry.
:: Professions related to cleaning and interior and exterior decoration design.
:: Professions are related to the installation, operation, extensions, and maintenance of switchboards in all its categories.
:: Professions related to the colour of electrical installations and their maintenance.
:: Professions related to your maintenance, car upholstery and all types of upholstery.

:: The professions of cutting and hair care: female hairdressing and beauty services, children hairdressing, male barber activities for Greater Amman and other areas according to the Ministry's website
:: Drivers of all categories and classes unless the employer is one of the companies in which the Government of the Hashemite Kingdom of Jordan is a partner.
:: The car parking service profession.
:: The professions of the guards (the profession of guardianship of installations and sites, whatever their type or nature) (As for building guards, they are treated as a cleaner and the nature of his work is not guarding) until further notice.
:: Correspondents in offices, companies, ministries, and institutions (this is not intended to be reporters).
:: The profession of selling lottery tickets.

An exception can be granted if no Jordanian candidate is found to be suitable. In this case, a clearance from the Public Employment Service and, if applicable, the concerned professional union is required. These restricted occupations are:
:: Loading and unloading workers
:: Cleaners
:: Bakery workers, except the below occupations: a bakery worker / kneader, baker, uploading and downloading agent, production worker, cleaner, Bashkar
:: The occupations of buffet workers / for the work of workers in licensed establishments for this purpose
:: Imams of mosques, preachers, and mosque servants
:: Occupations in schools, nurseries and kindergartens of all specializations and levels
:: Writers, bloggers, and plastic artists of all types
:: All professions in the audio-visual and print media sector
:: Air host within the sector
:: Singer, musician, and artist
:: Massages

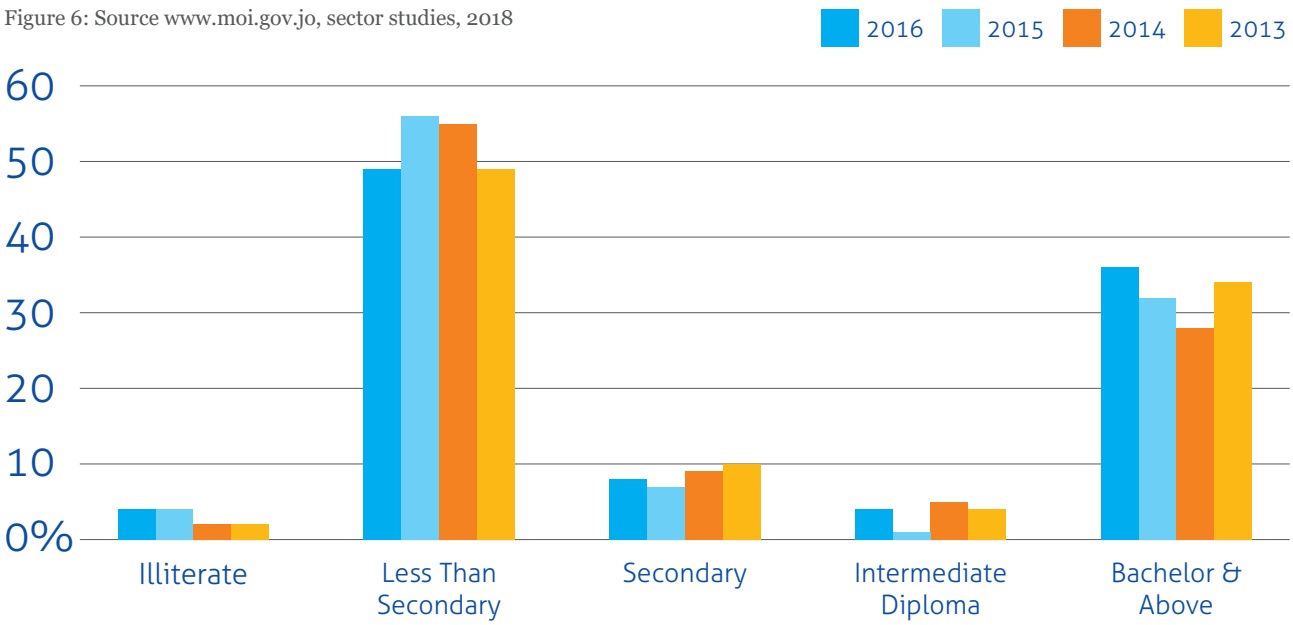
Companies with foreign ownership are allowed to recruit foreign workers in any occupation.

3.5 Identified Employment Needs on the Semi-Skilled Level

3.5.1 Quantitative Demand on the Semi-Skilled Level

The assessment concentrates on the needs for semi-skilled workers. Sector studies of the Ministry of Labour state that in 2016 almost 50% of all vacancies tend to be for workers with less than secondary education.

Figure 6: Source www.moi.gov.jo, sector studies, 2018



The ICON team can confirm the main tendencies of the studies and definitions of key sectors conducted by the NCHRD between 2013 and 2018. This information has been verified through interviews with key stakeholders from the private sector, business associations and relevant governmental organisations. Nevertheless, it should be taken into account that the information gathered during the meetings held can only be seen as a snapshot of the opinion of a few representatives of the private sector and that the interviews undertaken cannot be taken as a thorough labour market survey.

It should be mentioned that most stakeholders interviewed were not able to give figures in terms of employment needs. The sole numbers based on a valuable research from the NCHRD sector studies. We have selected the most relevant sectors from those studies based on employment potential particularly at semi-skilled level, potential for female job seekers and geographical relevance. The results have been matched by the Enable Team with the ASCO 2008 classification and only the relevant jobs on the semi-skills level have been selected.

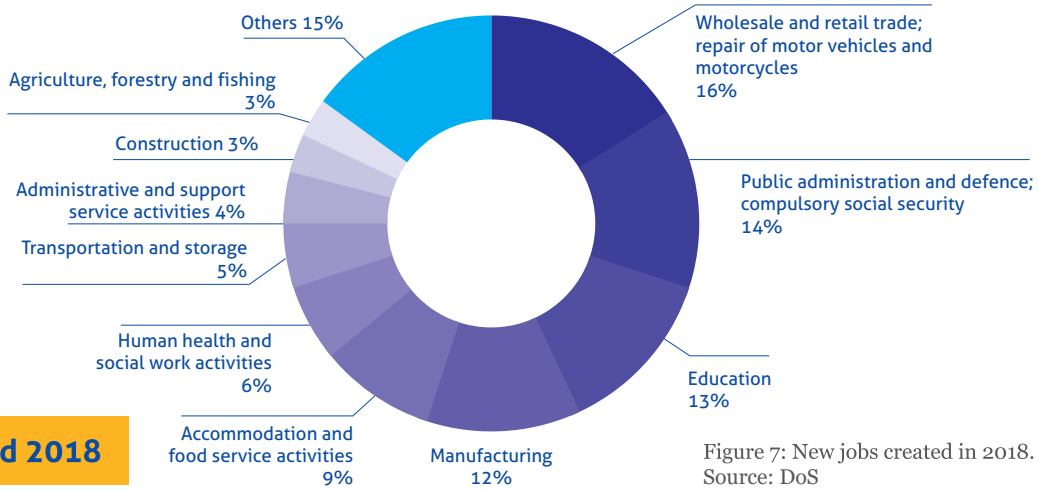
The employment needs show disparity across sectors, with the agriculture, manufacturing and construction sectors demonstrating greater capacity to absorb new labour market entrants at semi-skilled level than other sectors, most notably retail sale and accommodation and food services sectors. Analysts predict that with extended governmental spending, an increase in manufacturing jobs can be expected.

Over the past years, the economic situation in Jordan has performed below expectations and new job market entrants (Jordanian youth and refugees) is limited. The Covid-19 crisis is accentuating this phenomenon. This finding goes in line with the study of spark and the Wana Institute from 2018.

