



Labour Market: The Case of Vocational Training in Jordan

MAY 2014



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Labour Market: The Case of Vocational Training in Jordan

MAY 2014

ملخص نتائج الدراسة وتوصياتها في نهاية التقرير

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FOREWORD

Societies in the Levant have enjoyed a long native tradition of vocational occupations. The first vocational school, known as the Syrian Orphanage and later as the Schneller School, opened in Jerusalem as early as 1855 as a philanthropic institution offering academic and vocational training to hundreds of orphaned and abandoned Arab children – around the same time or before vocational training became formalized in parts of industrialised Europe – and graduating students skilled in such trades as tailoring, shoemaking, engraving, carpentry, metalworking, pottery, painting, printing, farming and gardening.

The Syrian Orphanage had to dissolve itself in Jerusalem during the early periods of WWII. It opened in the Beqaa Valley in Lebanon in 1952 and in Amman in Nov 1966, when the Schneller Vocational School was inaugurated by His Late Majesty, King Hussein.

Since the Schneller School started as an orphanage, the early concept of vocational training was designed to prepare orphans for a rewarding career and a living that garnered them the respect of society. These orphan skilled talents ushered the way for various certified vocational occupations, leading to the formalization and institutionalization of this type of training.

In 1976, the Vocational Training Corporation was established in Jordan. Once again a pioneer among other countries in this regard, Jordan supplied a vocational labour force comprising a diverse range of occupations. In the early to mid-1970's, with the increased demand from Gulf countries for highly educated and skilled labor, Jordanian workers began to emigrate in pursuit of better financial returns. The promise of upward mobility in the Gulf encouraged both parents and school graduates to seek exclusively academic career paths, rather than vocational tracks. It is then, as envisaged by many, that a cultural shift began with regard to vocational occupations. Vocational work and training became increasingly associated with students who failed to thrive in school, or dropped out. This shift marked a decline in society's opinion of vocational occupations, to the detriment of the labor system as a whole.

UNDP, and as part of its support to the youth employment, especially in the Jordanian host communities in Irbid and Mafrq, conducted a survey in eight governorates to better understand the labor market dynamics, especially with regard to the demand and supply of vocational education and training. This has presented a shift from earlier interventions concentrating on supply, through education and training, to tailored training that is totally demand driven and responds to the need of employers. UNDP completed the cycle through securing job opportunities for unemployed young people. The survey also sought to highlight career preferences among youth, and skills valued by employers, as well as the opportunities and challenges facing vocational training in the country, and especially at the local level. It also shows the potential of TVET as a channel to stem youth unemployment. We hope that the results of the study will be used by the various national stakeholders to better unleash the potential of vocational training as an important pathway to employment.

UNDP wishes to sincerely thank its partners in the undertaking of this study, without whose support this assessment would not have been possible: the Government of Japan for funding the study; Center for Strategic Studies (CSS)/Jordan University for conducting the field research; Muin Khoury for the analysis contained in the report; REACH (an initiative of ACTED, IMPACT Initiatives and UNOSAT) for conducting field research and developing the profiles and maps in this report, the Governorates and municipalities in the target areas, the Local Development Units of the Ministry of Interior and the Ministry of Labor.

Zena Ali-Ahmad
UNDP Country Director

EXECUTIVE SUMMARY

This report provides the findings of a study conducted between August and September 2013 across eight governorates to assess the status of the Technical Vocational Education and Training (TVET), perceptions of TVET amongst employed and unemployed youth, students, as well as the business community. The study also attempted to measure the appeal of TVET as a potential career path, as well as a potential supply of labour to business enterprises, awareness and knowledge of training centres and offerings to both youth and business community, and how the latter can benefit from TVET.

The study also explores the potential of TVET as a means of reducing youth unemployment of which estimate rate reaches to 47% – one of the highest rates in the world, according to the UNDP 2013 Human Development Report. To support this endeavor, UNDP Jordan contracted the Center for Strategic Studies (CSS)/Jordan University and REACH, to conduct this nationwide survey. In doing so, UNDP aims to assist the Government of Jordan with ongoing efforts to reform the TVET system, so that it is better attuned to the needs of the changing labor market and better equip Jordanian youth with the necessary skills to enter the workforce. Designing national employment programs in response to unemployment statistics is one thing, and understanding the challenges, choices, and inequities faced by the unemployed, is another. Without a clearer understanding of the dynamics that influence the job market, job-seeker marketability and employment opportunities, the success of national employment drives remains questionable.

The study included face-to-face interviews with 1,998 young people aged 16-26, and 2,525 business entities across various economic activities in the Governorates of Irbid, Mafraq, Ajloun, Jerash in the North, Balqa in the Centre, and the Governorates of Karak, Tafleh and Maan in the South, in addition to telephone interviews with 58 hotel establishments. The primary data collected also offers a scan of young people's career preferences, technical and life skills valued by employers, as well as the opportunities and challenges of synchronizing the demands and supply sides of the labour market.

The findings show that a tiny minority of less than three percent of youth surveyed had a formal vocational training and less than 10% had some form of vocational training, and that a minority of 15% of businesses in the surveyed Governorates employed TVET trained workers, mainly small businesses employing 1-3 workers. The findings also show a major concentration of those small businesses in Irbid and Balqa which highlight the imbalance of economic reward in the country beside the fact that the overwhelming majority of businesses are small and self-owned.

There is also a lack of orientation and interest in TVET by the youth, and lack of awareness of TVET centres or their offerings in their area of residence. However, there seems to be a growing interest in entrepreneurial initiatives, such as establishing a business or vendor shops in the fields of personal care, computer and communications, traditional trades or car repair.

On the demand side, the study also confirmed the gender disparity in the work force, and that over half of employed youth work as monthly, weekly or daily wagers rendering them to discriminate lack of labour protection as well as low pay, not exceeding the minimum wage in 40% of the cases. Only 10% of surveyed businesses were in need of additional labour which does not bode well for either TVET graduates or employment drives.

Finally, the study shows that work ethic and life skills are equally important criteria for employers as technical knowhow and experience, and that previous experience in form of internships, short term placements and on-the-job training are key to finding suitable employment.

In complimenting the ongoing efforts to reform the TVET system, the study recommends policy recommendations that relate to legal protection of wagers, minimum pay structures for graduates and trainees, career guidance and entrepreneurial assistance, and most importantly raising awareness of youth and parents of the benefits of TVET, the existence of TVET centres and offerings and the potential of vocational careers and occupations.

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INTRODUCTION

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1. INTRODUCTION

1.1 BACKGROUND

Jordan's population is marked by its youth. Almost 67% of Jordanians are under the age of 29 and 76% are under age 34, according to 2012 estimates by the Jordanian Department of Statistics. Youth in the 15-24 age group make up an estimated 22% of the population. At the same time, the country's population exhibits markedly high unemployment rates, particularly among young people.

Although vocational training in Jordan has been institutionalised since 1976, it is not widespread. To partially alleviate youth unemployment, the Government of Jordan has undertaken a rigorous vocational training reform initiative led by the Ministry of Labour's Vocational Training Corporation, in which training programmes are re-evaluated and curricula was updated and modernized to suit rapidly-changing labour demands. One such effort has focused on the hospitality and tourism sector, which accounts for 11% of Jordan's GDP and directly employs around 44,000 workers.

According to a 2013 USAID Tourism Project, fewer than 2% of Jordan's school graduates currently opt for a vocational occupation. Despite the fact that vocational training offers a diverse range of options, a number of factors have contributed to negative perceptions of and minimal participation in Jordan's Technical Vocational Education and Training (TVET): absence of counseling, lack of encouragement from parents and family, peer pressure, biased university admission criteria, the declining value of work and wages, and the influx of migrant workers who have replaced Jordanian labour or skilled talent in many fields and sectors.

In addition, vocational training has acquired a social stigma among both students and parents – a stigma which associates such training with academic non-achievement. Particularly in the absence of institutional counseling, parents and family members are the main source of career guidance, and may be contributing to vocational training's persistently low participation rates and continued image problem.

This study is intended to provide policy recommendations and inform ongoing efforts toward reforming the TVET system, so that it is better attuned to the current

socioeconomic environment. In particular, the study seeks to support the development of a demand-driven training system reflective of the needs of employers, private sector, and changing labour market. In addition, it aims to address unemployment issues, especially among youth and women, and to better equip Jordanian youth with the necessary skills to enter the workforce. In the long term, it is hoped that this study will help to improve economic productivity and youth employment, and enhance growth potential.

While existing studies have looked at the needs of the labour market, this study aims to identify both the labour demands of employers, and the labour supply of young people and vocational training providers. The study takes this approach with the understanding that capturing the needs of both the demand and supply sides of the labour market will lead to better-informed policy recommendations.

1.2 OBJECTIVES

The objectives of this study are as follows:

- Provide in-depth data to clarify the vocational training needs of Jordanian youth;
- Provide information on the skills sought by the local labour market;
- Inform the development of an effective youth employment portal and vocational training programme which offers career counseling, planning services, and educational support to develop skills and improve employment prospects; and
- Strengthen the capacity of stakeholders to design and implement an effective vocational training programme, according to the needs of each governorate.

1.3 RESEARCH METHODOLOGY AND SAMPLING

Three different samples were generated for this study. The first consisted of a youth sample, drawn from the eight governorates of Irbid, Mafraq, Ajloun, Jerash, Balqa, Kerak, Tafelah, and Ma'an, in which youth between the ages of 16-26 were surveyed in face-to-face interviews. The second consisted of a proportional sample of businesses from various economic sectors, across the same eight governorates, in which face-to-face interviews were conducted with business owners or managers. The third comprised a random sample of hotels from six governorates (Amman, Balqa, Madaba, Irbid, Ma'an, and Aqaba), in which a questionnaire was administered over the telephone with a representative from the hotel's human resources department.

A comprehensive survey was designed and administered to each of the three samples. Key points were included in the design of the survey, specific to each sample group.

For the youth sample, the questionnaire included the following:

- Demographic information
- Economic profile of the respondent
- Educational achievement (TVET and academic education)
- Skill or occupational preferences
- Perception of self-employment
- Vocational training and internship

The business survey included the following:

- Profile of business
- Employee information
- Perception of TVET-trained and untrained personnel
- Labour needs
- Relationship with TVET centres
- Willingness to receive interns
- The hotel survey included the following:

Hotel and employee profile

- Perception of TVET-trained and untrained personnel
- Training and internship

Data was collected over three weeks, from August 16, 2013, to September 7, 2013. Under the supervision of CSS, 40 data collectors and ten field supervisors were involved in the data collection process. In the face-to-face interviews conducted with youth and businesses, Android-based smart phones were used to record the answers. Data recorded with the phones were transferred to a central server at the end of each work day, and were compiled together with responses from the previous day(s).

1.3.1 Youth Sample

A stratified cluster sample was used to generate the youth sample. (This technique is used when a simple random sample cannot be drawn, for instance due to the lack of information available from a civil registry.) A stratified cluster sample requires data on the administrative and geographical divisions of the study region, which in this study was obtained from the Department of Statistics (DOS) and CSS. Deriving a stratified cluster sample involved a multi-stage design process, carried out as follows:

The Jordanian population was sectioned into three primary sampling units (also known as clusters): rural, urban, and administrative divisions.

A sample was drawn from each governorate, in which the sample size was proportional to the population size of the governorate. Sub-samples were then taken from each primary sampling unit using the proportional distribution method.

Each sub-sample was examined to classify and identify only Jordanian households.

After determining the spatial distribution of Jordanian households within a primary sampling unit of each governorate, a final sample was systematically drawn to ensure a representative sample.

The resulting sample consisted of 50% males and 50% females between the ages of 16-26, with a 2.5% margin of error. The table below shows the distribution of the sample drawn from the eight governorates:

1. INTRODUCTION

Table 1.1: Youth Sample distribution among the eight surveyed governorates

Geographic Region	Governorate	Sample Size	Percentage of Total Sample (%)
Center	Balqa	388	19.4
	TOTAL	388	19.4
North	Irbid	731	36.6
	Mafraq	171	8.6
	Ajloun	111	5.6
	Jerash	111	5.6
	TOTAL	1,124	56.4
South	Kerak	218	10.9
	Tafelah	140	7
	Ma'an	128	6.4
	TOTAL	486	24.3
OVERALL TOTAL	8	1,998	100.0

1.3.2 Business Sector Sample

Table 1.2: Distribution and total number of businesses surveyed from each governorate

Geographic Region	Province	Number of Businesses in the Sampling Frame (DOS)	Percentage of Total Sample (%)	Number of Businesses in the Sample	Percentage of Total Sample (%)
Center	Balqa	8,099	14.6	377	14.9
	Total	8,099	14.6	377	14.9
North	Irbid	26,785	48.6	1,246	49.3
	Mafraq	4,721	8.6	196	7.8
	Ajlooon	3,513	6.4	124	4.9
	Jarash	2,670	4.8	156	6.2
	Total	37,698	68.4	1,722	68.2
South	Karak	5,244	9.5	239	9.5
	Tafelah	1,701	3.1	78	3.1
	Ma'an	2,417	4.4	109	4.3
	Total	9,362	17	426	16.9
OVERALL TOTAL	8	55,150	100.0	2,525	100.0

The second sample group consisted of businesses from four major sectors which are active in the eight Jordanian governorates: industry, trade, transportation, and services. A representative, proportional sample of each business sector was drawn from each governorate. This was done using a two-step process:

- A sample of each business sector was obtained from the administrative and geographical divisions published by the Department of Statistics (DOS) 2011 Economic Enterprises Census. The sample size was proportional to the size of the business sector and governorate.
- The sample was then proportionally stratified into rural, urban, and administrative areas.
- This two-stage approach carries a margin of error of $\pm 2.5\%$. Table 1.2 shows the distribution and total number of businesses surveyed from each governorate for the study.

1.3.3 Hotel Sector

For the third sample group, 58 hotels from six governorates were surveyed by phone. The Table 1.3 shows the distribution and total number of hotels surveyed from each governorate for the study.

Table 1.3: Distribution and total number of hotels surveyed from each governorate

Province	Count	Percentage of Total Sample (%)
Amman	34	58.6
Balqa	4	6.9
Madaba	3	5.2
Irbid	1	1.7
Ma'an	10	17.2
Aqaba	6	10.3
Total	58	100.0

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SURVEY FINDINGS **2**

2. SURVEY FINDINGS

2.1 YOUTH

This section provides the results of the data analysis of the youth sample, representing the supply side of the labour market. For this sample, an equal number of male and female youth aged 16-26 were interviewed face-to-face in their homes. 39% of these were aged 16-18, or school-age. (Figure 2.1)

2.1.1 Socioeconomic Profile

The study survey for the youth sample examined social and economic vulnerability indicators, including: the number of household members; the number of household members who earned an income; the number of disabled household members; and youth literacy. Roughly half of the youth sampled (47%) came from households with 5-7 members, 26% with 8-10 members, 20% with 2-4 members, and 7% with more than 10 members. With regard to income earners, a slight majority of youth (53%) came from homes with one income earner, 29% with two earners, and 9% with three earners.

The vast majority of surveyed households (96%) did not have any member with a disability, while 4% cited having one, and 0.6% more than one. Less than 1% of youth surveyed said they had a form of disability, limited to either a hearing or spinal disability. 96% of surveyed youth were literate.

2.1.2 Employment Status

With regard to employment status, 20% of surveyed youth were engaged in the labour force: 16% were employed full-time and 4% were self-employed. 7% were housewives. In contrast, nearly half (48%) of surveyed youth were full-time students. 1% were students with full-time jobs and another 3% had part-time jobs.

21% of youth were unemployed, but fewer than 1% were actively looking for a job. (Figure 2.2)

Excluding students – almost half the youth sample – 33% of those surveyed were employed full-time and 9% were self-

employed (a total of 42%), while 43% were unemployed, 14% housewives, and only 1% looking for a job.

Unemployed youth were largely concentrated in urban centres like Irbid and Balqa, and to a lesser extent in the Karak Governorate. However, the percentage of unemployed youth from the total youth population was the highest in Ajloun. Two-thirds of unemployed youth were in the 22-26 age group, female, and at the Tawjeehi level or below.

Employed youth were concentrated in Irbid, Balqa and Karak, as well. 58% of those were in the 22-26 age group, 67% of whom were female, and had at a minimum completed Tawjeehi. Most housewives had an educational background at the middle school level or had completed Tawjeehi.

2.1.3 Type of Youth Employment and Income

Among youth engaged in any form of employment, including students with either full-time or part-time jobs – 24% of the youth sample – more than half (54%) worked in the service sector (public or private), or 13% of the total youth sample. The overwhelming majority of females in the 22-26 age group had found their way to the service sector, compared to half of the males in the same age group. 23% (mainly male) worked in private businesses (or 6% of the total sample), 15% worked as skilled wage labourers (or 4% of the total sample) and only 6% as unskilled wage labourers (or less than 2% of the total sample). Almost two-thirds (61%) of employed Jordanian youth were employed by local businesses in their immediate communities.

Those who engaged in farming were less than a fraction of 0.5% of the total sample – a clear indication that Jordanian youth either are not interested in agriculture, or lack the means or know-how to start up enterprises in that sector.

The agricultural industry, as it seems, would continue to rely solely on migrant workers.

With regard to salary, 11% of employed youth earned a monthly salary of less than JD 100, 26% less than JD 200, roughly one-third between JD 201-300, 24% between JD 301-400 and 4% between JD 401-500. Just 1% generated a monthly income of JD 500 or more. This level of pay reflects the average salary range in the service sector – particularly in the government – and for unskilled or skilled wage-earners.

Fig. 2.1 - Youth Age Groups

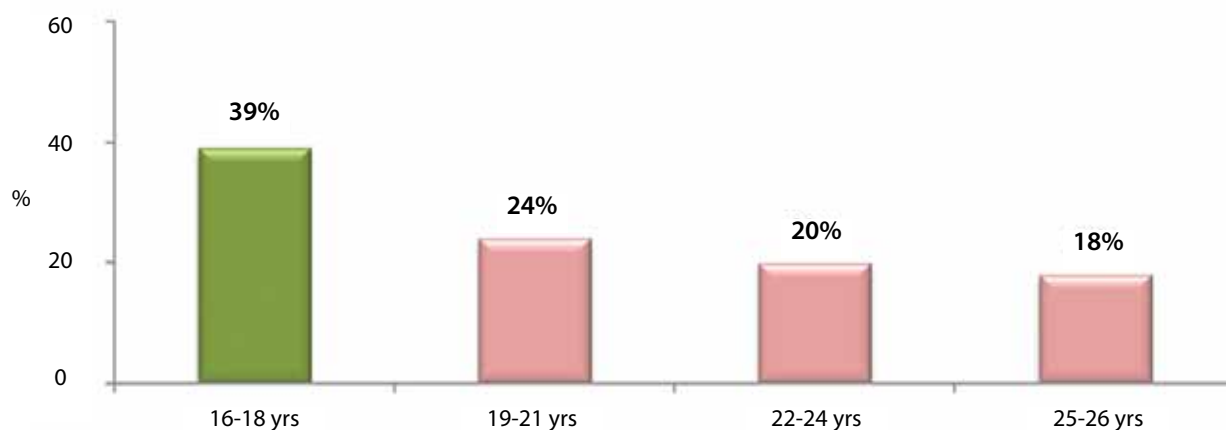


Fig. 2.2 - Youth & Employment

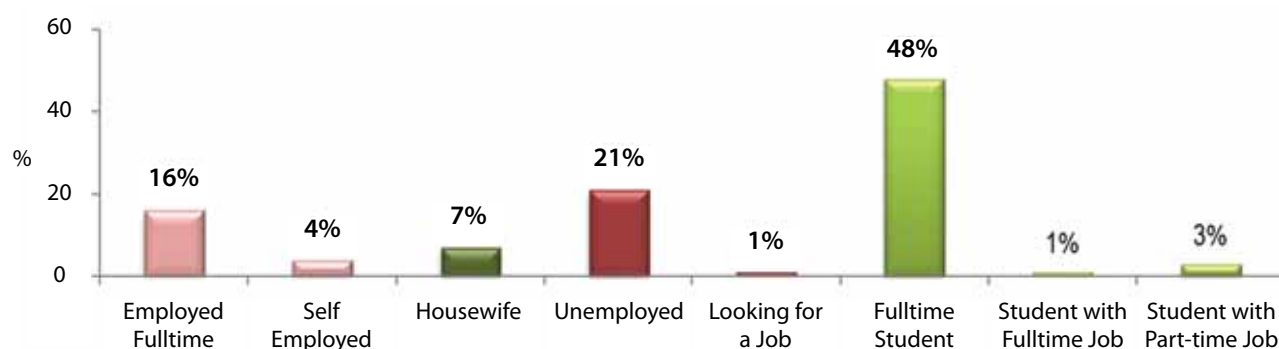


Table 2.1: Employment status by education

	Primary	Middle	Secondary	Tawjeehi	TVET Certificate/ Diploma	Higher Education	Total
Employed Full-time	3%	14%	13%	36%	8%	26%	100%
Self-employed	8%	22%	22%	23%	4%	21%	100
Unemployed	2%	18%	17%	36%	4%	24%	101
Housewife	4%	22%	12%	42%	4%	17%	101

Figures are rounded to the nearest percent.

2. SURVEY FINDINGS

2.1.4 Youth Education and Vocational Training

There are currently three providers of vocational education and training in Jordan:

1. **Vocational training provided as part of the scholastic vocational training (Comprehensive Secondary Vocational Education) run by the Ministry of Education.**

This programme offers vocational training in industrial education, home economics, hospitality and tourism, and agricultural education to 10th graders who select vocational education. Graduates of Secondary Vocational Education can decide to enter the labour market or continue to community colleges in their field of vocational specialization or academic education. A Secondary Education Certificate (Tawjeehi) is a pre-requisite.

Website: <http://www.moe.gov.jo/Directorates/DirectoratesMenuDetails.aspx?MenuID=931&DirectoratesID=26>

2. **Vocational Training provided by the Vocational Training Corporation that is run by the Ministry of Labour:**

This programme offers vocational training in air conditioning, sanitary installation, food industry, general electricity, car electrics, leather and textile industry, electronics, sales and commercial services, beauty and personal care, traditional crafts, hotel and tourism, automotive technician training, computers and IT, and printing professions.

Website: <http://vtc.gov.jo/vtcar/>

3. **Vocational Training through the National Employment and Training Corporation, run with the assistance of the Jordanian Armed Forces.**

This programme offers vocational training for carpenters and construction workers, blacksmiths, masons (stone and brick-building), plasterers, tile-setters, painters and decoration, Arabic and western carpenters, aluminum blacksmiths, electricians, central heating technicians, plumbing, and air-conditioning technicians.

Website: <http://net.mil.jo>

Surveying youth who identified themselves as literate (97%) about their educational backgrounds, 98% said they were educated through the national school system, while just 2% had some vocational training outside the school system.

Almost half of the literate youth (45%) surveyed had not completed secondary education – 20% of females and 25% of males. 37% had only obtained their Tawjeehi certificate – 17% of males and 20% of females.

15% had completed tertiary education – 5% of males and 10% of females. (Across all education levels, the lack of a sizeable gap between male and female education rates is notable, given that the female contribution to the labour market is much lower.)

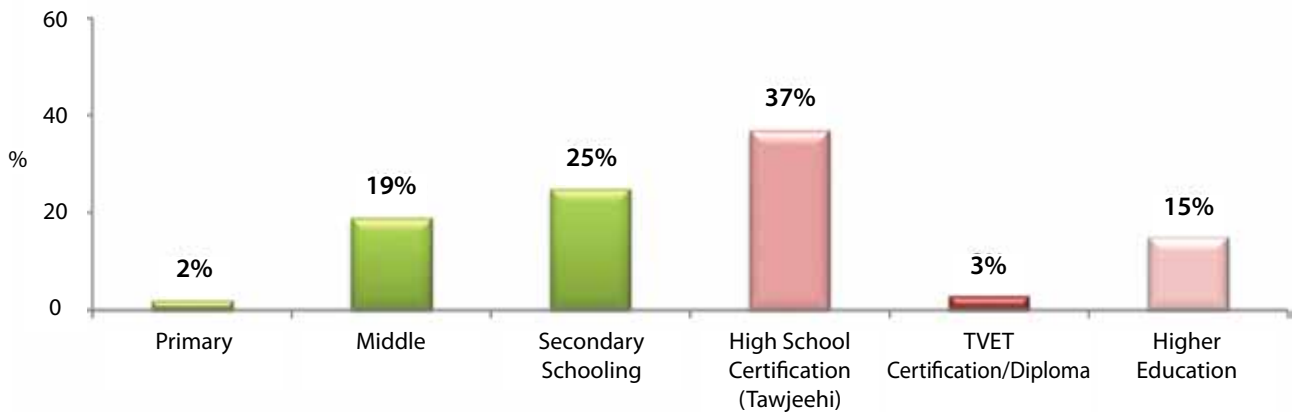
Again, however, **fewer than 3% of literate youth had a TVET certification or diploma obtained at community colleges** within the vocational education programme. This indicates that Jordanian youth and their mentors, whether at school or home, are not oriented towards vocational training nor, consequently, vocational occupations. The low participation rate appears to reflect a cultural shift from the past, when Jordanians opted for vocational occupations and society held those occupations in high regard. It may also reflect a lack of awareness of the existence of TVET centres or their offerings, a lack of understanding of vocational training's potential benefits, as well as lax admission requirements or inconsistent criteria used by higher academic institutions.

2.1.5 Technical and Vocational Education Training (TVET)

The Jordanian Ministry of Labour has recommended reforming the Technical and Vocational Education Training (TVET) programme (Vocational Training Corporation) in order to provide the Jordanian labour market with needed skills and competencies, support economic growth, and enhance the competitiveness of Jordanian enterprises.

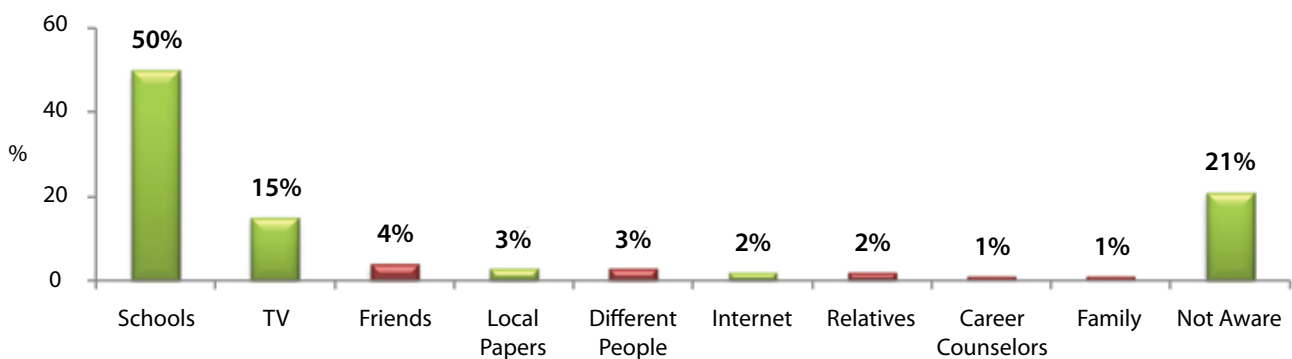
When asked, as many as 78% of youth surveyed were aware of TVET centres, while 22% were not. Of those who were aware of the centres, 63% (or 50% of the total youth sample) heard about TVET centres at school, when they were given the choice of opting for vocational education in the 10th grade – Industrial Education, Home Economics, Hospitality and Tourism or Agricultural Education. 19% of those who were aware of the TVET centres had heard

Fig. 2.3 - Summarizes the level of education attained through the national education system



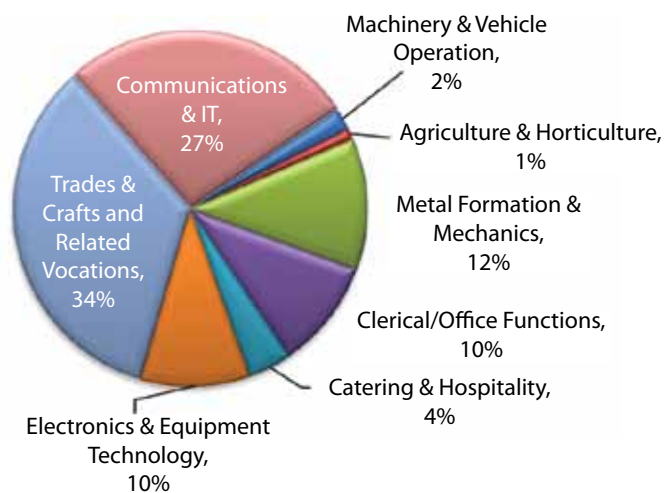
Figures are rounded to the nearest percent.

Fig. 2.4 - Youth TVET Centre Awareness



Figures are rounded to the nearest percent.

Fig. 2.5 - Selected TVET Courses



Figures are rounded to the nearest percent.

2. SURVEY FINDINGS

about them on television, 6% in other mass media, 6% from friends, and 3% from other people. **However, the role of career counselors and family members was marginal**, at less than 1% each, and only 2% had heard about the centres from other relatives. (Figure 2.4)

Accordingly, any future awareness drives ought to address parents and family members and encourage them to promote TVET as a rewarding career path. This will also help mitigate any stigma against vocational careers or occupations and advance the idea that they are respectable and dignified.

Although the majority of youth respondents were aware of TVET centres, only 10% had received a form of TVET training at some time. Among those who had had TVET training, 86% (or 7% of the total sample) took one course, and 10% (or 1% of the total sample) took two courses.

Training in trades and crafts (34%) and communications and IT (27%) was the most popular. (Figure 2.5)

2.1.6 Motivation and Evaluation of TVET

With regard to the motivation behind engaging in certain TVET courses, 57% of those who had received some form of TVET training (or 4% of the total sample) selected a particular course based on their interests. 36% (or 3% of the total sample) did so according to labour market demands. (Figure 2.6)

In general, TVET trainees who had taken one or more courses expressed a high degree of satisfaction with the TVET courses they attended. 80% were either satisfied or very satisfied, while 16% were partially satisfied; only 4% were not satisfied.

Among youth trained at TVET centres, 39% (3% of total youth sample) indicated that TVET training helped them obtain employment, while 53% said it was not helpful.

Table 2.2: Usefulness of TVET training in obtaining employment among TVET trained youth

Usefulness of TVET Training in Obtaining Employment	Count	Percent (%)
Yes	58	39
No	80	53
Partially	12	8
Total	150	100

Figures are rounded to the nearest percent.

Among the youth that did not opt for any TVET training (or 90%), 55% said they opted to pursue higher education. 23% opted against TVET training due to a lack of TVET courses matching their interests, 13% due to long commuting (mainly in Balqa and Irbid), 4% due to lack of economic resources, and 3% because they were not aware of any TVET. (Figure 2.7)

With regard to those who cited a lack of TVET courses matching their interests, the variety and comprehensiveness of training programmes offered by the three TVET vocational institutions (as discussed in Section 2.1.4) may indicate a lack of awareness of the various TVET offerings, centre locations, or otherwise lack of interest. This assumption is reinforced by the following findings in Section 2.1.7.

2.1.7 Demand for TVET Training

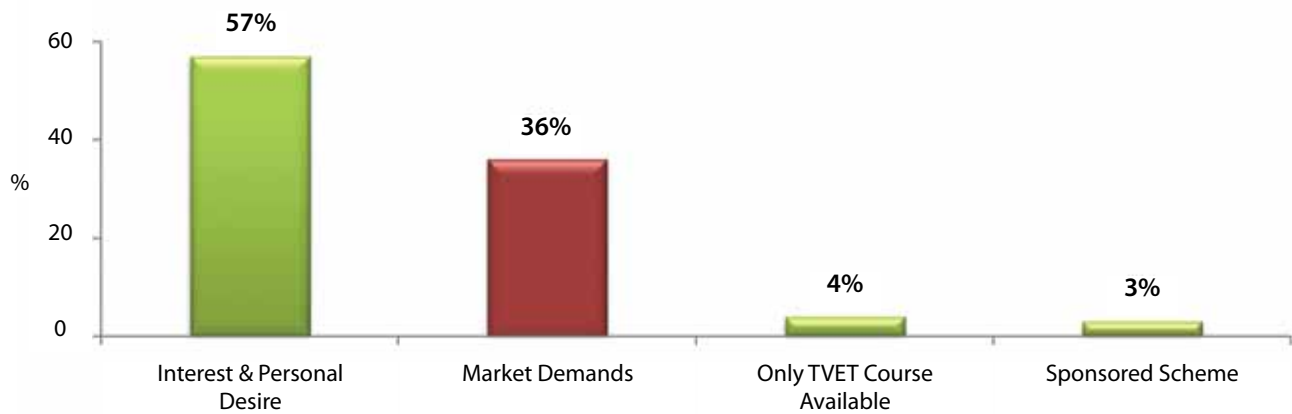
When asked whether they knew of any TVET centres near where they lived, 39% of surveyed youth said they were aware of such centres, as opposed to 61% who were not.

In other words, nearly two-thirds of those surveyed were not aware of any centres near their area of residence.

Of those who were aware, 59% (or 23% of the sample surveyed) said they knew the sort of courses that were offered. More males than females (47% versus 31%, respectively) were aware of nearby TVET centres or training course offerings.

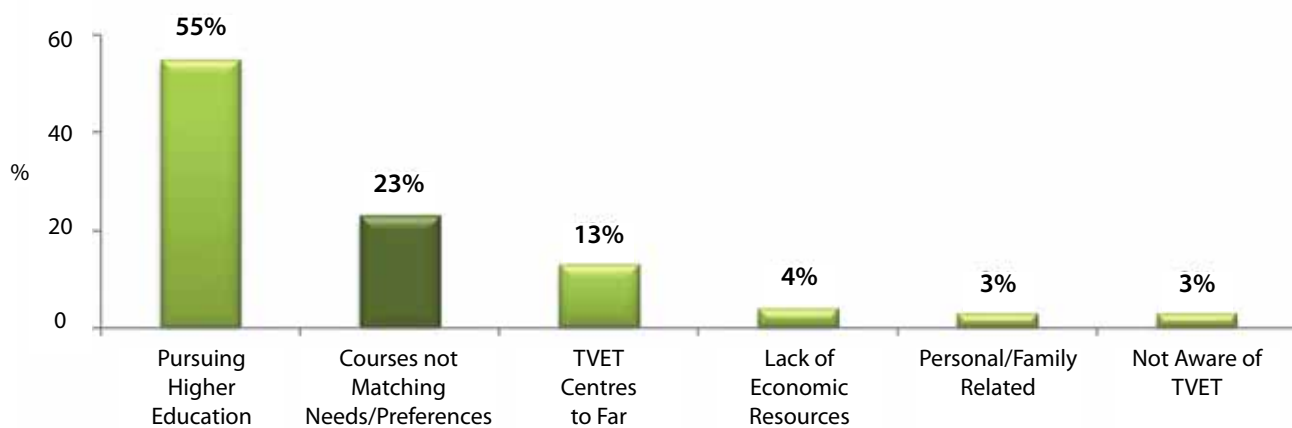
When asked whether they would generally be interested in participating in any vocational training course, if they had not done so already, 60% said they were not interested. Of those who were interested, 13% indicated interest in courses related to trades and crafts and related vocations, 11% in communications and IT, 5% in metal formation and mechanics, 4% in electronics and equipment technology, 4% in clerical and office functions, 2% in catering and hospitality, 1% in machinery and vehicle operation, and 1% in agriculture and horticulture. (Figure 2.8)

Fig. 2.6 - Factors Influencing TVET Selection



Figures are rounded to the nearest percent.

Fig. 2.7 - Factors Influencing NON-TVET Selection



Figures are rounded to the nearest percent.

2. SURVEY FINDINGS

Interest in TVET courses (Fig 2.8) in the highest-scoring specializations is as follows:

Trades, Crafts, and Related Vocations (13% of sample): Higher female interest

- Hairdressing, personal care and beauty treatment – 52%
- Leather, clothing and apparel (tailoring) – 30%
- Carpenter or upholster – 7%
- Other – 11%

Communications and IT (11% of sample): Similar interest by males and females

- Communications technology – 28%
- Software applications – 27%
- Automatic control technology – 18%
- Computer maintenance and networking/wiring – 10%
- Graphic design – 6%
- Other – 11%

Of those (the remaining 40%) who said they generally would be interested in participating in a vocational training course, 63% were driven by personal interest and desire, while only 35% were driven by market demand.

Here, career counseling and other information tools could provide youth with more guidance, in identifying TVET as a step towards a rewarding career.

A majority of youth or 69% agreed that a skill qualification from a TVET centre would help them find employment and 22% setting up an own business. Of these, most identified it as an advantage in gaining employment in the private sector: Over half (55%) believed that some amount of TVET training would help in obtaining employment in the local private sector, and 21% believed the same was true in the national private sector. Only 17% cited employment in the public sector at the local or national levels as likely to be more easily obtained with TVET training.