Priority economic sectors	Sub sector	Occupations	Skill level according to ASCO 2008	Potential # of Vacancies North	Potential # of Vacancies Middle	Potential # of Vacancies South	Total # of potential vacancies
Wholesale / Trade	Food, beverages and tobacco trade	Meat, chicken, fish and sea food salesman.	1. Salesperson, animal and poultry frozen products 2. Salesperson, poultry productsboth are semi-skilled level				**231**
		Vegetables and fruits salesman	Semi-skilled worker				**66**
Total Wholesale/Trade							**297**
	Pharmaceutical manufacturing	Packing, packaging and labeling machines operators	1. Packing worker 2. Packaging worker both of them semi-skills level		**40**		**40**
		Filling and packaging machines operators	1. Packing worker 2. Packaging worker both of them semi-skills level	**32**	**179**		**211**
	Food, beverages and tobacco industry	Biscuits making unit operator	Baker, biscuit-semi-skilled worker		**2.400**		**2.400**
		Dough maker	skilled worker level	**44**	**73**	**42**	**159**
		Bakers and pastry and sweets makers	Cluster of occupations all the related occupations are skilled worker	**28**	**110**		**138**
		Arabic bread maker	1. Baker, tandoor/bread 2. Baker, baking tin/bread both are semi-skilled	**36**	**47**	**39**	**122**
	Garment	Complementary sewing machine operator (buttonhole, buttons ...)	1. Machine - operator, sewing / buttonhole-industrial 2. Machine-operator, sewing/ button-industrial	**135**	**5**		**140**
		Iron press operator	Press- operator / ironing-fabric	**20**	**149**		**169**
		Packing and packaging worker	Already mentioned above, semi-skilled worker	**5**	**93**		**98**
		Fabrics cutting worker	1. Machine- operator, cutting / fabric - semi-skilled	**28**	**166**		**194**
	Furniture	Furniture carpenter assistant	Assistant cabinet-maker - semi-skilled worker		**77**		**77**
		Bamboo furniture carpenter assistant	Assistant cabinet-maker, bamboo - semi-skilled worker	**2**			**2**
		Wood furniture assembler	Assistant maker, gypseous / decorations - semi-skilled		**5**		**5**
		Wood furniture upholsterer Assistant	Assistant upholsterer-semi-skilled worker		**3**		**3**
Total Manufacturing				**330**	**3.347**	**81**	**3.758**

Priority economic sectors	Sub sector	Occupations	Skill level according to ASCO 2008	Potential # of Vacancies North	Potential # of Vacancies Middle	Potential # of Vacancies South	Total # of potential vacancies
Agriculture	Crop and animal production, hunting and related service activities	Agriculture worker/ corps picking	Harvester - skilled worker	**1.750**	**443**	**1.084**	**3.277**
		Cattle feed preparer	Fodder provider - semi-skilled worker		**45**	**294**	**339**
		Agriculture worker/ irrigation and fertilizing	Farmhand, irrigation and fertilization - semi-skilled worker	**134**	**93**	**65**	**292**
		Agriculture worker/ filling and packing	Farm-hand, packing and packaging- semi-skilled	**72**	**86**	**75**	**233**
		Agricultural worker/ spraying pesticides	Farmhand, pesticide spraying-semi-skilled	**70**	**69**	**23**	**162**
Total Agriculture				**2.026**	**736**	**1.541**	**4.303**
Construction	Construction of utility projects	Reinforcing iron and rebar worker	Assistant iron worker, concrete reinforcement- semi-skilled worker	**8**	**139**	**11**	**158**
		Construction carpenter	Assistant shutterer, concrete moulding- semi-skilled worker	**10**	**213**	**24**	**247**
		Tiles installer	Assistant setter. Tile- semi-skilled	**6**	**37**	**15**	**58**
		Plasterer	Assistant plasterer- semi-skilled worker	**4**	**66**	**10**	**80**
		Plumbers	Assistant plumber-semi-skilled	**5**	**131**	**1**	**137**
		Buildings painters	Assistant painter, building- semi-skilled	**4**	**75**	**4**	**83**
		Buildings electrician	Assistant electrician, electrical installations- semi-skilled	**3**	**116**	**13**	**132**
Total Construction				**40**	**777**	**78**	**895**
Accommodation and food service	Restaurants and mobile food service activities	Hookah waiter	Waiter, hubble-bubble- semi-skilled	**3**	**136**		**139**
Total Accommodation and food service				**3**	**136**		**139**
Other service activities	Other personal service activities	Women's stylist/ assistant	semi-skilled				**111**
Total Cosmestology and hair styling							**111**
Total priority sectors							**9.206**

The selection of priority sectors is coherent with the latest numbers available for new jobs created in 2018 (DoS).



New Jobs Created 2018

Figure 7: New jobs created in 2018. Source: DoS

Taking into account that this assessment concentrates on the semi-skilled workers, wholesale/retail, manufacturing, accommodation and food services, agriculture and construction figure within the top 11 sectors.

3.5.2 Qualitative Demand on the Semi-Skilled Level

The assessment of more up-to date demand for semi-skilled worker included semi-structured interviews with 17 key stakeholders and 31 companies. Most of the informants were not able to give numbers of needed employees. It was also mentioned that in the current situation of the Covid-19 crisis in general companies rather lay-off instead of recruiting new employees. The findings therefore relate more to a wishful thinking of the period after the epidemic and needs in general.

There is a general demand for classical skills such as welding technicians, electric technicians, plumbers, blacksmiths, and carpenters on the semi-skilled assistant level.

Companies from the construction sector report that their businesses are rather stagnating and that they are waiting for projects to resume.

While the tourism sector suffered a lot from the Covid-19 crisis, new opportunities arose in the manufacturing sector for food and sanitisers as well as personal protection gear.

The fibre optics sector benefited from the increased demand in fast internet connections due to increased home working and online activities. The Telecore company reported an interest in creating a training facility for semi-skilled fibre optics technicians.

Restaurants which could manage to get permits for delivery services opened call centres for the delivery orders. These home-based jobs are particularly attractive for female workers.

The agricultural sector has suffered from a decrease in exports but benefitted from an increased national demand. A big project has been identified with the Wadi Araba Development Company planning to recruit 1000 new employees. The importance of the use of new technologies to milden the labour intensity and to raise the attractiveness in the sector was stressed by several interviewees.

The beauty sector also suffered from the disappearance of social events but states a general need for workers in the field of manicure and pedicure.

The following table gives an overview of the findings form meetings and semi-structured interviews with key stakeholders.

Sector	Findings	Recommendations
Beauty Sector	Lack of pedicure and manicure technicians	
Manufacturing / Industrial sector in general	Lack of machine operators	Training on specific machines difficult, however training on general machine handling and health and safety useful and to be upgraded during practical internships
Agriculture	The more the jobs are technical, the more they get attractive. In general, Jordanians are not motivated to perform long working hours, shifts, seasonal work and work in the sun, there is a cultural barrier (less attractive to be selected for marriage). Many Syrians have an agricultural background, in the North there is a high demand in agricultural workers. The Wadi Araba Development Company has communicated a big demand (1000 employees) in different positions: farm maintenance, health and safety officers, tour guides, handicraft workers, recycling workers, modern agriculture	Plants grafting and pruning worker. Packaging, fertigation systems New technologies attractive, the more the job becomes automated, the more it becomes attractive New technologies such as hydroponic systems are demanded and could also lead to self-employment or self-sustainment Composting is also considered to be in demand.
Municipalities	Covid 19 crisis leads to new employments in disinfection and cleaning if funding can be found for appropriate equipment	Approx. 1000 new job creation in storekeeping, handling and mixing, cleaning/ spraying, waste disposal, spraying technicians and storekeeper
Daily consumer goods	The food chain will always bear potential, with new opportunities in delivery services	Food processing, sales, packaging, delivery, e-commerce and call-centres
Restaurant sector	Once the sector opens again, traditional jobs with lacking skills will become again available, especially for take away services.	Waiters, food processing and delivery services, Shawarma cook
Food manufactory sector	Food preparation and food processing – this sector has less suffered from the Covid-19 crisis	
Construction	Has taken a cut during the corona crisis, but is expected to generate again employment or self-employment	Electrician assistants, plumbers, carpenters, gypsum decoration worker, roads construction machines operator, excavations shoring worker (all on an assistant level)

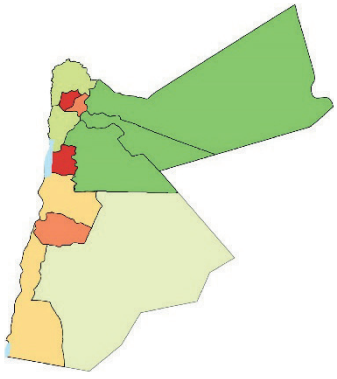
Sector	Findings	Recommendations
Chemical industry		Chemical industries labs assistant, quality control assistant/ sampling worker, raw materials preparer/ store worker.
Telecoms	Mobile phone repair has been mentioned several times as a recurrent job, also for self-employment	Mobile phone repair technician, also available for women
Garment/cloth manufacturing	A sector open for female employment, expected to be in demand, some factories specialised in personal protection gears in response to the Covid-19 crisis	Factory workers
Refugee camp related employment	The camps function like small cities, residents execute their previous jobs, special permissions to be trained inside or outside are required but possible to obtain. Training inside is also possible.	Hydroponic farming has a good potential for employment with bigger farms or for self-employment or even for self-consumption, caravan maintenance has also been identified as an occupation in demand.
Hygiene manufacturing (disinfectants etc.)	Due to the corona crisis there is a demand in disinfectants, products required for the Jordanian market as well as for export One company is planning to recruit 200 within the next three to five years	Packaging, machine operators, sales assistants, drivers
Health	Hygiene workers are in demand with the Covid-19 crisis (disinfection of premises, preparation of premises in view of the new regulations)	
Renewable energy	In the residential sector there is a great potential if the legislation will be implemented Solar projects are on hold and two interviewed companies are rather stagnating	Solar PV maintenance and installation
Tourism / restaurant	The most recurrent occupations are waiters, cleaners and commis (chef assistants), jobs are seasonal A new training programme is planned to be designed; a needs analysis is currently being undertaken by the Jordanian restaurants' association	Before the Covid-19 crisis 5000 new employments per year were planned
Micro enterprises	The Jordan labour market is largely dominated (88%) with micro enterprises (1-4 employees) spread in all over Jordan including small towns. As such, it represents a source for potential training opportunities that could be end with waged/ self-employment in small towns where medium and large-scale enterprises are mostly not available.	Cooperation with micro and small enterprises in work-based training in occupations such as: Black smith, aluminium blacksmith (doors and windows), wood doors carpenter, air conditions installer/ maintenance worker, mobile phones repair.