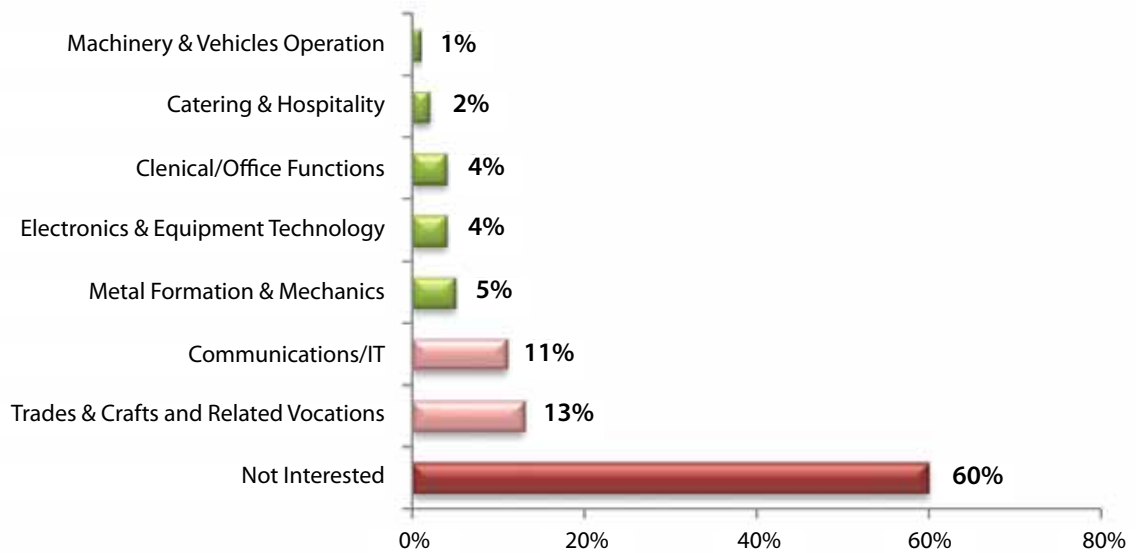
With regard to course preferences, the data reflected clear gender differences. 72% of females showed interest in training courses related to trades, crafts, and related vocations, and 70% in clerical or office functions, while 97% of males showed interest in courses related to metal formation and mechanics, and 94% in machinery and vehicle operation. (Table 2.3)

Table 2.3: TVET training courses of interest by gender among people aged 16-26

TVET Training Course of Interest	Male (%)	Female (%)	Total (%)
Communication / IT	55	45	100
Trades & Crafts and Related Vocations	28	72	100
Electronics and Equipment Technology	62	38	100
Catering & Hospitality	61	39	100
Clerical/Office Functions	30	70	100
Metal Formation and Mechanics	97	3	100
Agriculture & Horticulture	80	20	100
Machinery & Vehicle Operation	94	6	100

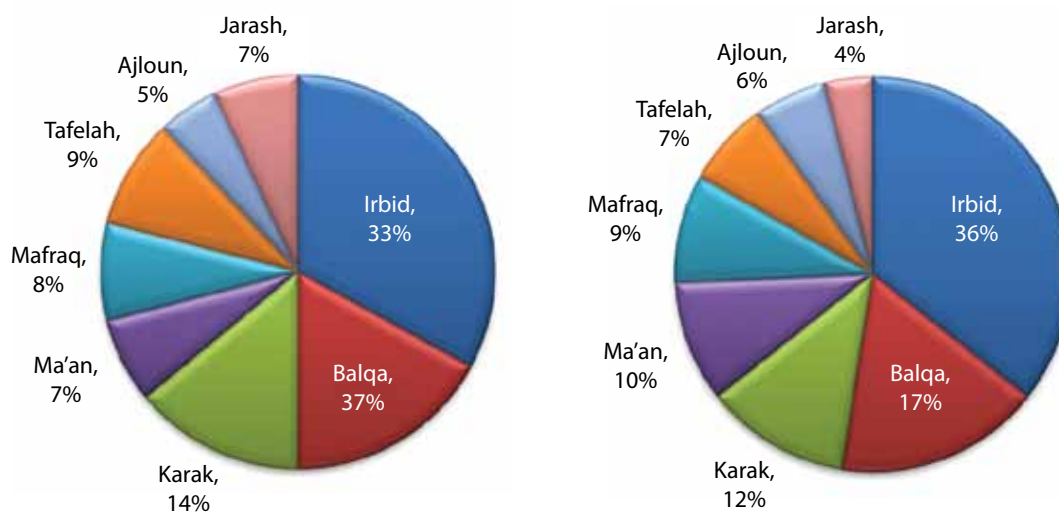
Figures are rounded to the nearest percent.

Fig. 2.8 - Interest in TVET Courses



Figures are rounded to the nearest percent.

Fig. 2.9 & 2.9.1 - Level of interest in the two highest scoring sectors by governorate



Figures are rounded to the nearest percent.

2. SURVEY FINDINGS

2.1.8 Entrepreneurial Interest

Across all governorates, 27% of youth surveyed expressed interest in entrepreneurial initiatives such as starting a business. Of these, 72% were interested in establishing a business venture locally, 24% outside of their district, and 5% overseas. More males than females were interested in entrepreneurial initiatives. However, the data indicated a strong interest by females in “hairdressing, personal care and beauty treatment;” accordingly, female entrepreneurs may be more willing to pursue initiatives in this sector.

Among areas of entrepreneurship, respondents cited interest in: tailoring and personal care at 27% (mainly in Irbid, Balqa, Karak, and Tafilah, and chosen predominantly by females); followed by trade at 15%, (mainly in Irbid, Balqa, and Karak); computers and communications at 7% (mainly in Irbid and Balqa); trades, crafts, and related vocations (carpentry, ironmongery, welding etc.) at 7%; automotive mechanics at 6% (mainly in Irbid and Balqa); construction at 4% (mainly in Irbid); and others. (Figure 2.10)

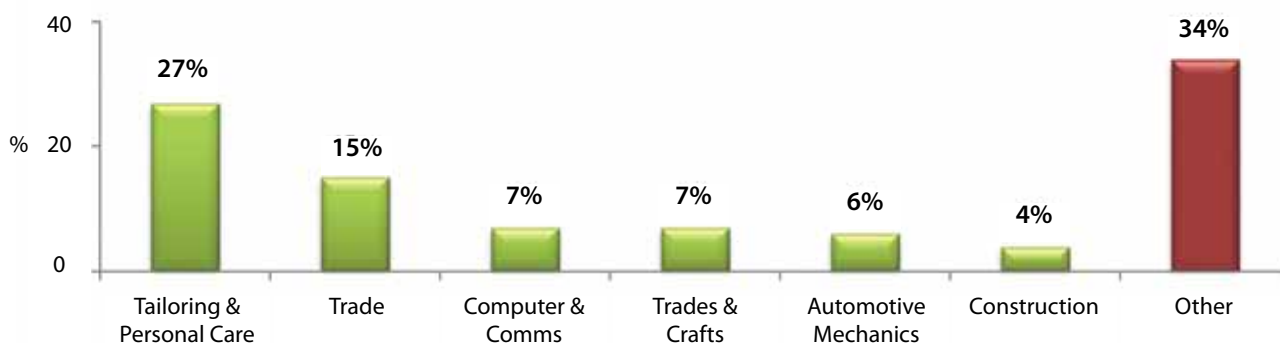
In addition, nearly half (47%) of those who expressed interest in entrepreneurial initiatives believed there were goods and services lacking in their community that could be provided through certain entrepreneurial initiatives. Of this group, 16% cited shops and retail services, 16% recreational services, 12% bakeries, and the remainder cited other commercial and public services. These responses may indicate the type of enterprises that youth could be more easily encouraged to initiate. (Table 2.4)

Table 2.4: Type of goods and services missing in community as perceived by entrepreneurially eager youth

Type of Goods and Services Not Available in Community	Percent (%)
COMMERCIAL	
Lack of recreational services (Mainly Irbid, Balqa & Ma'an)	16
Shops (Mainly Irbid, Balqa & Karak)	16
Bakeries (Mainly Irbid & Balqa)	12
Tailors and beauty salons (Mainly Irbid & Balqa)	7
Bookstores	3
PUBLIC SERVICES	
Lack of infrastructure and public services	24
Health services	10
General lack of services	5
Lack of job opportunities	5
Other	2
Total	100%

Figures are rounded to the nearest percent.

Fig. 2.10 - Entrepreneurial Venues



Figures are rounded to the nearest percent.

2.1.9 Funding Capital for Entrepreneurial Ventures

Half of those interested in establishing their own businesses estimated that the required start-up costs would be in the range of JD 500-5,000, while another quarter estimated the required start-up costs would be JD 5,000-10,000. Such amounts, depending on proper feasibility studies, could be made available through micro-finance institutions and other lending initiatives.

Table 2.5: Perception among youth on the amount of start-up capital required for entrepreneurial initiatives

Amount of Capital Required (JD)	Youth Estimates (%)
10,000 -50,000	16
5,000 -10,000	25
500 -5,000	50
Did not know	9

Figures are rounded to the nearest percent.

33% of youth expected to procure the necessary start-up capital from microfinance institutions (banks, rural support programmes); 24% from family; 19% from personal savings; 12% from acquaintances; and 8% from other sponsors.

2.1.10 Vocational Placements

Across all youth surveyed, 29% were interested in some form of vocational training. However, 74% of those (or 21% of the total sample) expressed interest in a vocational training programme that included a short placement or internship at an organization or other establishment. Accordingly, providing opportunities to develop hands-on, relevant work experience in a field of interest could help increase youth participation in TVET programmes.

2.1.11 Internship

Specifically, 38% of youth expressed interested in an internship in order to gain work experience. Of those who were not interested, 7% had already completed an internship, while 2% lacked interest due to financial reasons.

These findings suggest that youth lack awareness about the benefits of internships, and that awareness drives would help encourage them to engage in such practical, labour-promoting opportunities. On the other hand, low pay and remuneration, as well as a lack of labour protection for short placements and internships, make it even more difficult to attract youth to such practical experiences. Public officials, employers, and other stakeholders should work together to address these issues, for instance through new labor policies or tax incentives, along with undertaking other measures that can be sponsored and funded by international donor agencies.

2. SURVEY FINDINGS

2.2 THE BUSINESS SECTOR

This section provides the results of the data analysis from interviews with 2,525 small, medium, and large-scale businesses in eight governorates, representing the demand side of the labour market.

2.2.1 Enterprise Profile

78% of businesses interviewed for this study were from the tertiary sector, 21% from the secondary sector, and 1% from the primary sector. (Table 2.6)

Table 2.6: Type of businesses interviewed for study

Sector Type	Count	Percent (%)
Primary (Agriculture, Forestry, Fishing, Mining And Quarrying, Extraction Of Oil And Gas)	25	1
Secondary (Manufacturing Industries And Construction)	530	21
Tertiary (Service Industry)	1,970	78
Total	2,525	100

Figures are rounded to the nearest percent.

- 46% of the secondary sector businesses are located in Irbid, 20% in Balqa, and 12% in Mafraq.
- 50% of the tertiary sector businesses are located in Irbid, 14% in Balqa, and 10% in Karak.
- Roughly one-fourth of the secondary and tertiary sector businesses (or 22% and 26% respectively) are located in all five remaining surveyed governorates combined.

This shows an imbalance in the economic sector distribution which has a direct impact on the livelihoods of all constituents, but especially youth.

45% of businesses surveyed were engaged in wholesale and retail trade, followed by 12% in manufacturing industries, 9% in hotel, food and beverages, and 7% equally in each of motor vehicle repair and trades and crafts. (Table 2.7)

Table 2.7: Profile of surveyed businesses by sector type

Work Sector	Count	Percent (%)
Wholesale And Retail Trade	1146	45
Manufacturing Industries	298	12
Accommodation, Food & Beverage	217	9
*Repair Of Motor Vehicles	182	7
*Trades & Crafts (Tailoring, Shoes Repair, Dry Cleaning, Hairdressing, Upholstering...)	178	7
Communications & IT	142	6
*Food processing (Bakeries and Sweets)	92	4
Human Health, Clinics, Pharma	83	3
Mining And Quarrying	32	1
Advertising , Printing and Photography	28	1
Education	20	1
Other	107	4
Total	2,525	100

* Figures are rounded to the nearest percent. *Work sectors were slightly reclassified for the purposes of this study.

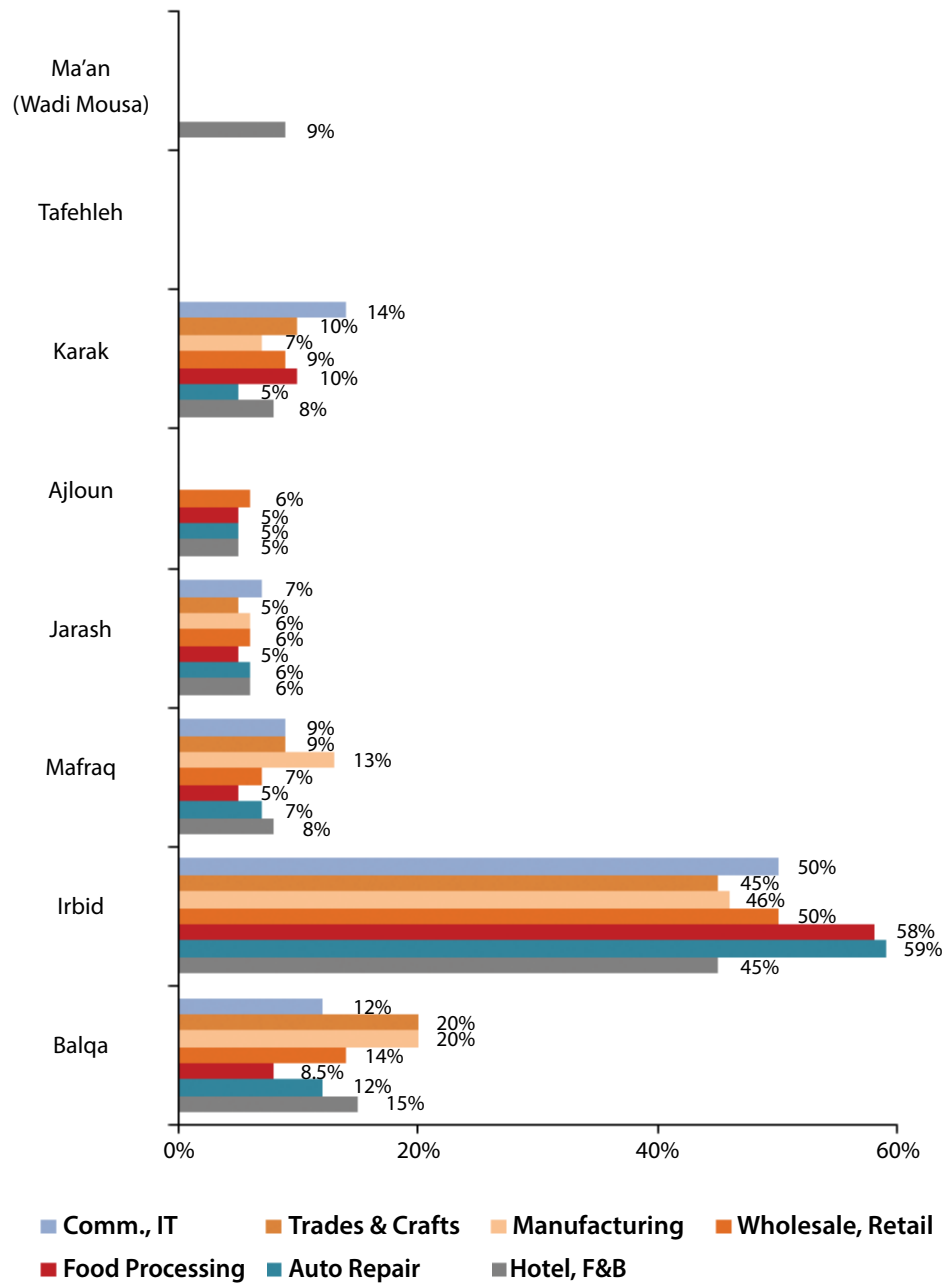
Small businesses comprised the overwhelming majority of the sample. **84% of the surveyed businesses employed between 1-3 workers, 10% employed between 4-9 workers** and only 6% employed 10 or more. (Table 2.8)

Table 2.8: Number of workers employed by surveyed businesses

Number of Employees	Count	Percent (%)
1-3	2,132	84
4-9	246	10
10-29	73	3
30-49	27	1
49>	47	2
Total	2,525	100

Figures are rounded to the nearest percent.

Fig. 2.11 - Business Sectors by Governorate (Less than 4% were not listed as statistically insignificant)



2. SURVEY FINDINGS

Table 2.9: Number of workers employed by sector type

Work Sector	Percent (%) 1-3 employees	Female (%) 4-9 employees	Percent (%) 10> employees
Wholesale And Retail Trade	94	5	1
Manufacturing Industries	78	9	12
Accommodation, Food & Beverage	65	18	17
*Repair Of Motor Vehicles	90	8	2
*Trades & Crafts (Tailoring, Shoes Repair, Dry Cleaning, Hairdressing, Upholstering...)	96	4	-
Communications & IT	93	6	1
*Food processing (Bakeries and Sweets)	36	42	22
Human Health, Clinics, Pharma	84	12	4
Mining And Quarrying	53	34	13
Advertising , Printing and Photography	75	25	-
Education	5	20	75
Total Average	84	10	6

Figures are rounded to the nearest percent. *Work sectors were slightly reclassified for the purposes of this study

The data illustrate a high proportion of small businesses in the business sector of the eight Jordanian governorates surveyed. However, the areas of manufacturing industries, hotels, restaurants and cafes, and food processing (bakeries and pastry shops) seem to be growth areas that could potentially absorb a larger number of employees. (Table 2.9)

- 26% of businesses operated at the village or township levels, while 37% operated at the district level, 33% at the governorate level, 4% at the national level, and 1% at the international level.
- 94% of the surveyed enterprises were Jordanian, while 6% were owned by Arab investors.

2.2.2 Business Ownership and Coverage

97% of businesses surveyed were self-owned, which helps explain the fact that the overwhelming majority of those surveyed employed fewer than three employees. Nearly half of the surveyed businesses (53%) were registered at the local municipality level (in other words, had obtained a city license), while 32% were registered at an industrial estate. 10% were registered with a government department, implying these were members of the Chambers of Commerce and Industry. 5% were not registered and belonged to the informal sector. In addition:

- 98% of businesses did not have membership in a trade union or business association.

2.2.3 Socioeconomic Profile of Employees

The 2,525 businesses surveyed in the eight governorates employed 15,584 workers, of whom 12,944 were Jordanian, and 2,640 (or 11%) non-Jordanian. Of the workers employed by the surveyed businesses, 12,944 (or 83%) were male, and 2,740 (or 17%) were female, reflecting a sizeable gender disparity in the Jordanian workforce.