Companies and key informants stress the fact that employees often lack soft skills (motivation, behaviour, discipline, punctuality, etc.) and that training programmes do not provide a proper insight into the real world of labour. Several companies had a difficult experience with trainees; however, they are still open to participate in work-based programmes. Soft skills are essential for a successful transition to employment. Training should be located close to the trainees' residence or alternatively, travel and food allowances should be provided to avoid drop-outs.

3.6 Employment Needs According to Geographical Disaggregation

Employment in Jordan is concentrated on the Greater Amman area. In 2017, the central region, which includes the Governorates of Amman, Zarqa, Balqa and Madaba had the largest proportion of the workforce (61%), followed by the northern region, which includes the Governorates of Irbid, Mafraq, Jerash and Ajloun (29%), and the southern region, which includes the Governorates of Karak, Ma'an, Tafileh and Aqaba (9%). It seems evident that the proportion of the workforce in each region of the total workforce in Jordan reflects the proportion of the population and establishment in the same region. This is attributed partially to the fact that the central region includes ministries, official departments, public services institutions, factories, private interests, and investments.

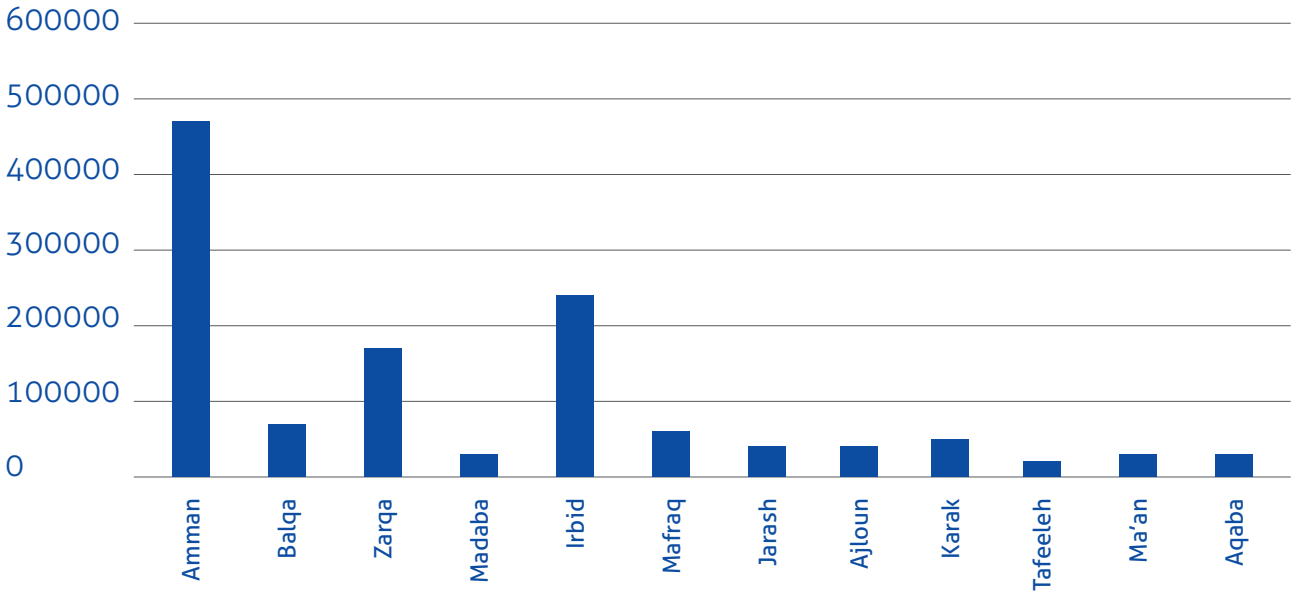
In 2017, the number of Jordanian employed people stood at 1 210 020. Employment hubs are the middle province with Amman followed by Irbid in the North and Zarqa from the middle. These numbers correlate with the density of the population (Middle: 63,5%, North: 28,6% and South: 8%) and the number of establishments in these geographical areas.



Number of Vacancies 2017
Source: Knoema

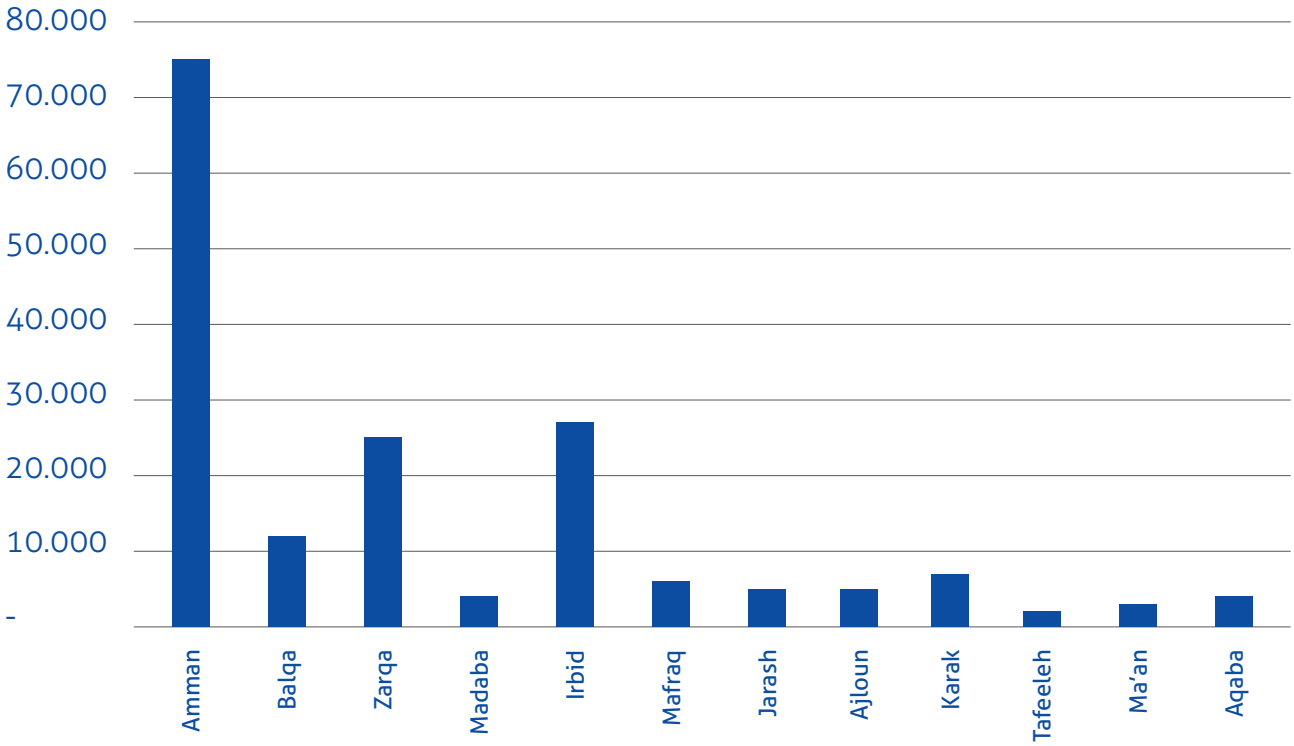
Numbers of Employed 2017

Figure 8: Source: DoS, http://dosweb.dos.gov.jo/



Establishments by Governorate 2018

Figure 9: Source: DoS, http://dosweb.dos.gov.jo/

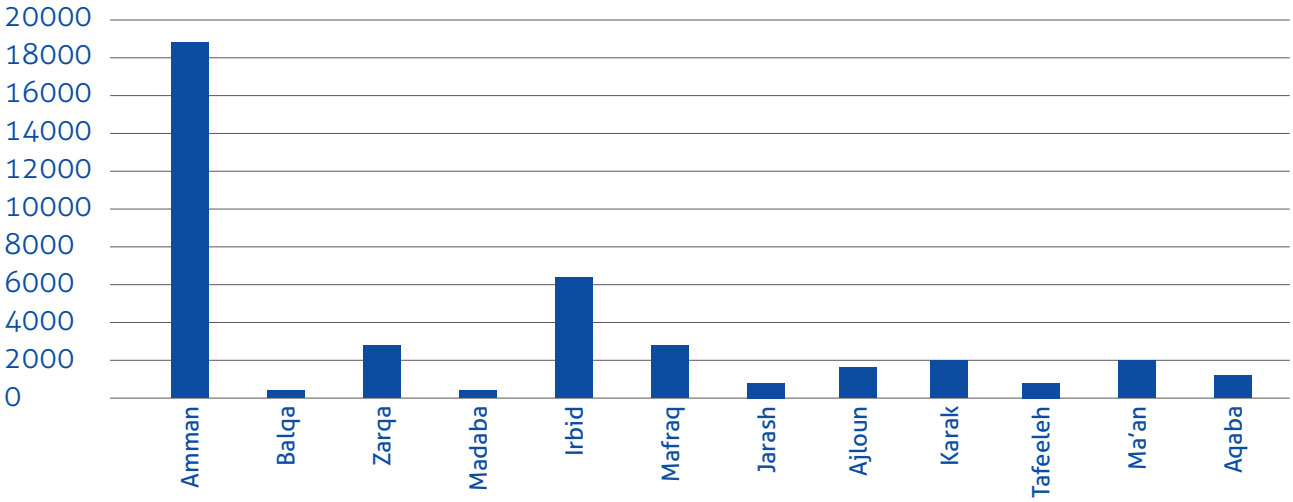


According to the DoS establishment survey of 2018, the same ratings can be found in all surveyed locations: most companies are registered in the class of economic activity (CEA) of wholesale and retail; repair of motor vehicles and motorcycles, followed by manufacturing and accommodation and food services. On the fourth place stands either the economic sector of human health and social work activities or professional, scientific, and technical activities.