4% of the businesses employed only females while an overwhelming majority of 89% had an all-male workforce. (Table 2.10)

Less than 2% of surveyed businesses employed persons with disability.

Table 2.10: Number of workers employed by surveyed businesses by gender

Number of Employees	Male Employees		Female Employees	
	Count	Percent (%)	Count	Percent (%)
0	107	4	2239	89
1-3	2066	82	226	9
4-9	223	9	23	1
10-29	68	3	22	1
30-49	22	1	5	(0.2)
50-99	15	1	6	(0.2)
>100	24	1	4	(0.3)
Total	2,525	101	2,525	101

Figures are rounded to the nearest percent.

TVET training was very rare among the surveyed businesses and their employees. 88% of employed men and 97% of employed women at the surveyed businesses had not received any TVET training.

Only 13% of all small businesses (employing 1-3 workers), and a bare 2% of enterprises employing four or more workers employed TVET-trained individuals. This finding reflects an overall lack of TVET-trained employees in the current workforce.

The overwhelming majority of businesses or 85% did not employ any TVET-trained individuals.

Table 2.11: TVET-trained employees by gender

Number of Employees	TVET-Trained Male Employees		TVET-Trained Female Employees	
	Count	Percent (%)	Count	Percent (%)
0	2,214	88	2438	97
1-3	265	11	77	3
4-9	20	1	3	(0.1)
10-29	18	1	5	(0.2)
30-49	-	-	-	-
50-99	5	(0.2)	1	0
>100	3	(0.1)	1	0
Total	2,525	101	2,525	101

Figures are rounded to the nearest percent.

2. SURVEY FINDINGS

Furthermore, 58% of businesses (mostly small businesses employing 1-3 employees) did not employ any individuals with university/college education. This might be an indication that the majority of businesses in the eight surveyed Governorates are either too small to require or afford graduates from academic institutions or not specialized as businesses to require TVET-Trained employees. Notably, 93% of businesses did not employ any

female academic graduates. From a different perspective, **only 7% of female graduates from academic institutions found their way into the labour force in the eight surveyed governorates, compared to 37% of males.** This further confirms and explains the high rate of unemployment for female graduates, as well as the urgent need to emphasize TVET training for females in order to alleviate the unemployment problems of university graduates.

Table 2.12: Workers with education obtained from academic institutions by gender

Number of Employees	Male Employees With Academic Education		Female Employees With Academic Education	
	Count	Percent (%)	Count	Percent (%)
0	1569	62	2,357	93
1-3	854	34	125	5
4-9	60	2	15	1
10-29	21	1	21	1
30-49	5	(0.2)	3	(0.1)
50-99	10	(0.4)	2	(0.1)
>100	6	(0.2)	2	(0.1)
Total	2,525	100	2,525	100

Figures are rounded to the nearest percent.

Finally, two-thirds of businesses or 65% employed male skilled labour who had no formal education or training, in contrast to just 4% who employed skilled females. This may indicate that businesses in the surveyed governorates are more open to or geared towards hiring males who had

acquired on-the-job skills. It may also reflect a need for women who have no formal education or training to seek opportunities that offer on-the-job training, particularly in the manufacturing, trades and crafts, wholesale and retail, and food processing sectors.

Table 2.13: Skilled employees without formal education by gender

Number of Employees	Male Skilled Employees Without Formal Education		Female Skilled Employees Without Formal Education	
	Count	Percent (%)	Count	Percent (%)
0	888	35	2420	96
1-3	1,406	56	85	3
4-9	145	6	7	(0.3)
10-29	56	2	8	(0.3)
30-49	11	(0.4)	1	-
50-99	9	(0.4)	3	(0.1)
>100	10	(0.4)	1	-
Total	2,525	100	2,525	100

Figures are rounded to the nearest percent.

76% of workers from the surveyed businesses were local hires, originating from the same district as the business, while 24% were from a different district.

In terms of the legal nature of employment, 32% of employees were employed for an open-ended term, and 6% were employed on an annual contract. In contrast, more than half (56%) were employed on a monthly, weekly, or daily basis: 37% monthly, 5% weekly and 14% daily.

This raises one important issue which is to what extent monthly-weekly or daily wagers are protected under the Labour Law.

Concerning the employment selection and criteria utilized by the surveyed businesses, 52% hired workers based on prior work experience, 24% based on skills and training, 8% based on formal academic education, and 8% based on a reference. Accordingly, youth appeared to face the likelihood of being denied employment due to lack of experience. **Internships and on-the-job training acquired during TVET training may to be beneficial factors that can help youth to secure employment.**

Additionally, 30% of employers surveyed scaled their workers' salaries based on experience. 24% do so based on market wages, 15% on the nature of the job, 12% on workload, 11% on daily output, and 7% on seniority.

20% of businesses surveyed employ non-Jordanians. Of those migrant workers, almost 40% were Syrian and 60% are of other Arab nationalities.

Since the beginning of the Syrian crisis, a growing number of Syrians are crowding the labour market competing with Jordanians and other migrant workers in search of opportunities. Those migrant workers are mainly employed in the sectors of wholesale and retail, hotels and restaurants, manufacturing, trades and crafts, and bakeries and sweets shops – i.e., primarily sectors requiring skilled labour.

Fig. 2.12 - Legal Nature of Employment

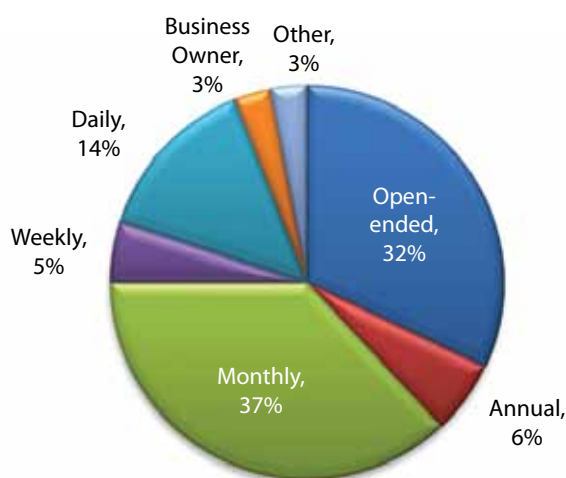
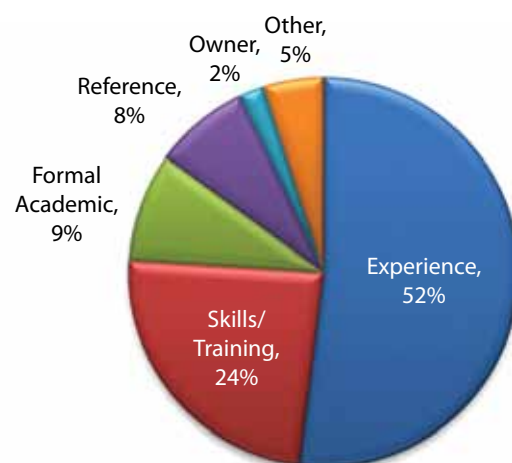


Fig. 2.13 - Criteria for Employment



2. SURVEY FINDINGS

2.2.4 Overview of TVET and Non-TVET Trained Personnel

A large share of businesses reported that they had difficulty recruiting skilled labor.

31% of surveyed businesses indicated that they always had difficulty, while 13% said they sometimes did (a total of 44%). This finding was more pronounced in Ma'an, Mafraq, and Jarash. 57% of businesses, however, had no difficulty hiring skilled laborers.

The overwhelming majority of businesses were aware of the existence of TVET centres, though this did not necessarily predispose them to hiring TVET-certified workers. 81% of businesses surveyed were aware of TVET centres, compared with 16% which were not and 3% which were not sure. Of those businesses which were aware of TVET centres, 45% reported being more favourably disposed to employing TVET-certified individuals, while 42% were indifferent in their preference for employees

who had received TVET training and those who had not. 13% were more inclined to hire individuals who did not have TVET training.

Among businesses that employed TVET-trained individuals (15%), 74% were satisfied with the work or output of TVET-trained employees, and 26% were not. The highest satisfaction scores of TVET-trained employees were expressed by businesses located in Ajloun, Karak, and Tafelah. Satisfied employers reported that they were satisfied with their TVET-trained employees because of the individuals' knowledge level and technical skills (20%), practical work experience (19%), strong work ethic (17%), good interpersonal skills (14%), knowledge and use of new models of machinery and equipment (11%), and good performance under work pressure (9%). (Figure 2.14)

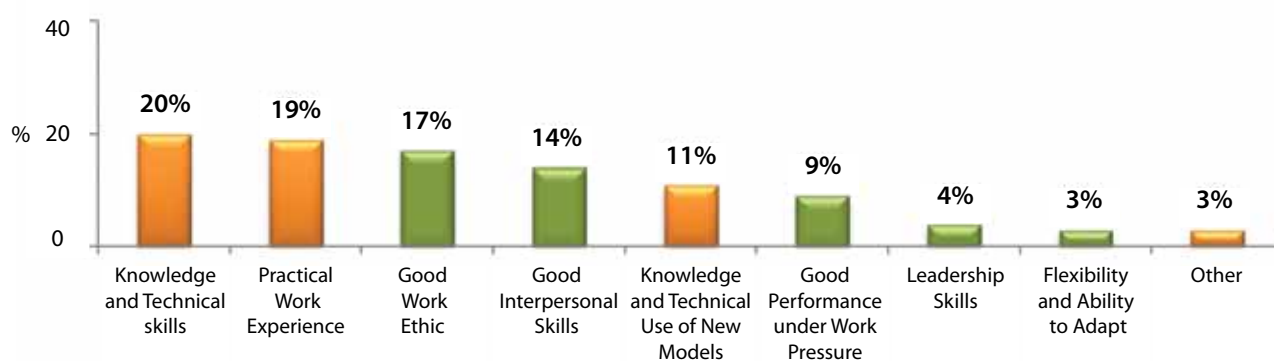
Reasons for employer dissatisfaction with TVET-trained individuals related to the workers' poor knowledge and technical skills (24%), poor performance under work pressure (16%), poor leadership skills (15%), poor work

Table 2.14: Difficulty recruiting skilled employees by sector

Work Sector	Count	Percent (%)	Total Sample (%)
Wholesale & Retail	236	31	45
Manufacturing Industries	120	16	12
Accommodation, Food & Beverage (Hotels, Restaurants and Cafes)	70	9	9
*Repair of Motor Vehicles	77	10	7
*Trades & Crafts (Hairdressing, Tailoring, Dry Cleaning, Upholstering, Shoe Repair...)	71	9	7
Communication & IT	49	6	6
*Food Processing (Bakeries and Arabic Sweets Shops)	39	5	4
Human Health, Clinics, Pharma	31	4	3
Advertising, Printing & Photography	17	2	1
Mining & Quarrying	19	3	1
General Services	20	3	3
Other	21	2	7
Total	770	100	2,525/100

Figures are rounded to the nearest percent. *Work sectors were slightly reclassified for the purposes of this study.

Fig. 2.14 - Reasons for Satisfaction



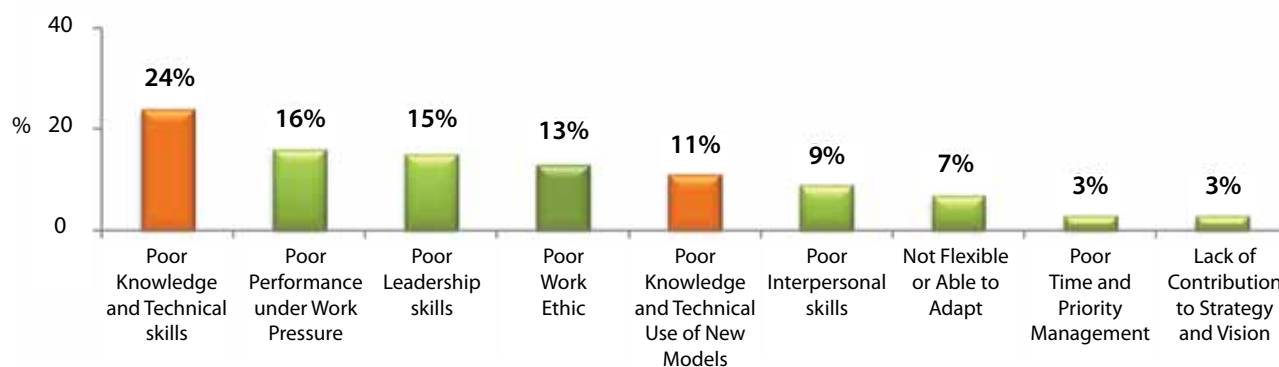
ethic (13%), poor knowledge and use of new models of machinery/equipment (11%), poor interpersonal skills (9%), inflexibility and inability to adapt (7%), poor time and priority management (3%), and lack of contribution to strategy and vision to organization (3%). (Figure 2.15)

On the other hand, 59% of employers said they were satisfied with the output of skilled workers who had no TVET training. Again, good practical work experience (21%), a strong work ethic (20%), good interpersonal skills (18%), knowledge level and technical skills (16%), good performance under work pressure (17%), and knowledge and use of new models of machinery or equipment (9%) were the reasons for employer satisfaction. (Table 2.15)

Reasons, however, for employer dissatisfaction with non-TVET trained workers included poor knowledge and technical skills (28%), poor practical work experience (25%), poor work ethic (15%), poor performance under work pressure (12%), poor knowledge and use of new models of machinery or equipment (11%) and poor interpersonal skills (10%). (Table 2.16)

A closer look at these findings indicate that an employee's strong work ethic and commitment plays a major role in satisfying employers, irrespective of TVET certification or non-certification.

Fig. 2.15 - Reasons for Dissatisfaction



2. SURVEY FINDINGS

Conversely, a negative work ethic and commitment may outweigh the advantages of technical knowhow and experience. Accordingly, some balance between a strong work ethic and commitment, and technical training and practical experience may be the optimal combination for satisfied employers.

The following table reflects that, in the opinion of surveyed businesses, and with the minor exception of technical knowhow, uncertified but skilled employees have an advantage over certified skilled employees – in particular where a strong work ethic is concerned.

In contrast, uncertified workers were evaluated negatively by employers on account of poor technical skills and knowledge (28%), poor work experience (25%), bad work ethic (15%), poor performance (12%), Poor Knowledge and Use of New Models off Machinery and poor interpersonal skills (10%). Compared to employers' dissatisfaction with certified skilled workers, the results show a similar trend.

Nonetheless, the findings indicate that there is a significant opportunity to compensate for uncertified workers' lack of work experience, through special training programmes such as TVET.

Table 2.15: Levels of Satisfaction over TVET Certified and Non-Certified

Level of Satisfaction by Businesses Fulfillment/Commitment to Work Requirements	Certified Skilled Employees	Uncertified Skilled Employees
Work Ethic	17%	20%
Interpersonal Skills	14%	18%
Good Performance under Pressure	9%	17%
Technical know-how	20%	16%
Knowledge and use of new models of machinery	11%	9%
Practical experience	19%	21%

Figures are rounded to the nearest percent.

Table 2.16: Levels of Dissatisfaction over TVET Certified and Non-Certified

Level of Dissatisfaction by Businesses Fulfillment/Commitment to Work Requirements	Certified Skilled Employees	Uncertified Skilled Employees
Poor Work Ethic	13%	15%
Poor Interpersonal Skills	9%	10%
Poor Performance under Pressure	16%	12%
Poor Technical Know-how	24%	28%
Poor Knowledge and Use of New Models of Machinery	11%	11%
Poor Practical Experience	NA	25%

Figures are rounded to the nearest percent.

Table 2.17: Reasons for Preference for TVET Certified over Non-Certified

Reasons For Businesses Preference	Certified Skilled Employees	Uncertified Skilled Employees
Better Work Ethic	20%	14%
Stronger Interpersonal Skills	12%	16%
Better Performance under Pressure	7%	16%
More Technical Know-how	25%	12%
More Practical Experience	24%	31%
Better Knowledge and Use of New Models of Machinery	11%	8%

Figures are rounded to the nearest percent.

When surveyed about potential employees' response to advertised employment opportunities, employers (75%) reported that most or all job applicants were certified. 42% expressed a preference for certified applicants while 24% preferred uncertified applicants. 34% of businesses had no preference. Surveyed businesses gave varying reasons as to their preference for certified, versus uncertified, skilled employees. (Table 2.17)

2.2.5 Employment Needs

The survey found a striking lack of need for new employees: Across all surveyed businesses, only 10% reported that they needed to recruit more employees.

The need for new hires varied across different sectors, as reflected in Table 2.18. While these findings do not bode well for new TVET graduates, they may be the result of a combination of factors. First, the overwhelming majority

Table 2.18: Work sectors requiring additional human resources

Work Sector	Count	Percent (%)	Total Sample (%)
Wholesale & Retail	48	20	45
Manufacturing Industries	38	16	12
Accommodation, Food & Beverage (Hotels, Restaurants and Cafes)	27	11	9
*Repair of Motor Vehicles	36	15	7
*Trades & Crafts (Hairdressing, Tailoring, Dry Cleaning, Upholstering, Shoe Repair...)	33	14	7
Communication & IT	9	4	6
*Food Processing (Bakeries and Arabic Sweets Shops)	15	6	4
General Services	7	3	3
Other	28	11	7
Total	241	100	100

Figures are rounded to the nearest percent. *Work sectors were slightly reclassified for the purposes of this study.

2. SURVEY FINDINGS

(84%) of the businesses surveyed was small enterprises, employing 1-3 employees (half of which are municipality-licensed), while only 10% of the surveyed businesses employed between 4-9 individuals. Second, Jordan's national poor economic conditions, rising prices, costs and taxes and decreasing foreign investments. Third, the situation in the region and the unfolding effects of the Syrian crisis do not generally inspire economic optimism.

2.2.6 Relationship and Partnership with TVET Centres

Just over half of surveyed businesses (52%) were aware of a "nearby" TVET centre. Of those who did, only 10% (or 5% of all businesses surveyed) had a formal or informal relationship with the TVET centre in their community. The nature of the relationship was primarily focused on apprenticeships, internships, and TVET centre graduate employment. (Table 2.19)

Of the businesses who had a relationship with the local TVET centre, 86% of employers had a memorandum of understanding with one TVET centre, 11% with two centres, and 4% with three or more. Only a small minority (6%) of businesses that knew of a nearby center occasionally contREACH the TVET centre for professional technical expertise. An overwhelming 94% of businesses never contREACH the TVET centres for their needs. When asked why, 51% cited the absence of a local TVET centre in their community, 26% cited poor quality of services offered

and 22% said they had no need. This finding highlights the need for improving the availability and quality of TVET centres and services.