In 2018, the governorate with the highest net number of jobs created was Amman (18 985), followed by Irbid (6 573) and Zarqa (2 865). Conversely, the lowest net number of jobs created was in Balqa Governorate (431), followed by Madaba (468).

Net Jobs Created by Governorate 2018

Figure 10: Source: DoS, http://dosweb.dos.gov.jo/



3.6.1 Middle Region

From our analysis of the relevant job opportunities identified in the NCHRD sector studies, 56% of the job opportunities come from the Middle region of Jordan. Relevant jobs are based on the ASCO definition of the semi-skilled worker. High potentials are in the following sectors and occupations:

Sector	Sub-Sector	Occupation	No. of employments
Manufacturing	Pharmaceutical manufacturing	Medical products packaging and filling worker	40
		Filling and packaging machines operators	179
	Food, beverages, and tobacco industry	Biscuits making unit operator	2400
		Dough maker	73
		Bakers and pastry and sweets makers	110
		Arabic bread maker	47
	Garment	Sewing machine operator	64
		Over-lock machine operator	13
		Iron press operator	172
		Packing and packaging worker	93
		Fabrics cutting worker	166
	Furniture	Furniture carpenter assistant	77
Agriculture	Crop and animal production, hunting and related service activities	Agriculture worker/ corps picking	443
		Agriculture worker / irrigation and fertilizing	93
		Agriculture worker/ filling and packing	86
		Agricultural worker / spraying pesticides	69
Construction	Construction of utility projects	Reinforcing iron and rebar worker	139
		Tiles installer / setter assistant	37
		Shutter assistant	213
		Plasterer assistant	66
		Plumber assistant	131
		Buildings painter assistant	75
		Buildings electrician assistant	116
Accommodation and food service	Restaurants and mobile food service activities	Hookah waiter	136

Figure 11: Source: NCHRD Studies

GIZ has conducted a study to identify economic trends and employment opportunities in three governorates Balqa, Irbid and Karak (the geographic focus for the Employment Promotion Programme) including a company and qualitative survey with key informant interviews and focus groups. The results were published in the report "Economic trends in Jordan's local job market" in 2017.

Jobs available and skills needed in Balqa on the semi-skilled level

According to the analysis of the employers' survey, most situations vacant in Balqa at the time of the survey are in the industry/food and hotel sectors: production worker, cleaner, hotel worker, room service worker.

Although the demand in 2017 was set to be modest, employment was expected to grow throughout 2017 and into 2018. The food production sector in particular was set to offer a considerable number of job opportunities, as were the hotel sector.

The expected job opportunities for 2019 on the semi-skilled level in Balqa Governorate are:

Sector	Sub-Sector	Occupation	No. of employments
Manufacturing	Industry / Food	Worker	35
Accommodation and food service	Service / Hotel	Worker	80

Figure 12: Source: GIZ, Economic trends in Jordan's local job market, 2017

The skills need identified in the sector with employment potential are summarised below:

Sector	Occupation	Technical Skills	Technical Skills
Manufacturing	Production Worker	Sanitary practices	Working under pressure
Accommodation and food service	Room service personnel	Hospitality, Food preparation, Food safety	Customer service, working under pressure

Figure 13: Source: GIZ, Economic trends in Jordan's local job market, 2017

Start-up opportunities related to the semi-skilled level have been identified in the areas of mobile phone maintenance and the construction sector (sanitation installer and plumbing).

Job opportunities identified by female business owners, more appealing for female workers: the tourism and hospitality sector (tour guides, service, housekeeping, food service, room service) and handicraft manufacturing.

Training institutions with available training programmes in Balqa are:

Institute Name	Training Programme
Al-Salt for Professions and Handicrafts	Household plumbing electrician, computer hardware maintenance, international computer driving licence, beautician and hairdresser, textile printing, barber (male), carpet weaving, carpet restoration, electric embroidery, potter (manual), ceramics potter, air conditioning and refrigeration mechanic, training on pottery machine (trundle)
Vocational Training Institute Ain Basha	Air Conditioning and refrigeration mechanic, household plumbing mechanic, light vehicle mechanic, beautician and hairdresser, tailor (female), electrical installation of aerodynamic lines, electrician (transformation station), electrician (cables), cabinet maker, blacksmith (aluminium), blacksmith's assistant (aluminium), electrician for mobile devices and TV and video
Vocational Training Institute, Middle Ghor	Light vehicle mechanic, air conditioning and refrigeration mechanic, household plumbing mechanic, blacksmith for vehicles, vehicle electrician, beautician and hairdresser, data entry clerk, sewing machine operator
Hospitality Training Institute, Al-Salt	Hotel and hospitality skills, cooking, housekeeping, pastry chef (Eastern style), pastry chef (Western style)

Figure 14: Source: GIZ, Economic trends in Jordan's local job market, 2017

3.6.2 Northern Region

From our analysis of the relevant job opportunities identified in the NCHRD sector studies, 25% of the job opportunities come from the Northern region of Jordan. High potentials are in the following sectors and occupations:

Sector	Sub-Sector	Occupation	No. of employments
Manufacturing	Food, baverages and tobacco industry	Bakers and pastry and sweets makers	28
		Arabic bread maker	36
	Garment	Sewing machine operator	135
		Over-lock machine operator	103
		Iron press operator	20
		Fabrics cutting worker	28
Agriculture	Crop and animal production, hunting and related service activities	Agriculture worker/ irrigation and fertilizing	134
		Agriculture worker/ filling and packing	72
		Agricultural worker / spraying pesticides	70
Construction	Construction of utility projects	Steel fixer assistant	8
		Shutter assistant	10
		Tiles installer assistant	6
		Plasterer assistant	4
		Plumber assistant	5
		Building painter assistant	4
		Building electrician assistant	3

Figure 15: Source: NCHRD Studies

Jobs available and skills needed in Irbid Governorate on the semi-skilled level

Analysis of the employer survey shows that current vacancies in Irbid are concentrated in the health and education sectors. The vacancies corresponded to staff turnover and are not based on job creation. Many employers reported that they are satisfied with the current size of their workforce and that they do not have any vacancies. In the clothes industry assistant tailor positions were open, in the metal industry is was the position of cleaners, in the services and hospitality sector cleaner and waiter. The foreseen needs did not include any semi-skilled jobs, except for 475 cleaners in 2017 in the services and hospitality sector.

Sector	Sub-Sector	Occupation	No. of employments
Manufacturing	Industries / Pharmaceuticals	Production worker	5
Manufacturing	Industry / clothes	Assistant tailor	10
Manufacturing	Industry / metal	Cleaner	10
Accommodation and food service	Services / hospitality	Cleaner	475

Figure 16: Source: GIZ, Economic trends in Jordan's local job market, 2017

The skills identified on the semi-skilled level were stone processing in the stone masonry industry. Start-up opportunities have been identified in the construction sector (plumbing and tiling) and the vehicle maintenance as well as in the restaurant and hotel sector (food preparation, cooking and table service) and the agriculture sector/olive oil production (production workers), soap factory (production workers).

This overview indicates that the trend in Irbid's business environment is towards a greater demand for vocational and technical workers than for academic or specialised workers. In addition, there is a higher demand for women in the service sector than for men, particularly in the education sector.

Training institutions with available training programmes in Irbid are:

Institute Name	Training Programme
Vocational Training Corporation, Hakama Institute	Small vehicle mechanics, air conditioning and refrigeration mechanics, carpentry/ cabinet, making, computer hardware maintenance, electric vehicles, aluminium working, household electrical extensions, household plumbing, metal turning, barbering (male), confectionary (eastern-style sweets)
Vocational Training Corporation, Female Institute,	Beauty care and hairdressing, women's hairdressing, dressmaking, data entry, secretarial skills and printing, confectionary, pastry making
Vocational Training Corporation, Al-Mashareaa Institute,	Blacksmithing, cabinet making, household plumbing mechanics, small vehicle mechanics, air conditioning and refrigeration mechanics, blacksmithing for vehicles, vehicle electrician, beauty care and hairdressing, dressmaking, data entry, pastry making, breeding of ornamental plants

Figure 17: Source: GIZ, Economic trends in Jordan's local job market, 2017

3.6.3 Southern Region

From our analysis of the relevant job opportunities identified in the NCHRD sector studies, only 18% of the job opportunities come from the Southern region of Jordan. High potentials are in the following sectors and occupations:

Sector	Sub-Sector	Occupation	No. of employments
Manufacturing	Food, baverages and tobacco industry	Dough maker	42
		Arabic bread maker	39
Agriculture	Crop and animal production, hunting and related service activities	Agriculture worker/ corps picking	1.084
		Cattle feed preparer	294
		Agriculture worker / irrigation and fertilizing	65
		Agriculture worker/ filling and packing	75
		Agricultural worker / spraying pesticides	
Construction	Construction of utility projects	Steel fixer assistant	11
		Construction carpenter	24
		Tiles' installer assistant	15
		Plasterer assistant	10
		Buildings electrician assistant	13

Figure 18: Source: NCHRD Studies

Karak Governorate

The priority sectors with the highest growth rates for job creation were manufacturing; wholesale and retail trade, and repair of motor vehicles and motorcycles; human health and social work activities; and construction.

Although businesses in key industrial and commercial sectors do expect to see their workforces grow, none of the interviewed employers reported having any vacancies at present. This may be due to capacity limitations in their HR functions with regard to developing strategic plans. Nevertheless, employers still expected to make the following semi-skilled new jobs available in 2017:

Sector	Sub-Sector	Occupation	No. of employments
Manufacturing	Industry / food	Sweet and busicuit maker	5
	Commercial / gardening and seedlings	Worker	10

Figure 19: Source: GIZ, Economic trends in Jordan's local job market, 2017

Training institutions with available training programmes in Irbid are:

Institute Name	Training Programme
Vocational Training Institute, Moaab, (men only)	Dressmaking (female), sewing machine operator, tailor for cotton clothing and sportswear, beauty care and hairdressing, hairdresser's assistant, barbering (male), barber's assistant (male), light vehicle mechanic, cabinet making, handicrafts, vehicle electrician, domestic plumbing mechanic, computer maintenance, computer maintenance and networks, data entry
Vocational Training Institute Al Marj, (women only)	Air conditioning and refrigeration mechanic, sewing machine operator, small vehicle mechanic, vehicle electrician, maintenance of electrical machines, Assistant domestic electrician, industrial machinery maintenance and equipment mechanic, beauty care and hairdressing, barbering (male)
Vocational Training Institute, Al-Ghor Safi,	Sewing machine operator, heavy vehicle mechanic, small vehicle mechanic, vehicle electrician, maintenance of electrical machinery, Assistant domestic electrician, industrial machinery maintenance and equipment mechanic, air conditioning and refrigeration mechanic, beauty care and hairdressing assistant
Al Hussein Bun Abdullah II, VTI-QIZ,	Assistant domestic electrician, device repairs, air conditioning and refrigeration mechanics

Figure 20: Source: GIZ, Economic trends in Jordan's local job market, 2017

The geographical implication for project activities should take into account that most Syrian refugees live in the centre and north of the country (Amman and Mafraq and Irbid and Zarka). 81% of them live outside refugee camps.

3.7 Challenges of a Work-Based Learning Model

Introducing of work-based learning formally as a concrete part of training programmes started in 1977 through the newly established Vocational Training Corporation (VTC). It was used in implementing the apprenticeship training programmes that lead to skilled worker level initially and expanded later to semi-skilled and craftsman workers levels mainly in industrial and service sectors in Jordan. In conducting its training programmes VTC cooperates with micro, small, medium and large enterprises in labour market in Jordan where trainees spend about 50% of their training programmes' durations in companies work sites.

Legal reference for applying work-based training is based on the VTC law No. 11 of 1986 and labour law No. 8 of 1996. While law No 11 mandated VTC of providing apprenticeship training for youth and adults, the labour law identified requirements for conducting workplace training in enterprises in regard to working conditions, in company trainers, training contracts and VTC role.

The work-based training approach is becoming more popular in Jordan for both training providers and employers in labour market. More TVET providers are currently adopting work-based training in delivering all or some of their TVET programmes such as NET, some public and private community colleges' technical education programmes and Al-Hussein Technical University. On the other hand, more employers are currently convinced that work-based learning is an effective methodology for getting skilled workforce according to their actual needs.

Potential challenges in involving private enterprises in work-based learning and partnership with vocational training institutes according to the UNESCO study reports in Jordan conducted in 2018 and 2019 as well as feed-back from interviews with companies can be summarized as following:

:: Insufficient legislation to organize different aspects work-based learning such as apprentices' rights for social security and health insurance as other employees within companies.
:: Jordan labour market structure which is largely dominated (88%) by micro enterprises (less than 5 employees). Consequently, having less capacity to provide WB training opportunities in regard to intake number of trainees and effectiveness and efficiency of training on one hand and their capacity of recruiting graduates on the other hand.
:: The persistent weak economic situation in Jordan after 2009, where the annual GDP growth is relatively low (about 2.5%). This led to less development and expansion in business and its ability to create new jobs. It negatively affects the companies' willingness to partnership and cooperate in work-based training leading to employment opportunities.

:: Private sector employers' perspective on weak capabilities of TVET providers to cooperate and respond to their actual training needs.
:: In company training, particularly in SMEs takes place according to the daily tasks, which does not necessarily cover the required training programme's elements.
:: Insufficient training places for implementing work-based training in some areas in Jordan.
:: Perspective of some employers to the trainees as cheap labourers rather than trainees.
:: Unavailability/ shortage of qualified in company instructors/ mentors to follow up/ supervise trainees training progress.
:: Reservations of some interviewed companies in regard to training/ employment females and/ or Syrian refugees.
:: Interviewed companies concern regarding costs resulted from the in company training.
:: Unwillingness of some companies to cooperate in implementing work-based training.
:: Constraints related to female's participation in work-based training due to cultural issues or inappropriate working conditions for females.
:: Inadequate VTIs' capacity required for organizing and supervising work based training in cooperation and partnership with private sector companies.
:: Unavailability of training offers in VTIs in some areas/ governorates required to cover companies' needs in specific occupations.

It was also mentioned that successful work-based programmes included a sufficient preparation of the trainers on how to deal with the private sector companies and align the theoretical training with the practical one as well as training the trainees in behaviour and soft-skills. The concept of in-company trainers is not yet adopted in Jordan's private sector companies.

3.8 Influences of COVID-19 on the Employment Market

The Covid-19 crisis has a heavy impact on the economic development in Jordan. It is expected that a big number of companies either reduce their activities or are obliged to close down. The previously well developing tourism sector seems to be one of the most affected sectors. The sectors which are benefitting from the crisis are food processing, daily consumer goods, medical and personal equipment, manufacturing of hygiene products (sanitisers), pharmacy and the medical sector, call centre activities for delivery services and fibre optics installation.

Key informants from our assessment study indicated that the whole economy as such has been hit by the crisis, but the sectors particularly hit are the tourism and transport sector, garment (export oriented). Shisha cafes are particularly concerned by the crisis as hygiene standards are difficult to be met. 65% of the restaurants will be closed and employees are laid off as per the association of Jordan restaurants.

The export oriented agricultural sector is also affected as export markets have declined following the closure of borders. One agricultural company owner reported that he faced a decline of 50% and shifted to the disinfectant business where he could identify new arising opportunities.

In the renewable energy sector projects stopped and markets went down.

Refugees who had left the camps to work in other cities may be hit by lay-offs and risk returning into the camps.

Fafo has conducted a rapid assessment on the implications of the Codid-19 crisis for Syrians and Jordanians who had received support by ILO in May 2020[14].

The study finds that the most direct and immediate impact is the loss of permanent or temporary work. 26% of the sample interviewees report to have permanently dismissed from work and 35% have been temporarily laid off. The already weak Jordanian economy was hit directly by the lock-down measures.

Employed heavily in the informal sector, Syrian refugees but also a big proportion of the Jordanian worker are touched most imminently by the crisis. Informal workers work for enterprises without contracts, or they work on their own account, they therefore have weakly protected labour rights, they lack insurance and social protection schemes provided by employers in the formal private sector and by the government. At the same time, these workers are also among the most difficult to reach with policy measures aimed at mitigating the negative effects on their livelihoods. In crisis, non-written work contracts bring no protection and are the ones terminated without hesitation.

Another pattern that is not entirely unexpected is that the majority of those who have been permanently dismissed from their jobs have verbal or no contracts with their employers. This underscores the fact that employment formalised through written contracts plays an important role in times of crises, by reducing the vulnerability of workers from losing their job - be it temporarily or on a permanent basis. This becomes even more important for refugee populations already experiencing the challenges of finding stable employment to sustain themselves and their families. 35% of all Syrians who were in employment before the crisis had lost their jobs, 17% of all Jordanians.

The manufacturing sector seems to have introduced more support measures than the construction sector and social services are more maintained for Jordanian workers than for Syrian workers and more for women than for men.

The average income fell from 368 JOD to 215 JOD. 92% of individual respondents reported a decline in their household income.

The rapid assessment indicates that formalization and decent work are effective measures to support and protect workers during crisis situations.