Businesses also had varying expectations of the TVET centres in their communities. 59% of those businesses who knew of a nearby TVET centre did not expect any technical support, while 25% hoped to receive more skilled trainees and 12% expected trainers or other resource persons. (Table 2.20)

Table 2.20: Expectation of services offered by TVET centres among surveyed businesses

Expectation of TVET Centre Resources and Services	Percent (%)
None	59
Skilled trainees	25
Trainers / resource persons	12
Expertise	4
Total	100

Figures are rounded to the nearest percent.

15% of businesses surveyed responded positively to the idea of paying TVET centres for their services, while 85% did not. This may be a matter of trust in the quality and competence of TVET centres, or simply because they are regarded as "free" government services.

Table 2.19: Nature of the relationship between TVET centre and businesses surveyed

Type of Relationship (Multiple Answers)	Count	Percent (%)
Apprenticeships / Internships	73	47
TVET Graduate Employment	36	23
Formal Contracts for the Provisions of Technical Services for TVET Centres, Including Selection of New Equipment or Materials	15	10
Informal Contracts for The Provision of Troubleshooting Services Including Workers and Expertise	17	11
Paid Services for Material Testing for TVET Centres	15	10
Total	157	100

Figures are rounded to the nearest percent.

In terms of support and resources that businesses offered to TVET centres, 38% indicated that they could provide apprenticeship or internship placements for TVET students. (Table 2.21)

Table 2.21: Support / resources offered to TVET centres among surveyed businesses

Support / Resource Offered to TVET Centres by Employers	Percent (%)
Apprenticeship for TVET Students	38
Technical Expertise	15
Assistance in Designing TVET Courses and Curricula	9
Other	19
No Support or Assistance	3
Not Sure what/Do not Know	15
Total	100

Figures are rounded to the nearest percent.

2.2.7 Internship

The survey found that most businesses were not interested in or willing to receive interns. Just 20% of surveyed businesses expressed readiness to receive interns. Of those that said they were not willing to receive interns, 40% cited lack of training and supervisory capacity, 15% preferred to receive more experienced workers, and 11% needed more details to make a decision. (It is important to note again that these were small businesses, employing only 1-3 workers.)

Of the 20% of businesses that were inclined to receive interns, they were most interested in placing interns in positions in sales (28%), personal care and beauty (15%), as maintenance technicians (9%) and as automobile mechanics (6%). (Table 2.22)

Only a small share (12%) of the business sample were inclined to offer a financial stipend for an internship, and those that were did not offer a sizeable amount. 24% offered a monthly salary of up to JD 50, 45% were able to offer a monthly salary up to JD 100, 23% between 101-150 JD, and only 8% more than JD 151.

Specifically regarding TVET-trained vocational placements, 26% of businesses surveyed were receptive to receiving TVET students on a short-term basis. Of these, 44% had the capacity to receive one student, 45% could receive two or three, 7% could receive four or five, and 5% could receive six or more students.

Table 2.22: Preferred fields of work for internships among surveyed businesses

Intern Placement	Percent (%)
Salesperson	28
Personal Care And Beauty	15
Maintenance Technician	9
Automobile Mechanic	6
Tailor	5
Bartender	3
Carpentry	3
Blacksmith	3
Electrician	2
Pharmacy	2
Baker	2
Other	22

Figures are rounded to the nearest percent.

2.3 HOTEL SECTOR

With a special focus on the hotel industry, this section provides the results of the data analysis from interviews with 58 hotels, representing a subsection of the demand side of the labour market. (Table 2.23)

2.3.1 Hotels and Employee Profile

91% of workers employed at the hotels surveyed were Jordanian. (Table 2.24) Of these, only 11% were female. Of the non-Jordanian employees, however, 30% were female. It is noteworthy that the smaller hotels surveyed (employing fewer than 20 workers) employ the overwhelming majority of Jordanian females (80%) – mainly in Amman and Ma’an (Wadi Mousa). The smaller hotels also employed the highest number of non-Jordanians, of whom 42% were Egyptian, 23% Filipino, and 12% Syrian.

Table 2.23: Distribution and total number of hotels surveyed from each governorate

Province	Count	Percentage of Total Sample (%)
Amman	34	59
Balqa	4	7
Madaba	3	5
Irbid	1	2
Ma'an	10	17
Aqaba	6	10
Total	58	100.0

Figures are rounded to the nearest percent.

Hotel employees were distributed across different departments, with different shares of male and female workers in each. 72% of employees worked in guest services, 16% in management, 6% at the front desk, and 5% in reservations. (Table 2.25)

The data again reflect a low level of female engagement in the hotel sector overall and in particular hotel departments, especially the front desk and reservations.

2.3.2 Overview of TVET and Non-TVET-Trained Personnel

A significant majority (67%) of surveyed hotels employed TVET-trained individuals. The TVET-certified employees were split evenly between male and female. Of those hotels which employed TVET-trained individuals, 41% perceived TVET-trained individuals to be more skilled than employees that had not received any TVET-training, largely because they had a greater skill set.

Table 2.24: Employees by gender and nationality among the 58 surveyed hotels

Work Sector	Jordanian		Non-Jordanian	
	Male (%)	Female (%)	Male (%)	Female (%)
1-10	9	66	86	95
11-20	10	14	3	2
21-30	12	5	5	2
31-40	7	9	2	2
41-60	9	5	2	-
61-80	9	2	2	-
81-100	10	-	-	-
101-150	12	-	-	-
151-200	5	-	-	-
201-500	17	-	-	-
Total	89	11	70	30
	91		9	

Figures are rounded to the nearest percent.

Table 2.25: The distribution of employees by gender and department among surveyed hotels

Number of Employees	Management		Guest Services		Reservations		Front Desk	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
1-5	26	78	5	60	76	95	62	93
6-10	29	17	5	9	16	3	26	3
11-15	12	2	12	9	2	2	7	3
16-20	9	-	7	9	2	-	5	-
21-30	12	2	7	9	3	-	-	-
31-40	-	2	9	2	2	-	-	-
41-60	10	-	12	3	-	-	-	-
61-80	2	-	7	-	-	-	-	-
81-100	-	-	7	-	-	-	-	-
101-150	-	-	12	-	-	-	-	-
151-200	-	-	2	-	-	-	-	-
201-500	-	-	-	-	16	-	-	-
TOTAL	81	19	90	10	76	24	77	23
	16		72		5		6	

2. SURVEY FINDINGS

2.3.3 Internships

Most of the surveyed hotels (67%) were inclined to train people interested in working in the hotel industry, through an apprenticeship or internship. (Figure 2.16)

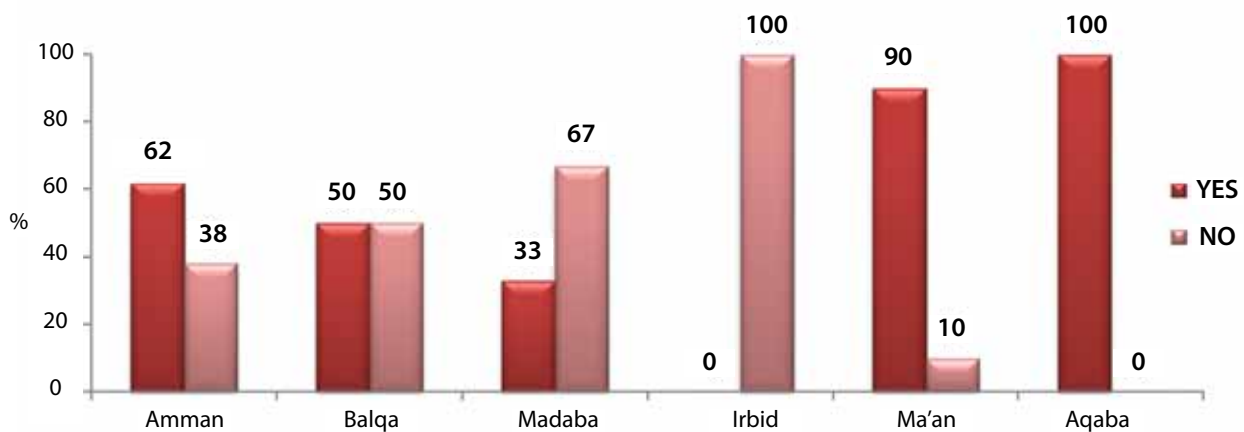
Among the hotels that were inclined to offer a training programme for interns, most favoured training females rather than males.

In addition, they preferred to receive a smaller, rather than a larger number of interns at a given time. 59% of hotels

had the capacity to train 1-5 female interns, while 36% had capacity to train 1-5 male interns. (Table 2.26)

The hotels varied in where they desired to place interns. 59% preferred to train interns in food and beverages, 26% in guest services, 11% at the front desk, and 4% in management. Roughly half of hotels that were willing to have an intern preferred internships that lasted 180 days, while the other half opted for 0-90 day internships. The vast majority (92%) of hotels that were inclined to accept interns responded positively to the idea of paying interns a salary. 67% of those hotels expressed willingness to

Fig. 2.16 - Hotel willing to receive interns



Figures are rounded to the nearest percent.

Table 2.26: Preference for interns by gender and number among surveyed hotels

Number of Interns	Females		Males	
	Count	Percent (%)	Count	Percent (%)
0	0	0	17	44
1-5	23	59	14	36
6-10	11	28	6	15
11-25	5	13	2	5
Total	39	100	39	100

Figures are rounded to the nearest percent.

paying a salary not exceeding JD 75 per month, 17% for a monthly salary range of JD 80-100, and 17% a monthly salary of more than JD 100. 85% of hotels willing to accept interns had no preference for partnering with either the government or an international organization to share the financial cost. (Table 2.27)

Among those hotels (approximately one-third) that did not wish to establish an internship programme, 62% cited a lack of vacancies and 26% insufficient human resources for training and supervision.

2.3.4 Suggestions for Designing a TVET Programme for the Hotel Industry

When developing a specialized vocational training programme for the hotel industry, 29% of surveyed hotels emphasized the need for a focus on practical experience rather than theory, while 29% emphasized communications skills, 19% emphasized commitment, 17% emphasized hotel needs, and

3% emphasized language skills, and 2% efficient selection of trainees.

In addition, 53% stressed the importance of certain skills summarized in Table 2.28.

Table 2.28: Skills required by the hotel industry

Skill Needs of Hotel Industry	Count	Percent (%)
Interpersonal and communication skills	13	42
English language	9	29
Tourism knowledge	2	7
First aid certification	7	23
Total	31	100

Figures are rounded to the nearest percent.

Table 2.27: Preferred partnership to establish internship programme among surveyed hotels

Willingness to Start Internship Programme	Type of Partnership			
	Government		International Organisation	
	Count	Percent (%)	Count	Percent (%)
Yes	33	85	34	87
No	6	15	5	13
Total	39	100	39	100

Figures are rounded to the nearest percent.

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SUMMARY OF FINDINGS

3

3. SUMMARY OF FINDINGS

3.1 LABOUR SUPPLY: YOUNG PEOPLE AGED 16-26

The findings of this study show that one in five of the youth surveyed was engaged in the labour force: 16% were employed full-time, 4% were self-employed; and 7% are housewives. Excluding students (or almost half of the youth sample), the data shows that approximately one-third (33%) of the young people were employed full-time and 9% self-employed (or a total of 42%).

Employed and self-employed youth were predominantly male, in the same educational levels and age bracket. Three-quarters of the self-employed, predominantly male youth, had an educational level below a secondary certificate (Tawjeehi).

In addition, the majority of employed Jordanian youth worked in the service sector, either public or private. As far as salary is concerned, 38% of employed youth earned less than or just at the statutory minimum wage of JD 190, while another third earned between JD 201 – 300.

In contrast, 43% of the youth sample was unemployed, with only 1% actively looking for a job. Unemployed youth were largely concentrated in urban centres like Irbid and Balqa, and to a lesser extent in Karak Governorate. These unemployed were predominantly female, with a high school certificate (Tawjeehi) or below, and in the 22-26 age group. The percentage of unemployed youth out of the total youth population was highest in Ajloun.

Survey questions related to education status found higher education and vocational training in short supply.

Almost half of the literate youth (or 45%) had not completed secondary education, while 37% had only obtained the Tawjeehi certificate (i.e., completed high school education). Just 2% of surveyed youth had some vocational training (outside the school system), and fewer than 3% had a TVET certification or diploma obtained at community colleges within the vocational education programme.

This indicates that Jordanian youth are not oriented towards vocational training nor, consequently, vocational occupations. In the past, by contrast, Jordanians opted for

vocational occupations and society held those occupations in high regard.

Youth awareness of TVET was generally high. Half of the surveyed sample had heard about TVET centres at school in the 10th grade, when they were given the option of choosing vocational education (Industrial Education, Home Economics, Hospitality and Tourism and Agricultural Education or academic).

The role of career counselors and family were less than marginal in their decision. These actors have not played a significant part in directing children in their families or schools towards TVET centres as a career option.

Almost two-thirds of surveyed youth were not aware of any TVET centres near their area of residence, and a majority (60%) said they were not interested in any sort of TVET training. Those who expressed interest, however, were inclined toward courses related to trades and crafts, and related vocations (mainly hairdressing and beauty treatment in first instance – with a higher female interest – followed by tailoring, and communications and IT).

Finally, entrepreneurial interest was relatively high. Across all governorates, one in four of youth surveyed expressed interest in entrepreneurial initiatives, such as establishing a business or a shop. More males than females were interested in such entrepreneurial initiatives. 'Hairdressing, Personal Care and Beauty Treatment' were top cited options and a predominance of female youth, followed by Trade, mainly in Irbid, Balqa and Karak, and Computer & Communications, mainly in Irbid and Balqa, as well as Trades & Crafts and Related Vocations (carpentry, ironmongery, welding etc.). Automotive Mechanics, mainly in Irbid and Balqa and Construction, mainly in Irbid, among others

3.2 LABOUR DEMAND: BUSINESS SECTOR

Almost two-thirds of all surveyed businesses are located in Irbid and Balqa alone.

Half of the manufacturing and construction, and services industries are located in Irbid alone. One-fourth of all

businesses are in all remaining surveyed governorates combined.

This illustrates an imbalance in the economic sector distribution across Jordan, which has a direct impact on the livelihoods of all constituents, but especially for youth.

Almost half of the businesses surveyed were engaged in wholesale and retail trade, followed by manufacturing industries, hospitality and tourism, motor vehicle repair, trades and crafts, communications and IT, and food processing.

The overwhelming majority (84%) of the sample were small businesses, employing 1-3 workers, while one in ten of the sample businesses employed between 4-9 workers. Moreover, 97% of businesses were self-owned, which explains the fact that the overwhelming majority are very small businesses employing less than three employees. Nearly, half of surveyed businesses are registered at the local municipality level (municipality license), again an indication that these enterprises are of a commercial nature that does not require the license of Ministry of Industry and Trade.

With regard to the surveyed businesses' labor force, only 17% of the employees in these enterprises were female, indicating gender disparity and 11% were migrant workers.

The overwhelming majority (89%) of these businesses did not employ any female workers.

TVET training was notably absent among the employees of the surveyed businesses. **A sizeable majority (85%) of the businesses did not employ any TVET-trained individuals**, while 13% of the small enterprises (employing 1-3 employees) had engaged TVET-trained individuals. The highest numbers of these were located in in Balqa, Irbid, Mafraq and Karak. Just 3% employed TVET-trained, female employees.

Three-quarters of the workforce were local hires originating from the same district as the business. However, only one-third of the workers were employed for an open-ended term, and 6% were working on an annual contract. In comparison, well over half were employed on a monthly, weekly, or daily basis. The important issue is that monthly-weekly or daily wagers are not protected under the Labour Law ...this beside the fact that almost two in five of workers

do not earn more than the statutory minimum wage.

The employment selection and criteria these businesses followed provided additional evidence that a combination of work experience, skills, and training are key for hiring practices. Internships and on-the-job training during TVET training were beneficial factors that helped to secure employment.

Notably, almost one-third of businesses reported always having difficulty recruiting skilled employees in the areas of manufacturing industries, hospitality and tourism, motor vehicle repair, and traditional trades and crafts, food processing, and communications and IT.

Only 10% of surveyed businesses reported a need to hire additional employees. While this finding does not bode well for new TVET graduates, it may be the result of a combination of factors. One is that the overwhelming majority of the businesses surveyed are small enterprises employing 1-3 employees half of which are municipality licensed. Second, the conditions of the national economy are, with constantly rising prices and taxes, and reducing foreign investments. Third, the regional scenario and the unknown effects of the Syrian crisis do not offer a mood for optimism.

An overwhelming majority of businesses surveyed were aware of the TVET centres. However, the surveyed businesses were split between being more favourably disposed to employing TVET certified individuals, and indifferent in their preference for employees that received TVET training.

Interestingly, for many of those businesses, employees' work ethic, interpersonal and leadership skills, performance under work pressure, and flexibility trumped practical work experience and technical knowhow. A strong work ethic appeared to play a significant role in employer satisfaction, irrespective of TVET certification or non-certification.

Accordingly, an employee's balanced combination of work ethic and commitment, and technical knowhow and practical experience appears to be essential for fulfilled employers.

Half of surveyed businesses knew of a "nearby" TVET centre. However, only 10% of those businesses had formal or informal relationships with the TVET centre in their community. The nature of the relationship was primarily

3. SUMMARY OF FINDINGS

focused on apprenticeships and internships, and TVET centre graduate employment. An even smaller number of businesses had contREACH a nearby TVET centre for their needs, and only a small minority of businesses responded positively to the idea of paying TVET centres for their services. Whether this is a matter of trust in the quality and competence of TVET centres, or simply that the centres are regarded “free” government services, is not clear.

Just one of five of businesses surveyed expressed readiness to receive interns. Of those who declined, many cited lack of training and supervisory capacity as reasons for their response (the overwhelming majority of these were small businesses, employing only 1-3 employees). Furthermore, only one in ten responded positively to the idea of offering a financial stipend for internships, and offered as little as JD 50 per month to a maximum of JD 150 per month

3.3 LABOUR DEMAND: HOTEL SECTOR

The overwhelming majority of workers employed at the surveyed hotels were Jordanian and male.

Female employees comprised a small minority.

Notably, the smaller hotels surveyed (employing fewer than 20 workers) employ a sizeable majority of Jordanian females, mainly in Amman and Ma’an (Wadi Mousa), as well as the highest number of non-Jordanians.

Two-thirds of the surveyed hotels employed TVET-trained individuals, half of whom were female. The majority of hotels preferred to hire individuals who had undergone TVET training due to a perception that TVET-trained individuals were more qualified in terms of skill set, as well as work experience.

Two-thirds of hotels surveyed were also inclined to receive interns. Considering that most hotel employees are male and work in guest services, management, the front desk, and reservations, **it is interesting to note that most hotels preferred to receive female, rather than male, interns** with placements in guest services, the front desk, and management. In addition, an overwhelming majority of surveyed hotels responded positively to the idea of paying

interns. A monthly salary of 75 JD or less was offered by two-thirds of those who were inclined to pay. Most hotels were more inclined to consider a training or internship programme in partnership with either the government or international organisations, in order to share the financial costs.

The majority of hotels stressed the importance of developing practical, rather than theoretical knowledge during the course of a hotel industry specific TVET training programme. Skills needed by the hotel industry included interpersonal and presentation skills, English language capability, tourism knowledge, and first aid certification.

3.4 LABOUR DEMAND PATTERNS

Labour demands were the greatest in the following economic sectors: Manufacturing industries, hospitality and tourism, motor vehicle repair, traditional trades and crafts (such as hairdressing, tailoring, dry cleaning, upholstering, shoe repair, food processing, bakeries and Arabic sweet shops, etc.), and communications and IT.

At the same time, interest in TVET training focused mainly on traditional trades and crafts and related vocations, and communications and IT. Here, business demands met the perceptions of the potential labour supply: Vocations needed by businesses align closely with those areas in which youth see rewarding TVET career training.

The survey also found a relatively high entrepreneurial interest among youth, in establishing and owning a business or vendor shop. More males than females were interested in such entrepreneurial initiatives. Again, ‘Hairdressing, Personal Care and Beauty Treatment’ were top cited options mainly in Irbid, Balqa, Karak & Tafilah and a predominance of female youth, followed by Trade, mainly in Irbid, Balqa and Karak, and Computer & Communications, mainly in Irbid and Balqa, as well as Trades & Crafts and Related Vocations (carpentry, ironmongery, welding etc.). Automotive Mechanics, mainly in Irbid and Balqa and Construction, mainly in Irbid, among others.

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RECOMMENDATIONS 4

4. RECOMMENDATIONS

This study is unique in that it captures both the demand and supply forces currently affecting the Jordanian labour market in order to identify issues faced by both sides. Its findings will help inform policy recommendations to better align the skills and aspirations of youth with demands of the labour market, and help address the pressing problem of youth unemployment. Local and international actors can take action to mitigate youth unemployment through stronger vocational education, with the help of partnerships with and among concerned stakeholders. These include various educational or training agencies and ministries in the Jordanian government, and UN development agencies and organisations.

4.1 POLICY RECOMMENDATIONS FOR IMPROVING TVET

This study shows the benefits of TVET training for preparing youth to enter the work force. It also identifies key areas for improvement in vocational training programming to better meet the needs of both employers and young people, and to increase participation in such programming. Based on these findings, the study recommends the following:

- **Reform** TVET curricula and textbooks in order to improve TVET output and raise the profile of TVET as a desirable destination for market-entry qualified, skilled, and committed recruits. At the same time, this will help to close the gaps between market demands and skilled labour output, as well as to incorporate emerging, non-traditional economic activities.
- **In addition to** developing technical skills, vocational programming should also place primary emphasis on fostering a strong work ethic and developing related skills, such as interpersonal and leadership skills, commitment, and performance values.
- **Incorporate** internships into a vocational training programme at the organisational level. Importantly, this can help meet business and market demand for recruits that not only have the technical know-how and essential soft skills, values, and a positive work ethic, but also the practical experience gained from on-the-job opportunities. This seems to be a primary requirement of businesses and employers and a prerequisite to long-term employment.
- **Review** the legal framework that governs the employment and contractual commitments of both recruits and employers, with the aim of protecting

the rights and duties of both parties, and elevating the working conditions of the vocationally certified and other skilled young workers. Reforms could include offering job security, social security, health insurance and other legal provisions. This will make the vocational career path more attractive to young people, as well as more credible and highly regarded.

- **Review** the legal framework that governs the pay structure for internship, short placements as otherwise minimum wage requirements for Jordanian youth employment.
- **Increase** access to resources, especially financial resources, to help foster entrepreneurialism among youth, especially outside of vocational occupations and the “craft and related occupations” disciplines.
- **Accompany** TVET reform with incentives to help shift preferences from higher education to vocational training, to alter public opinion and perception with respect to the benefits of TVET training.
- **Expand** the capacity of TVET centres to function as comprehensive youth employment portals, offering a wide array of employment and career services to help youth find employment, and to better align the career aspirations of youth with labour market demands.

4.2 POLICY RECOMMENDATIONS FOR RAISING AWARENESS OF TVET

Both vocational training and female participation in the labour force still suffer from a widespread social stigma, which

may limit the impact of any TVET initiatives and continue to curtail economic growth. To affect a shift in attitudes and outlooks, the study recommends the following:

- **Organize** media awareness programmes on the advantages of vocational training and value of vocational occupations.
- **Develop** awareness campaigns targeting negative perceptions regarding the participation of women in the labour force.
- **Raise** awareness in the educational system by editing textbooks to promote work values in general and advance positive images of women laborers, particularly in non-traditional occupations.
- **Raise** awareness among parents to encourage female engagement in both traditional and non-traditional vocational training programmes and occupations.

4.3 POLICY RECOMMENDATIONS FOR CAREER GUIDANCE FOR YOUNG PEOPLE

There is also a need to improve and expand career counseling and planning services for young people in order to help reduce youth unemployment. The study recommends the following as first steps:

- **Introduce** career guidance and counseling in schools that provides an overview of labour market demands and the full range of possible labour occupations. Such counseling should be particularly geared towards academic non-achievers.
- **Introduce** a road show at the end of the scholastic year, at various municipal halls, to educate youth on topics such as potential academic, career, and vocational career choices; market needs versus labor redundancy; and match-making opportunities on a district or governorate level. Such road shows could be sponsored by the Ministry of Education and Ministry of Labour, but also major private sector representatives and TVET centres.

- **In addition**, career guidance messages should do the following:

- Encourage female students to consider non-traditional vocational training offered by TVET.
- Encourage women to choose non-traditional work sectors, such as the tourism industry.
- Encourage innovative and entrepreneurial initiatives among youth.

4.4 STRATEGIC INTERVENTIONS WITH SUPPORT FROM THE INTERNATIONAL AGENCIES

In addition to the above recommendations, specific issues will be better addressed through the support of International agencies that are already supporting initiatives related to vocational training. This support is by no means aimed to substitute for or determine the policies of the Government of Jordan, but rather to assist in addressing the immediacy of the problem, and inform future policy making with lessons learned and technical guidance. The study therefore recommends the following:

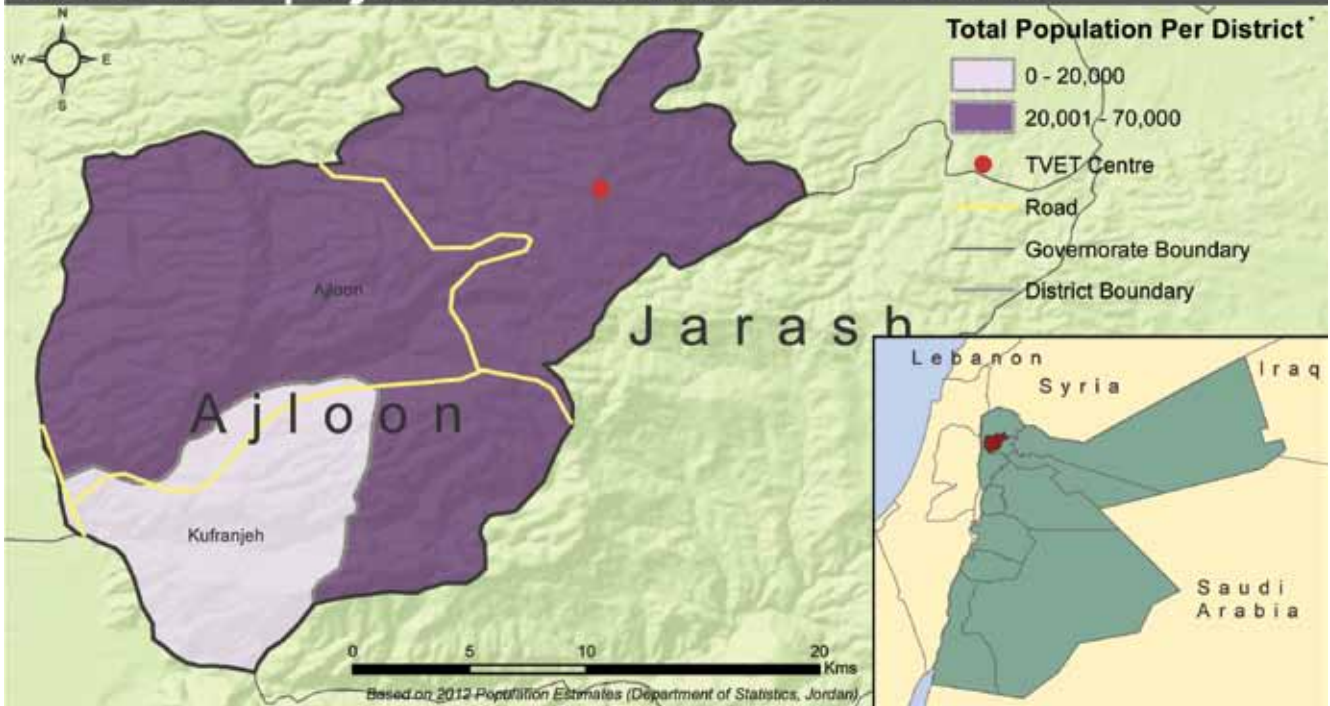
- **Establish** partnerships between UN agencies and Jordanian employers to develop internship programmes and training opportunities for young people.
- **Provide** financial support and resources (with tax incentives for internship programming costs).
- **Provide** employment opportunities for Jordanians through cost-sharing for initial training periods.
- **Provide** employment opportunities for women through salary subsidy programmes.
- **Promote** awareness of the benefits of internship programmes.
- **Encourage** financial organisations to assist TVET graduates in procuring start-up capital for entrepreneurial initiatives.



GOVERNORATE
PROFILES

5

JORDAN | Ajloon Governorate Profile

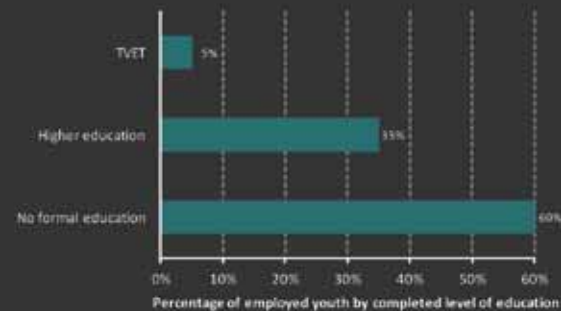
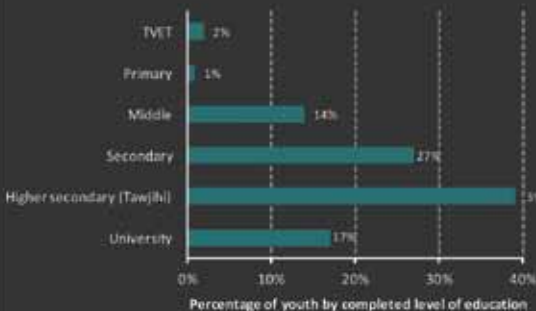


The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of REACH, the Center for Strategic Studies, the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city, or area.

- 11%** Total unemployed*
- 1%** Young people with disabilities employed
- 31%** Young people interested in TVET ♀ 55% ♂ 45%
- 39%** Employers aware of TVET
- 25%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



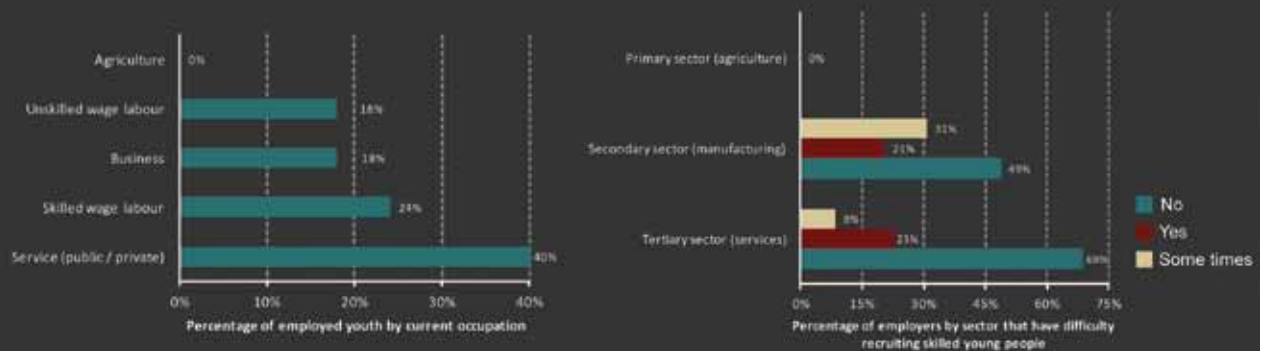
In Ajloon, the proportion of women and men with completed education was approximately equal at all levels, except for post-secondary education. 17% of young people completed post-secondary education, which had been completed by 65% of men compared to 35% of women.

In the sample, 11% of young people were employed full time or self-employed. 5% of employed young people had completed TVET, 60% secondary education, and 35% post-secondary education. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. Among the employed young people who had completed post-secondary education, 69% were men, and 31% were women. A similar trend is also observed among employed young people who had completed secondary education, where 82% were men, and 18% were women.



JORDAN | Ajloun Governorate Profile

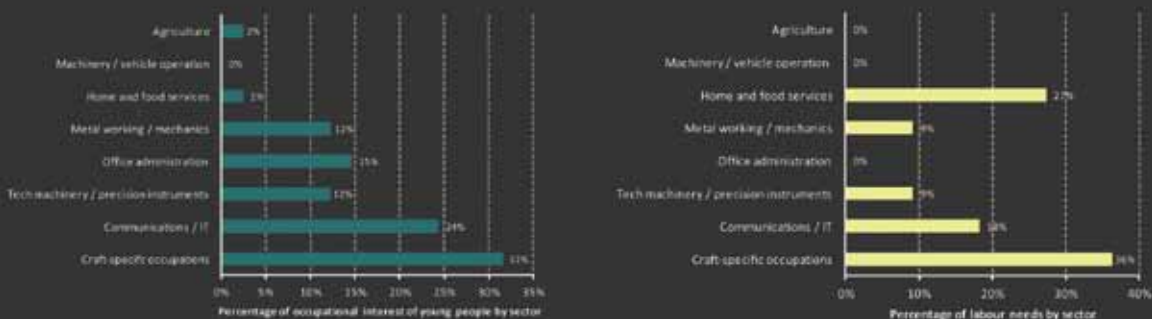
2. Employment trends



Despite the relatively high educational level of young people, only 24% of employed youth were engaged in skilled wage labour. The majority of young people (40%) were employed in the service sector, and 18% in the business sector. It is interesting to note that three times as many men (75%) as women (25%) were engaged in skilled labour, whereas twice as many women (67%) compared to men (33%) were employed in the business sector. 44% of men and 56% of women were employed in the service sector.

It is also worth noting that 23% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 21% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics

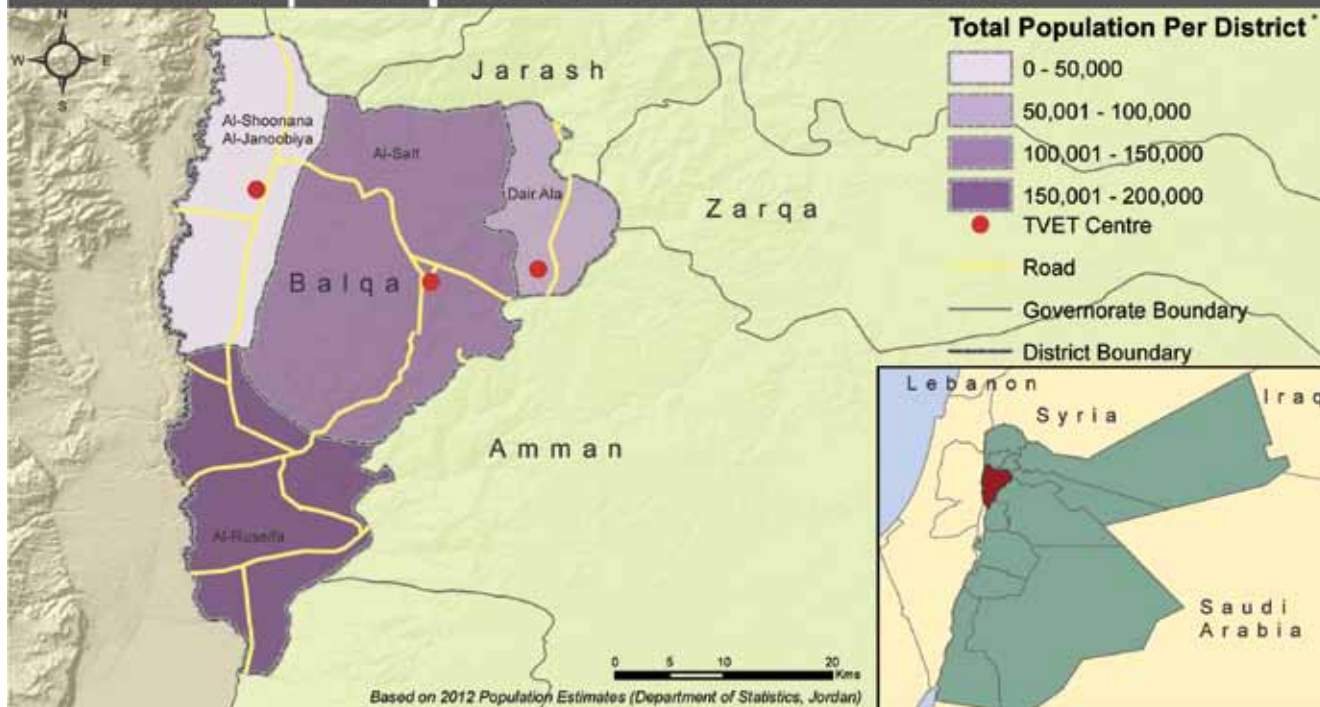


The interest of young people in craft-specific occupations (32% of young people) was closely matched by the proportion of employers in the industry that were recruiting (36% of employers). It is interesting to note that nearly twice as many men (63%) than women (37%) were interested in craft-specific occupations.



In contrast, while 14% of young people were interested in office administration, 0% of employers in this sector were in need of additional employees. In addition, although 27% of employers in the field of home and food services were in need of additional workers, only 2% of young people were interested in this field.