In regard to workers in general and the practiced occupations within companies, most of the interviewees indicated that workers were instructed on procedures to be followed and precautions to be taken for mitigating COVID-19 infection risks. Also, workers were under more work pressure as enterprises were required to work with specific percentage of its regular employees. In some companies which converted its production to respond to emergent society needs due to the pandemic such as masks production, workers were trained on performing new tasks.

14 Fafo, Facing Double Crises, May 2020

4 Recommendations

4.1 Recommendations for Priority Sectors

The assessment of priority sectors based on reports and data from government resources (NCHRD, DoS) as well as relevant studies carried out by international organisations leads to general conclusions for priority sectors. It should be noted that the data and information analysed is a minimum of two years old.

Interviews with key informants give an insight into newer developments but the small number of interviews cannot give a representative view on those outcomes. Statements are rather a snapshot of needs in certain sectors and occupations on the semi-skilled worker level.

Agriculture

Modern techniques increase labour productivity and render the physical jobs more attractive especially for Jordanian workers. Hydroponics has been mentioned as the technology adapted to the Jordanian climate with great potential for bigger farms as well as on a self-sustaining level. New agricultural technologies contribute to economic growth and address sustainable development goals (water-saving agriculture).

All in all, the agriculture sector is an important sector for Jordan and provides a good development potential in terms of domestic needs and in combination with new technologies as well as export opportunities to the neighbouring countries and Europe for specific products.

The sector provides employment for Jordanians as well as Syrian refugees.

Manufacturing

The manufacturing sector is – as the agricultural sector – a labour intense sector with potential employment opportunities in the traditional garment industry and the uprising industry for disinfectants and similar products as well as personal protection equipment.

The sector provides employment for Jordanian and Syrian women. Satellite factories avoid challenges with long commuting between home and work (i.e. factory in Sahab).

Accommodation and food service

In our assessment study this sector is also referred to as the tourism sector. It is heavily impacted by the Covid-19 crisis but shows potential in the delivery area. As such, call centres provide good opportunities for female workers on a home-work basis avoiding difficulties related to personal security and night working hours.

Construction

Employment numbers predicted by government studies are affected by the Covid-19 crisis. However, the potential employment opportunities may revive as population related housing demand will not decrease in the long run. Related occupations are also needed in other economic sectors.

Cosmetics and hairdressing

Cosmetics and hairdressing also referred to as the beauty sector also shows an impact of the Covid-19 crisis. Consumer demand can be expected to take up again once social events resume, and social distancing will be managed in the day-to-day live as can be seen in other countries. Manicure and pedicure services are particularly in demand and offer good employment opportunities especially for female workers.

New developments

Sector having benefitted from the crisis that were not in the focus of previous studies worth mentioning as they have potential employment opportunities are:
:: Municipalities
:: Telecom: fibre optics deployment
:: Electrical vehicle maintenance. This is a new market expected to grow.

For the refugee population living in camps, employment opportunities tend to be more available in the surrounding locations rather than inside the camps.

4.2 Recommendations for Priority Occupations

The findings from the desk search, especially the extracts of occupational needs from the NCHRD studies matched against the ASCO classification for semi-skilled workers, reduce our recommendations to a very limited number of occupations. In meetings and interviews with companies or key informants it becomes clear that especially companies are in many cases not aligned with the ASCO classification as they often train workers on the semi-skilled level on the job. Our recommendations with regards to the occupations in demand by the labour market are therefore not limited to the definition of the semi-skilled occupations according to ASCO 2008.

Priority economic sector	Occupation in demand
Manufacturing	Packaging and filling worker, dough maker, bakers and pastry and sweets makers, machine operator, iron press operators, fabrics cutting worker, furniture carpenter assistant, wood furniture assembler, wood furniture assistant upholsterer
Wholesales / Trade	Salespersons
Agriculture	Agriculture worker (irrigation and fertilising, filling, and packing, spraying pesticides), crops picking, cattle feed preparer, hydroponic agriculture worker
Accommodation and Food Services	Waiter, call centre worker, cleaner
Construction	Assistant iron and rebar worker/ steel fixer, assistant carpenter, assistant plasterer, assistant plumber, assistant painter, assistant electrician
Cosmetics and Hairdressing	Manicure and pedicure worker
Other Sectors	Electrical vehicle maintenance assistant, elementary electrician, disinfectant sprayer for communities, mobile phone repair, electrical assistant for fibre optic deployment

4.3 Recommendations for Priority Geographical Areas

Based on the results of NCHRD sectors studies, other reviewed documents and conducted interviews with relevant stakeholders, the consultant team identified the following semiskilled occupational jobs that have high potential of providing training and employment opportunities disaggregated according to the targeted priority areas in Jordan. The identified jobs include emerging and other jobs required by companies and community in general.

4.3.1 Middle Region

As most companies are based in the central region of Jordan, a large number of occupations is in demand.

Amman and Zarqa governorates

Amman and Zarqa are adjacent and have almost the same economic activities. Therefore, training and employment needs in the two governorates are to a high extent similar.

Needed occupational jobs identified based on NCHRD sector studies:

Priority economic sector	Occupation in demand
Pharmaceutical manufacturing	Filling and packaging machines operator
Food, beverages and tobacco trade industry	Biscuits making unit operator, dough maker, bakers and pastry and sweets makers and Arabic bread maker.
Garment	Sewing machine operator, Over-lock machine operator, iron press operator, packing and packaging worker and fabrics cutting worker.
Furniture	Furniture carpenter assistant
Agriculture	Agriculture workers: Corps picking, irrigation and fertilizing, filling, and packing and spraying pesticides
Construction	Steel fixer assistant, shutter assistant, plasterer assistant, tiles installer assistant, plumber assistant, buildings painter assistant and buildings electrician assistant.
Tourism	Hookah waiter

Occupational jobs identified based on the consulted related reports, ILO garment and leather sector study and conducted interviews that include emerging and other jobs required by companies and community in general:

Emerging jobs:
:: Agriculture hydroponic system worker, photo voltaic system installer and sterilizing worker.

Other jobs needed by industry and community:
:: Shawarma maker, Fruits Juice cocktail preparer, animals meat preparer, chicken meat preparer, cashier, retail sales workers (diary, vegetables), industrial production/ packaging machines operators (chemicals, food processing, cartoon ...etc), embroidery machine operator, knitting machine operator, domestic appliances mechanic assistant, air condition installer, gypsum decoration installer assistant, bricks builder, tile setter assistant, blacksmith assistant, aluminium blacksmith assistant, and elderly and handicapped persons helper.

Self-employment occupations:
:: Vegetables pickling, medical plants drying, thyme preparing, jam making, dairy products making, vegetables and fruits drying, soap making and beekeeping.

4.3.2 Northern Region

The Northern region is predominantly characterised by the agricultural sector and related occupations as well as manufacturing and occupations related to sectors related to the daily necessities (bakeries, telecommunications, etc.).

Irbid governorate

Needed occupational jobs identified based on NCHRD sector studies:

Priority economic sector	Occupation in demand
Food, beverages and tobacco trade industry	Dough maker, bakers and pastry and sweets makers and Arabic bread maker.
Garment	Sewing machine operator, Over-lock machine operator, iron press operator and Fabrics cutting worker.
Agriculture	Agriculture workers: Corps picking, irrigation and fertilizing, filling, and packing and spraying pesticides
Construction	Steel fixer assistant, shutter assistant, plasterer assistant, tiles installer assistant, plumber assistant, buildings painter assistant and buildings electrician assistant.

Occupational jobs identified based on the consulted related reports and conducted interviews that include emerging and other jobs required by companies and community in general:

Emerging jobs:
:: Agriculture hydroponic system worker, photo voltaic system installer and sterilizing worker.

Other jobs needed by industry/ community:
:: Shawarma maker, Fruits Juice cocktail preparer, animals meat preparer, chicken meat preparer, cashier, retail sales workers (diary, vegetables), industrial production/ packaging machines operators (chemicals, food processing, cartoon, etc.), domestic appliances mechanic assistant, air condition installer, gypsum decoration installer assistant, bricks builder, furniture carpenter assistant, blacksmith assistant, aluminium blacksmith assistant and elderly and handicapped persons helper.

Self-employment occupations:
:: Vegetables pickling, medical plants drying, thyme preparing, jam making, dairy products making, vegetables and fruits drying, soap making and beekeeping.

Al-Mafraq governorate

Needed occupational jobs identified based on NCHRD sector studies:

Priority economic sector	Occupation in demand
Garment	Sewing machine operator, Over-lock machine operator, iron press operator and Fabrics cutting worker.
Agriculture	Agriculture workers: Corps picking, irrigation and fertilizing, filling, and packing and spraying pesticides
Construction	Steel fixer assistant, shutter assistant, plasterer assistant, tiles installer assistant, plumber assistant, buildings painter assistant and buildings electrician assistant.

Emerging jobs:
:: Agriculture hydroponic system worker, photo voltaic system installer, caravan maintenance worker and sterilizing worker.

Other jobs needed by industry and community:
:: Industrial production/ packaging machines operators (chemicals, food processing, cartoon, etc.), domestic appliances mechanic assistant, air condition installer, gypsum decoration installer assistant, bricks builder, furniture carpenter assistant, blacksmith assistant, aluminium blacksmith assistant, and elderly and handicapped persons helper.

Self-employment occupations:
:: Vegetables pickling, medical plants drying, thyme preparing, jam making, dairy products making, vegetables and fruits drying, soap making and beekeeping.

4.3.3 Southern Region

The South is scarce in job opportunities. One development project has been identified within the Wadi Araba development project for agricultural occupations as well as occupations related to farm maintenance. In addition, manufacturing occupations have been found to be present in the South.

Needed occupational jobs identified based on NCHRD sector studies:

Priority economic sector	Occupation in demand
Food, beverages and tobacco trade industry	Dough maker and Arabic bread maker.
Agriculture	Agriculture workers: Corps picking, irrigation and fertilizing, filling and packing and spraying pesticides.
Construction	Steel fixer assistant, shutter assistant, plasterer assistant, tiles installer assistant, plumber assistant, buildings painter assistant and buildings electrician assistant.

Occupational jobs identified based on the consulted related reports and conducted interviews that include emerging and other jobs required by companies and community in general:

Emerging jobs:
:: Agriculture hydroponic system worker, photo voltaic system installer and sterilizing worker. (In all southern governorates)

Other jobs needed by industry and community:
:: Shawarma maker, Fruits Juice cocktail preparer, animal meat preparer, chicken meat preparer, cashier, retail sales workers (diary, vegetables) (mostly in Aqaba).
:: Domestic appliances mechanic assistant, air condition installer, gypsum decoration installer assistant, bricks builder, tile setter assistant, blacksmith assistant, aluminium blacksmith assistant, and elderly and handicapped persons helper (in all southern governorates).
:: Housekeeping workers and waiters (Aqaba and Maan/ wadi Mousa).

Self-employment occupations:
:: Vegetables pickling, medical plants drying, thyme preparing, jam making, dairy products making, vegetables and fruits drying, soap making and beekeeping (in all southern governorates).

4.4 Recommendations for Refugee Camps

The Finn Church Aid study shows that the labour market inside the camps is an inflated sector that cannot expand further and the only potential that could be identified is self-employment. The interviewed households show an unemployment rate of 54% and partial unemployment rates of 43%. It was found that areas around the camps should be prioritised. The main findings are summarised according to the two locations: the Zaatari Refugee Camp and the Azraq Refugee Camp.

Zaatary Camp

Identified job opportunities on a semi-skilled level inside the Zaatary camp are caravan and car maintenance, heater maintenance, electricity maintenance and carpentry, soap production and decoration. Whereas the caravan maintenance is probably a typical inside-the-camp job, the heater and auto maintenance, carpentry and decoration and soap production can also be useful outside the camps.

Azraq Camp

Job opportunities in the Azraq camp are very limited. Finn Church Aid recommends encouraging inhabitants to start their own small businesses such as shops and home-based businesses.

4.5 Recommendations for Women

The garment sector has been identified as a sector with potential job opportunities for female semi-skilled workers. Within the garment sector, satellite factories in particular have shown good and acceptable female employment opportunities.

The agriculture sector with its good employment potential is also a sector attractive for female workers as it does not necessarily require childcare as children can accompany their mothers during the harvest activities. The sector also correlates with previous work experience of refugees.

4.6 Recommendations with Regards to the COVID-19 Crisis

In addition to the above-mentioned sectoral recommendations that include an analysis of the impact of the Covid-19 crisis, the following should be taken into account.

Job retention and self-sustainment/self-employment

Especially in the agricultural sector, training in certain areas can entail opportunities for self-sustainment. Trainings for target groups already in non-sustainable employment could be considered in view of achieving permanent employment or switching from informal to formal employment.

4.7 General Recommendations

The analysis of the available documentation on the Jordanian labour market has reveals some general recommendations. It is worth mentioning that several aspects are important to take into consideration when designing employment measures including semi-skilled training:

:: Accompanying youth until the signature of the employment contract, including application procedure for work permits, and a follow up after 3 and 6 months
:: Increase the age for vocational training opportunities up to 35 years instead of 32
:: Expand outreach to connect Syrian refugees with the labour market, including the establishment of employment service centres, also with the support of mobile applications
:: Training facilities can also be mobile to reach out to remote areas or to avoid travel distances
:: Provide an enabling environment for small and micro enterprise development inside the refugee camps and include information on the legal environment for marketing products outside the camp in training programmes
:: Soft skills are an important component of training programmes in addition to technical modules
:: Accompanying work-based training phases by trainers making sure that trainees adopt to the real work environments and accept work realities
:: Career path development important to keep motivation up.
:: Hands-on, practical experience is important and demanded by companies

At this stage, the following recommendations for the involved training providers include the following:
:: A training programme framework that include both off job and on-job training elements and content.
:: The provision of learning content materials, training facilities/ materials and trainers for the off-job training.
:: Secure training opportunities linked with employment for trainees through training and employment contracts with cooperated enterprises.
:: Monitoring the in-company training through organized periodic visits to trainees in enterprises.
:: With Enable project approval, training providers can train in other occupational jobs not included in the recommended list for training which proved to be needed in labour market in the area.
:: Employers to participate in interviewing candidates nominated for training and employment in their companies.

The concept of restricting the training offer to be limited to ASCO 2008 standards of jobs titles and its classification of semi-skilled level should be reviewed for the following reasons:
:: Job titles used by companies are not in line with those used in ASCO 2008.
:: ASCO 2008 is already 12 years old and needs to be updated as new jobs were introduced in the past 12 years.

Therefore, our recommendation is to adopt the criteria of maximum of 6 months training for the targeted jobs to be included in the programme. Interviewed companies revealed that the job reality does not take into account theoretical classifications on the semi-skilled level.
The training programme should therefore support the actual labour market needs and be able to attract more individuals for the training and job opportunities.

5

Annex

Interview Guide for Business Associations

submitted to
Enabel
Amman, Jordan
April 2020

Skills needs analysis and Mapping of private enterprises
with employment and PPP potential

Dear Sir, Madam,

This assessment is carried out by ICON-INSTITUTE with the support of Qudra2 action which implemented by Enable and funded by the German Agency for International Cooperation. The overall objective is to provide the evidence and make recommendations for important choices to be made regarding sectors or trades, and skills to be prioritized in vocational training. In addition, private enterprises will be identified to be partnered with vocational training providers in view of increasing the relevance of skills training, facilitating work-based learning and promoting employment of graduates.

The assessment questionnaire requires approximately 20 minutes. The information provided will be treated confidentially and will only be used anonymously for assessment purposes.

Thank you very much for your participation.

Name and type of the institution :

Geographical area : ☐ North ☐ Centre ☐ South

Governorate/ Address :

1. How do you evaluate on a scale of 1-3 the demand of economic sectors in Jordan for workers at semi-skilled level?

Sector	**1 (High)**	**2 (Medium)**	**3 (Low)**
Chemicals			
Pharmaceuticals manufacturing			
Construction			
Tourism			
Food, beverage and tobacco trade			
Agriculture			
Garments			
Furniture			
Cosmetics and hairdressing			
Electromechanical installation			
Maintenance and repair of motor vehicles			
Engineering and electrical industries			
Retail of automotive fuel in specialized stores			
Renewable energy			
Others (specify):			

2. Which sectors face difficulties in filling vacancies on the semi-skilled level?

Semi-skilled work level requires knowledge, skills and attitude for a job performance with a limited number of tasks. The duration of a training on a semi-skilled level does not exceed 6 months and can include on the job and/ or off the job training.

3. What are the most recurrent semi-skilled positions? How many workers work in those positions and how many vacancies do exist for those positions (if any)?

	Job / Occupation title	Sector	No. of existing workers	No. of Vacancies
1				
2				
3				
4				
5				
6				

a. If there are vacancies difficult to be filled, please identify.

b. For vacancies difficult to be filled, can you state the reasons?

Lack of applicants interested in the job	
Excess of competition from other employers	
Lack of practical experience	
Lack of applicants with the required skills	
Lack of applicants with the required motivations (attitude)	
Lack of formal qualification	
Job too heavy/time demanding	
Low remuneration	
Lack of prospects/career progression	
Seasonal work	
Other	

c. If it is the Lack of applicants with the required skills, can you state the type of lacking skills

Technical skills (practical and theoretical)	
Social / soft skills (communication, teamwork, customer handling skills, etc.)	
Basic cognitive skills (numeracy, literacy skills)	

4. Which training offer/programme (public or private) on the semi-skilled level is the most adapted to the labour market needs (companies are most interested in for recruitment purposes)?

5. Are your affiliated companies participating in work-based vocational training on a semi-skilled level?

Yes ☐ No ☐

a. If yes, please, indicate through which type of work-based training:

Apprenticeships	
Internships	
Provision of workspaces	
Work shadowing	

b. Did you face any challenges in participating in work-based training, if yes, please specify?

c. If your company is not yet participating in work-based training, would you be willing to participate in a work-based training approach?