JORDAN | Balqa Governorate Profile

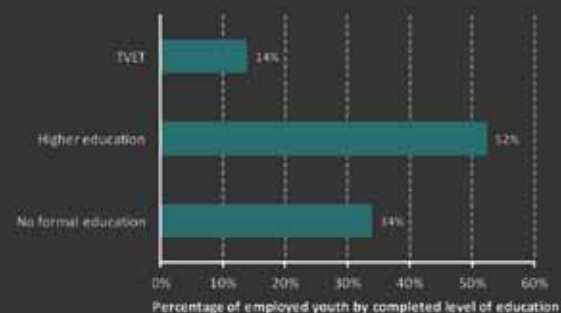
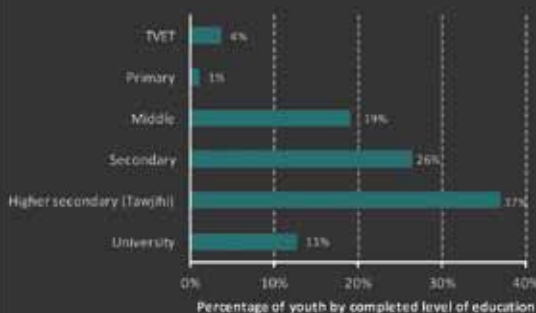


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- 14%** Total unemployed*
- 2%** People with disabilities employed
- 29%** Young people interested in TVET  45%  55%
- 69%** Employers aware of TVET
- 33%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



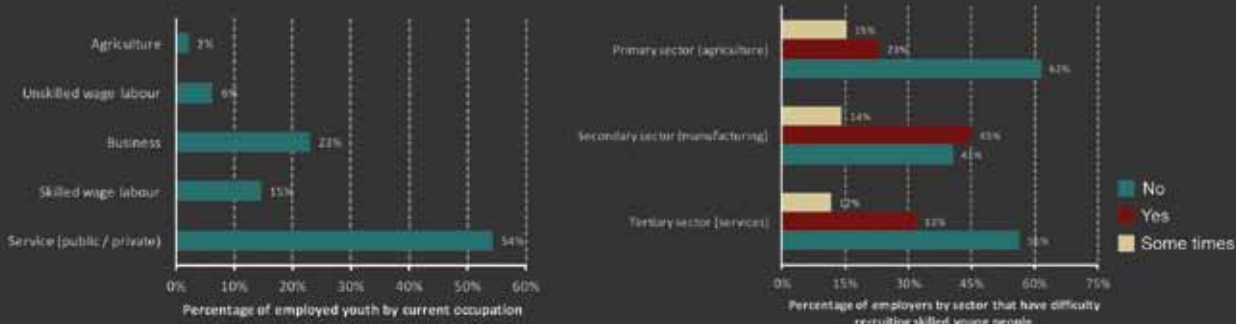
In Balqa, 50% of young people completed at least higher secondary education (Tawjih). The proportion of women and men with completed education was approximately equal at all levels, except for post-secondary education. 13% of young people completed post-secondary education, where 62% were women, and 38% were men.

In the sample, 20% of young people were employed full time or self-employed. 14% of employed young people had completed TVET, 52% secondary education, and 34% post-secondary education. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. Among the employed young people who had completed post-secondary education, 67% were men, and 33% were women. A similar trend is observed among employed young people who had completed secondary education, where 86% were men, and 14% were women.



JORDAN | Balqa Governorate Profile

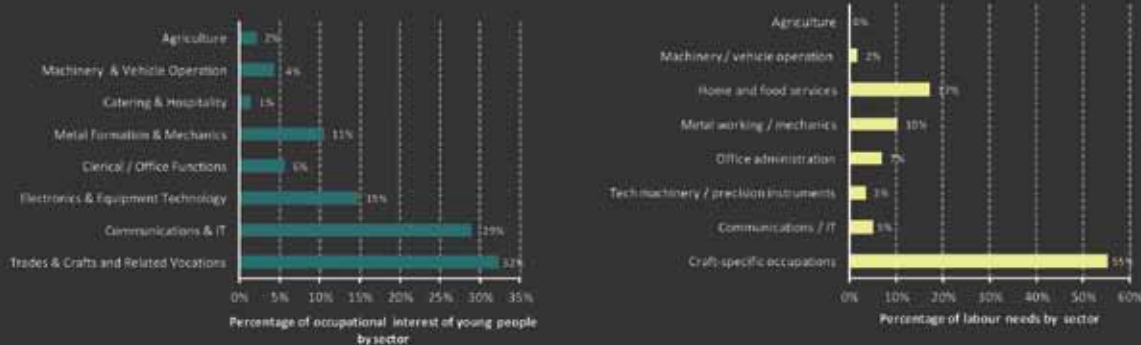
2. Employment trends



Despite the relatively high educational level of young people, only 14% of employed youth were engaged in skilled work. It is interesting to note that twice as many women (67%) than men (33%) were engaged in skilled wage labour. The majority of young people (54%) were employed in the service sector. Slightly more women (54%) than men (46%) were employed in the service sector.

It is worth noting that 32% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 45% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics

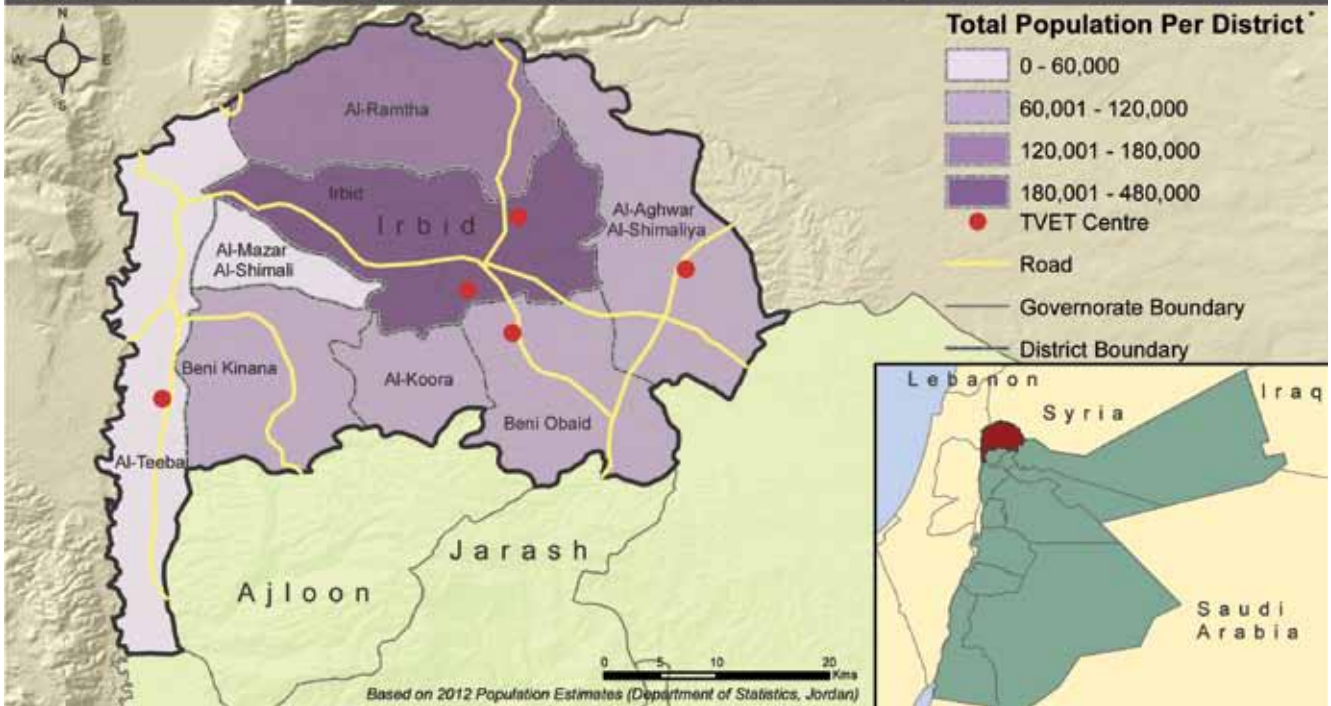


The interest of young people in craft-specific occupations (33% of young people) was closely matched by the proportion of employers in the industry that were recruiting (55% of employers). More women (70%) than men (30%) were interested in craft-specific occupations.



In contrast, while 29% of young people were interested in communications / IT, only 5% of employers in this sector were in need of additional employees. Slightly more women (55%) than men (54%) were interested in the communications / IT sector. In addition, while 17% of employers in the home and food services sector were offering employment opportunities, only 1% of young people were interested in this field of work.



JORDAN | Irbid Governorate Profile

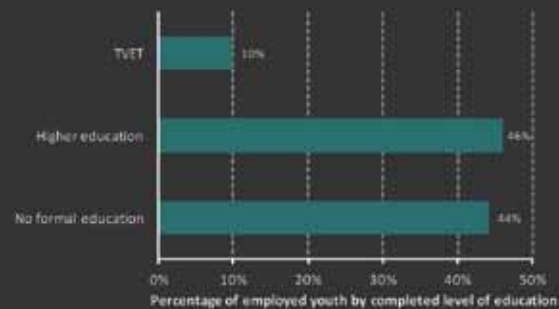
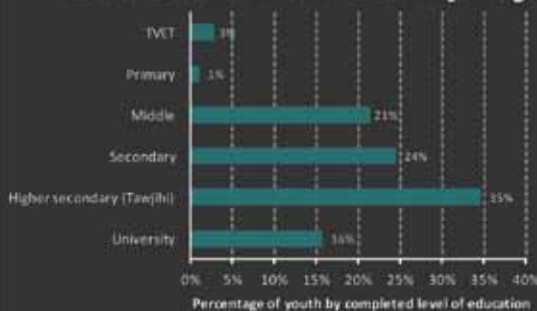


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- 12%** Total unemployed*
- 2%** People with disabilities employed
- 30%** Young people interested in TVET  50%  50%
- 38%** Employers aware of TVET
- 38%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



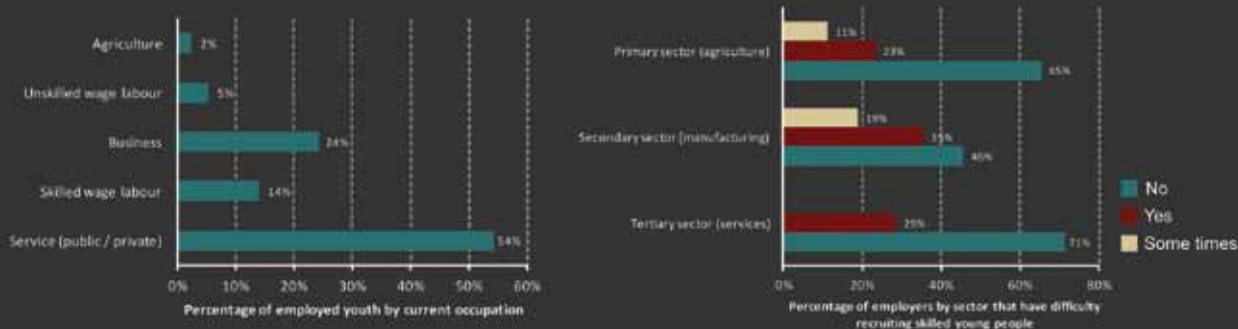
In Irbid, 51% of young people completed at least higher secondary education (Tawjihi). The proportion of women and men with completed education was approximately equal at all levels. It is interesting to note that although slightly more men (54%) than women (46%) completed higher secondary education, slightly more women (56%) than men (44%) completed post-secondary education.

In the sample, 19% of young people were employed full time or self-employed. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. 10% of employed young people had completed TVET, 46% post-secondary education, and 44% secondary education. Among the employed young people who had completed post-secondary education, 57% were men, and 43% were women. A similar pattern is observed when comparing the employment rate between men and women that completed secondary education, where 73% were men and 27% were women.



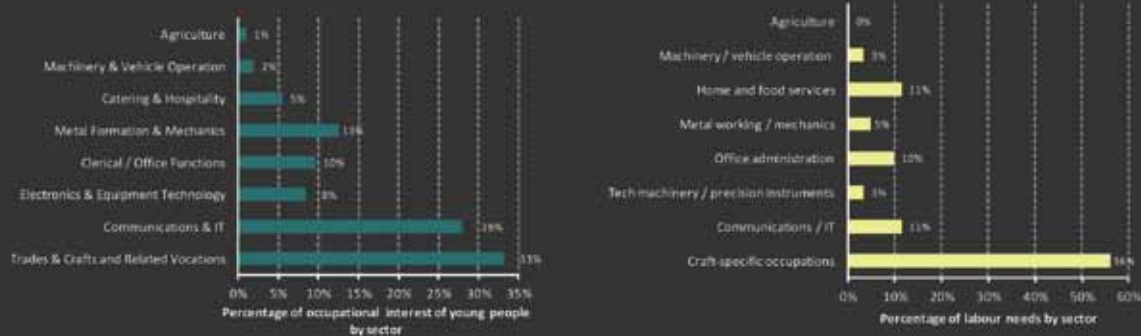
JORDAN | Irbid Governorate Profile

2. Employment trends



Despite the relatively high educational level of young people, only 14% of employed young people were engaged in skilled work. The proportion of women (50%) and men (50%) working as skilled workers was equal. The majority (54%) of young people were employed in the service sector. Nearly twice as many women (61%) compared to men (39%) were employed in the service sector. 24% of young people were employed in the business sector, where 48% were women and 52% were men. It is worth noting that 29% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 35% of employers in the secondary sector of the economy had difficulty finding skilled young people.

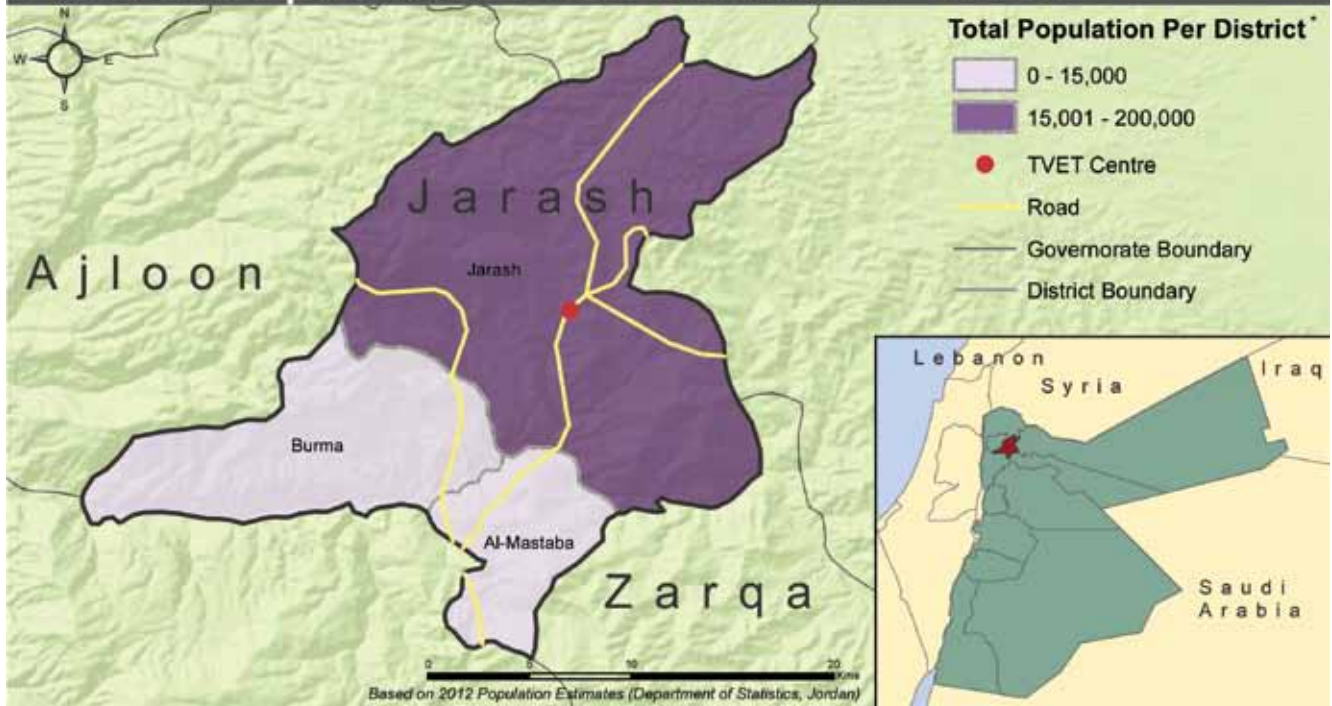
3. Labour market dynamics



The interest of young people in craft-specific occupations (33% of young people) was closely matched by the proportion of employers in the industry that were recruiting (56% of employers). 48% of women and 52% of men were interested in craft-specific occupations as a future career. In contrast, while 28% of young people were interested in communications / IT, only 11% of employers in this sector were in need of additional employees. The proportion of men (50%) and women (50%) interested in the communications / IT field was equal. Similarly, while 13% of young people were interested in metal working / mechanics, 5% of employers in this sector needed additional workers. It is interesting to note that more women (58%) than men (42%) were interested in the field of metal working / mechanics.



JORDAN | Jarash Governorate Profile

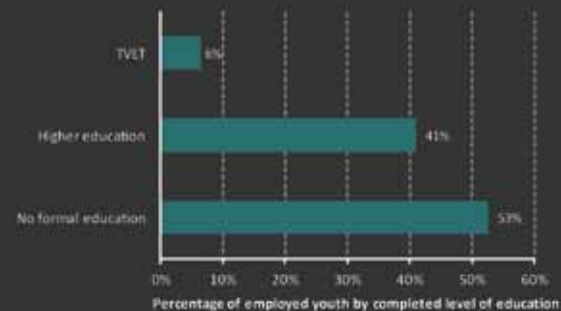
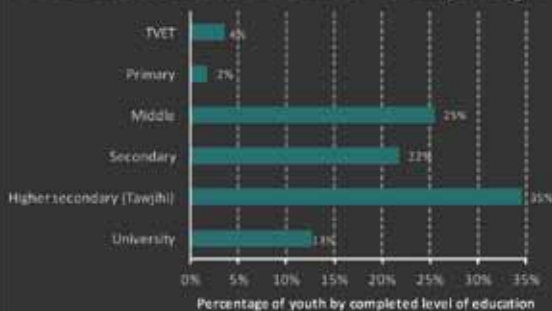


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- 11%** Total unemployed*
- 1%** People with disabilities employed
- 28%** Young people interested in TVET ♀ 43% ♂ 57%
- 65%** Employers aware of TVET
- 38%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



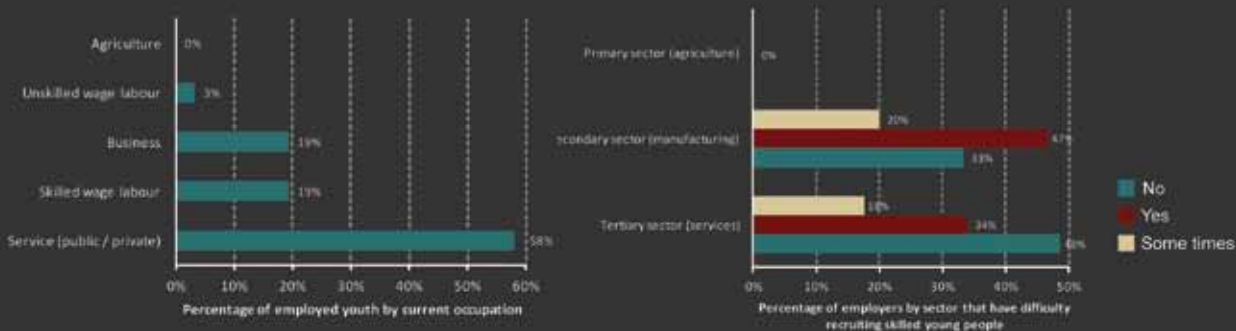
In Jarash, 48% of young people completed at least higher secondary education (Tawjihi). The proportion of women and men with completed education was approximately equal at all levels. It is interesting to note that although slightly more men (56%) than women (44%) completed higher secondary education, slightly more women (54%) than men (46%) completed post-secondary education.