Yes ☐ No ☐

d. If yes, please specify which type of work-based training your company would be interested in:

Apprenticeships	
Internships	
Provision of workspaces	
Work shadowing	

6. Are your affiliated companies willing to include trainees from the following backgrounds:

Vulnerable Jordanian youth	
With a Syrian refugee status	
Females participants	

7. Are your affiliated companies willing to employ graduates from semi-skilled training programmes?

Yes ☐ No ☐

8. Are your affiliated companies willing to nominate one or several employees as in-company trainers to participate in a short-term training course related to tutoring approaches?

Yes ☐ No ☐

9. Are you expecting an impact of the current COVID 19 crisis on the business of your affiliated companies?

Yes ☐ No ☐

a. If yes, what is the potential influence on existing occupations and the required skills?

No	**Occupation**	**Potential influence**
1		
2		
3		
4		
5		
6		

10. Additional remarks or information

End of the questions
Thank you for your participation!

Annex

Interview Guide for Private Sector Companies

submitted to
Enabel
Amman, Jordan
April 2020

Skills Needs Analysis and Mapping
of Private Enterprises with Employment and PPP Potential

Dear Sir, Madam,

This assessment is carried out by ICON-INSTITUTE with the support of Qudra2 action which implemented by Enable and funded by the German Agency for International Cooperation. The overall objective is to provide the evidence and make recommendations for important choices to be made regarding sectors or trades, and skills to be prioritized in vocational training. In addition, private enterprises will be identified to be partnered with vocational training providers in view of increasing the relevance of skills training, facilitating work-based learning and promoting employment of graduates.

The assessment questionnaire requires approximately 20 minutes. The information provided will be treated confidentially and will only be used anonymously for assessment purposes.

Thank you very much for your participation.

Name and type of the institution :

Geographical area : ☐ North ☐ Centre ☐ South

Governorate/ Address :

1. In which sector is your company situated? And what type of service and/or product your company is providing within the economic sector?

Economic Sector	**Service / Product**
Chemicals	
Pharmaceuticals manufacturing	
Jewellery	
Construction	
Tourism	
Food, beverage and tobacco trade	
Agriculture	
Garments	
Furniture	
Cosmetics and hairdressing	
Electromechanical installation	
Maintenance and repair of motor vehicles	
Engineering and electrical industries	
Retail of automotive fuel in specialized stores	
Renewable energy	
Others (specify):	

2. What is the expected trend for your annual turnover in % for the next 2-3 years?

3. Size: How many people does your company employ?

1-4 employees	
5-20 employees	
21-100 employees	
101-and more employees	

What is the percentage of semi-skilled workers? %

Semi-skilled work level requires knowledge, skills and attitude for a job performance with a limited number of tasks. The duration of a training on a semi-skilled level does not exceed 6 months and can include on the job and/ or off the job training.

4. What are the most recurrent semi-skilled positions? How many workers work in those positions and how many vacancies do exist in those positions (if any)?

	Job / Occupation title	No. of existing workers	No. of Vacancies
1			
2			
3			
4			
5			
6			

a. If there are vacancies difficult to be filled, please identify.

b. For vacancies difficult to be filled, can you state the reasons?

Lack of applicants interested in the job	
Excess of competition from other employers	
Lack of practical experience	
Lack of applicants with the required skills	
Lack of applicants with the required motivations (attitude)	
Lack of formal qualification	
Job too heavy/time demanding	
Low remuneration	
Lack of prospects/career progression	
Seasonal work	
Other	

c. If it is the Lack of applicants with the required skills, can you state the type of lacking skills

Technical skills (practical and theoretical)	
Social / soft skills (communication, teamwork, customer handling skills, etc.)	
Basic cognitive skills (numeracy, literacy skills)	

5. If you have employed graduates of public training institutes, what are your observations about their – performance in term of the technical and behavioural skills?

6. Is your company participating in work-based vocational training on a semi-skilled level?

Yes ☐ No ☐

a. If yes, please indicate through which type of work-based training:

Apprenticeships	
Internships	
Provision of workspaces, training facilities and equipment.	
Work shadowing	

b. Did you face any challenges in participating in work-based training?

Yes ☐ No ☐

If yes, please specify.

c. If your company is not yet participating in work-based training, would you be willing to participate in a work-based training approach?

Yes ☐ No ☐

If yes, please specify which type of work-based training your company would be interested in:

Apprenticeships	
Internships	
Provision of workspaces	
Work shadowing	

If not, can you please state reasons.

7. Would your company be willing to receive trainees from the following backgrounds?

Vulnerable Jordanian youth	
With a Syrian refugee status	
Female participants	

8. Is your company willing to employ graduates from semi-skilled training programmes?

Yes ☐ No ☐

9. Is your company willing to nominate one or several employees as in-company trainers to participate in a short term training course related to tutoring approaches?

Yes ☐ No ☐

10. Are you expecting an impact of the current COVID 19 crisis on your business?

Yes ☐ No ☐

If yes, what is the potential influence on existing occupations and the required skills?

No	**Occupation**	**Potential influence**
1		
2		
3		
4		
5		
6		

11. Additional remarks or information

End of the questions
Thank you for your participation!

Annex

Interview Guide for Vocational Training Providers

submitted to
Enabel
Amman, Jordan
April 2020

Skills Needs Analysis and Mapping
of Private Enterprises with Employment and PPP Potential

Dear Sir, Madam,

This assessment is carried out by ICON-INSTITUTE with the support of Qudra2 action which implemented by Enable and funded by the German Agency for International Cooperation. The overall objective is to provide the evidence and make recommendations for important choices to be made regarding sectors or trades, and skills to be prioritized in vocational training. In addition, private enterprises will be identified to be partnered with vocational training providers in view of increasing the relevance of skills training, facilitating work-based learning and promoting employment of graduates.

The assessment questionnaire requires approximately 20 minutes. The information provided will be treated confidentially and will only be used anonymously for assessment purposes.

Thank you very much for your participation.

Name and type of the institution :

Geographical area : ☐ North ☐ Centre ☐ South

Governorate/ Address :

1. How do you evaluate on a scale of 1-3 the demand of economic sectors in Jordan for workers at semi-skilled level?

Sector	1 (High)	2 (Medium)	3 (Low)
Chemicals			
Pharmaceuticals manufacturing			
Jewellery			
Construction			
Tourism			
Food, beverage and tobacco trade			
Agriculture			
Garments			
Furniture			
Cosmetics and hairdressing			
Electromechanical installation			
Maintenance and repair of motor vehicles			
Engineering and electrical industries			
Retail of automotive fuel in specialized stores			
Renewable energy			
Others (specify):			

Semi-skilled work level requires knowledge, skills and attitude for a job performance with a limited number of tasks. The duration of a training on a semi-skilled level does not exceed 6 months and can include on the job and/ or off the job training.

2. What are the most recurrent semi-skilled positions? How many workers work in those positions and how many vacancies do exist for those positions (if any)?

	Job / Occupation title	No. of existing workers	No. of Vacancies
1			
2			
3			
4			
5			
6			

a. If there are vacancies difficult to be filled, please identify.

b. For vacancies difficult to be filled, can you state the reasons?

Lack of applicants interested in the job	
Excess of competition from other employers	
Lack of practical experience	
Lack of applicants with the required skills	
Lack of applicants with the required motivations (attitude)	
Lack of formal qualification	
Job too heavy/time demanding	
Low remuneration	
Lack of prospects/career progression	
Seasonal work	
Other	

c. If it is the Lack of applicants with the required skills, can you state the type of lacking skills

Technical skills (practical and theoretical)	
Social / soft skills (communication, teamwork, customer handling skills, etc.)	
Basic cognitive skills (numeracy, literacy skills)	

3. What are the most requested skills of the private sector from workers at semi-skilled level?

4. Which of your existing training offer on the semi-skilled level is the most adapted to the labour market needs (companies are most interested in for recruitment purposes)?

5. Which training offer would you like to set-up to meet labour market needs on the semi-skilled level?

6. Does your institution participate in work-based vocational training on a semi-skilled level?

Yes ☐ No ☐

a. If yes, please, indicate through which type of work-based training:

Apprenticeships	
Internships	
Provision of workspaces	
Work shadowing	

Did you face any challenges in participating in work-based training, if yes, please specify?

b. If your institution is not yet participating in work-based training, would it be willing to participate in a work-based training approach?

Yes ☐ No ☐

c. If yes, please specify which type of work-based training your company would be interested in:

Apprenticeships	
Internships	
Provision of workspaces	
Work shadowing	

7. Would your institution be willing to include trainees from the following backgrounds:

Vulnerable Jordanian youth	
With a Syrian refugee status	
Female participants	

8. Is your institution willing to nominate one or several trainers to participate and/ or follow up practical in-company trainings

Yes ☐ No ☐

9. Are you expecting an impact of the current COVID 19 crisis on the labour market?

Yes ☐ No ☐

a. If yes, what is the potential influence on existing occupations and the required skills?

No	**Occupation**	**Potential influence**
1		
2		
3		
4		
5		
6		

10. Additional remarks or information

End of the questions
Thank you for your participation!

6 Data resources

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QUDRA2

Resilience for refugees, IDPs, returnees and host communities in response to the protracted Syrian and Iraqi crises

qudra-programme.org

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