In the sample, 23% of young people were employed full time or self-employed. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. 6% of employed young people had completed TVET, 41% post-secondary education, and 53% secondary education. Among the employed young people who had completed post-secondary education, 90% were men, and 10% were women. A similar pattern is observed when comparing the employment rate between men and women that completed secondary education, where 94% were men and 6% were women.



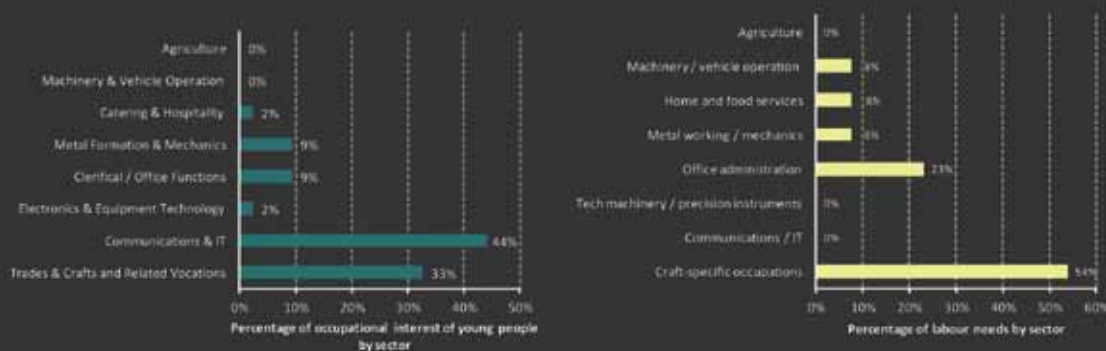
JORDAN | Jarash Governorate Profile

2. Employment trends



Despite the relatively high educational level of young people, only 19% of employed young people were engaged in skilled work. More men (68%) than women (32%) were working skilled wage jobs. The majority (58%) of young people were employed in the service sector. Contrary to skilled wage employment, more women (60%) than men (40%) were employed in the service sector. 19% of young people were employed in the business sector, where 68% of men and 32% of women were working. It is worth noting that 34% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 47% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics

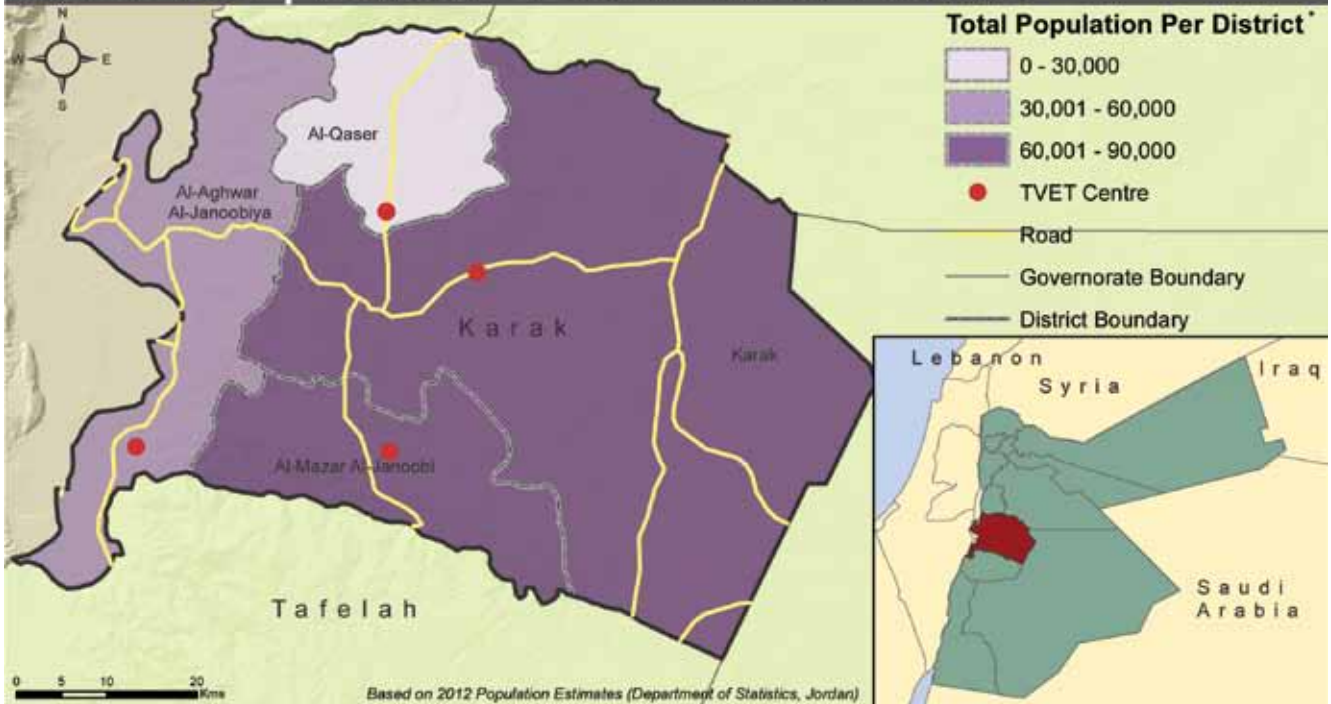


The interest of young people in craft-specific occupations (33% of young people) was closely matched by the proportion of employers in the industry that were recruiting (54% of employers). More men (58%) than women (42%) were interested in craft-specific occupations.



In contrast, while 44% of young people were interested in communications / IT, 0% of employers in this sector were in need of additional employees. The proportion of men (52%) and women (48%) interested in communications / IT were approximately the same. In addition, while 9% of young people were interested in office administration, 23% of employers in this sector needed additional workers. 22% of men and 78% of women indicated interest in this field.



JORDAN | Karak Governorate Profile

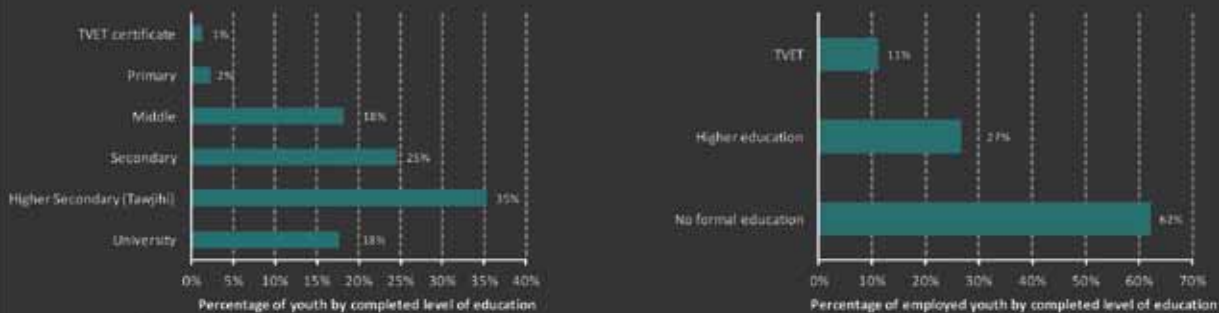


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- 18%** Total unemployed*
- 2%** People with disabilities employed
- 27%** Young people interested in TVET  48%  52%
- 70%** Employers aware of TVET
- 43%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment

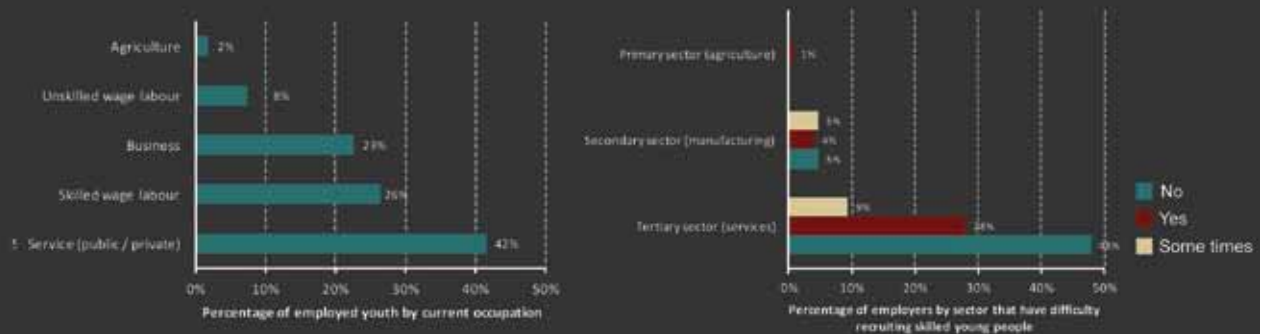


In Karak, 53% of young people completed at least higher secondary education (Tawjihi). The proportion of women and men with completed education was approximately equal at all levels. It is interesting to note that although more men (56%) than women (44%) completed higher secondary education, more women (61%) than men (39%) completed post-secondary education. In the sample, 19% of young people were employed full time or self-employed. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. 11% of employed young people had completed TVET, 27% post-secondary education, and 62% secondary education. Among the employed young people who had completed post-secondary education, 35% were men and 65% were women. When comparing the employment rate between men and women that completed secondary education, 90% were men and 10% were women.



JORDAN | Karak Governorate Profile

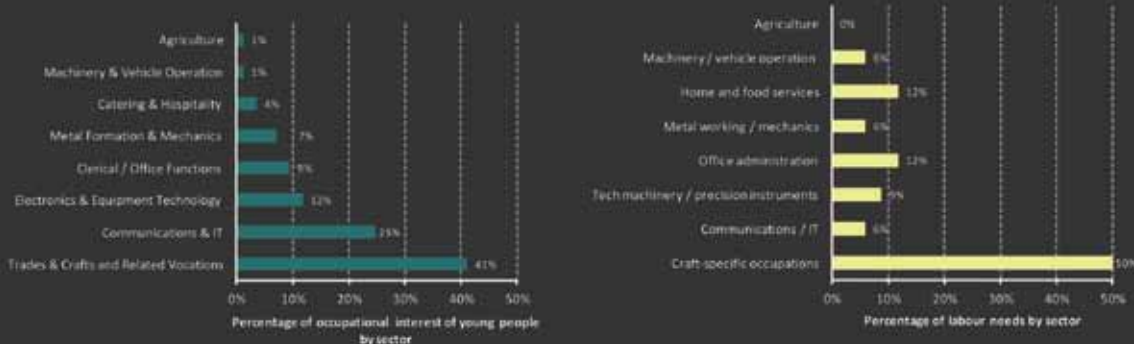
2. Employment trends



Despite the relatively high educational level of young people, only 26% of employed youth were engaged in skilled wage labour. 38% of men and 62% of women were employed as skilled workers. The majority (42%) were employed in the service sector. 42% of women and 58% of men were employed in the service sector. In Karak, 8% of young people were engaged in unskilled wage labour, all of whom were women.

It is worth noting that 28% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 4% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics

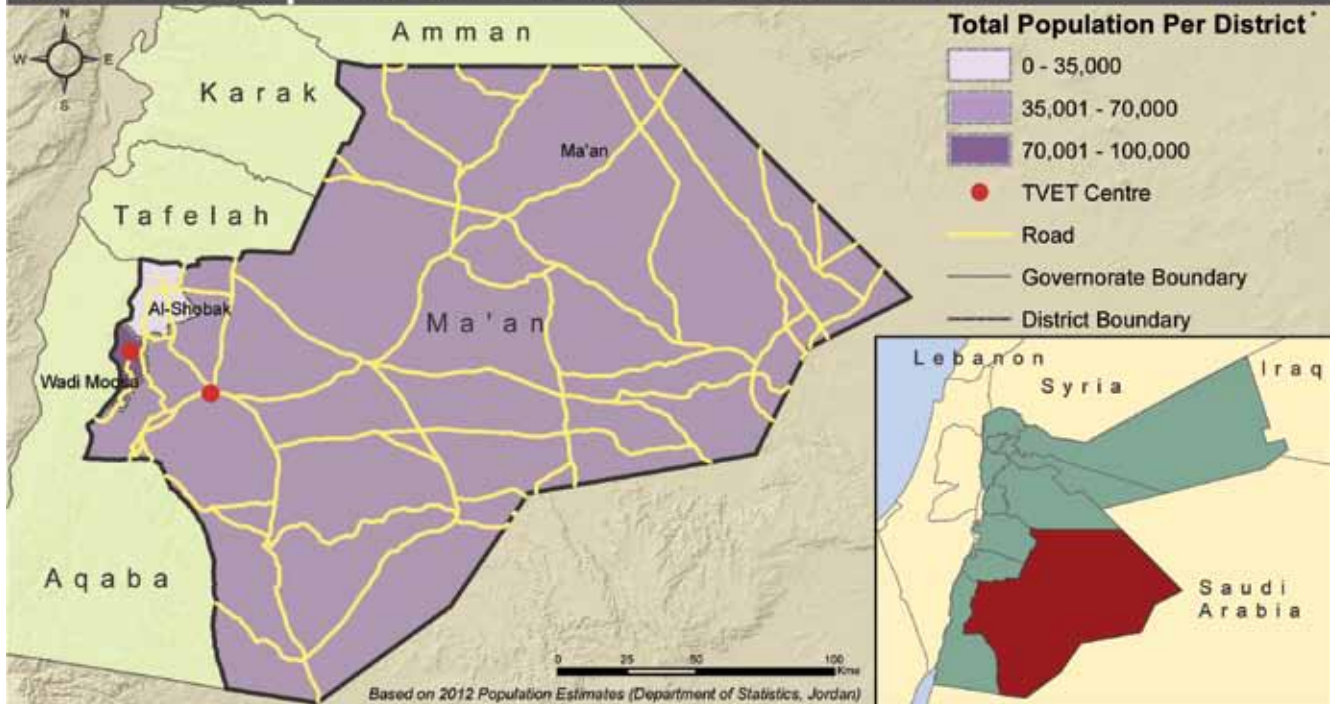


The interest of young people in craft-specific occupations (41% of young people) was closely matched by the proportion of employers in the industry that were recruiting (50% of employers). 37% of women and 63% of men were interested in craft-specific occupations as a career.

In contrast, while 24% of young people were interested in communications / IT, only 6% of employers in this field were in need of additional employees. 36% of women and 64% of men were interested in communications / IT. In addition, although 12% of employers in the home and food services sector were in need of additional workers, only 4% of young people were interested in this field, all of whom were women.



JORDAN | Ma'an Governorate Profile

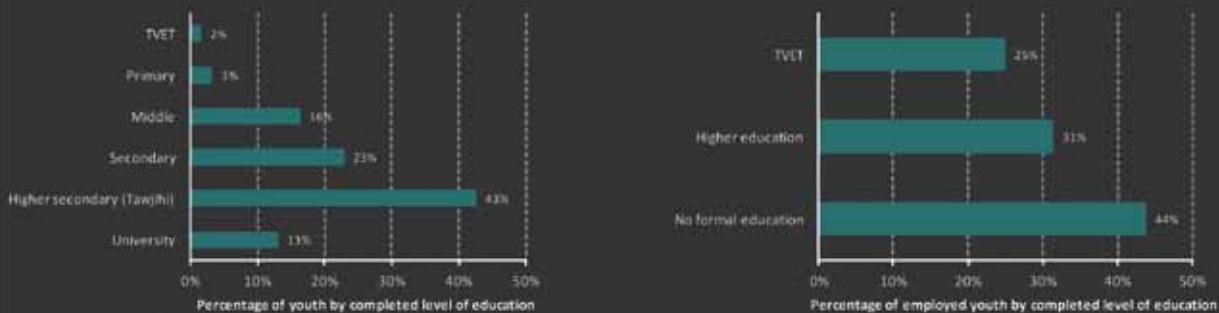


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- 19%** Total unemployed*
- 1%** People with disabilities employed
- 31%** Young people interested in TVET ♀ 48% ♂ 52%
- 72%** Employers aware of TVET
- 25%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



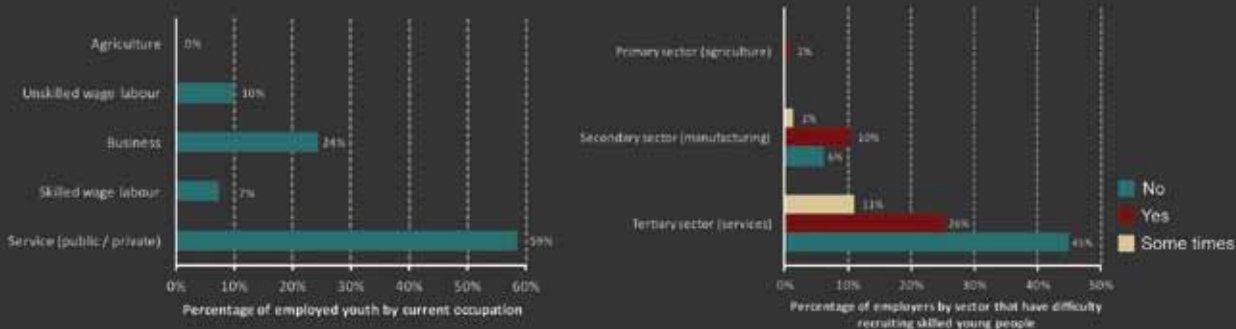
In Ma'an, 56% of young people completed at least higher secondary education (Tawjih). The proportion of women and men with completed education was approximately equal at all levels, except for post-secondary education, which had been completed by more than twice as many men (69%) than women (31%).

In the sample, 26% of young people were employed full time or self-employed. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. 25% of employed young people had completed TVET, 31% post-secondary education, and 44% secondary education. Among the employed young people who had completed post-secondary education, 74% were men and 26% were women. A similar pattern is observed when comparing the employment rate between men and women that completed secondary education, where 98% were men and 2% were women.



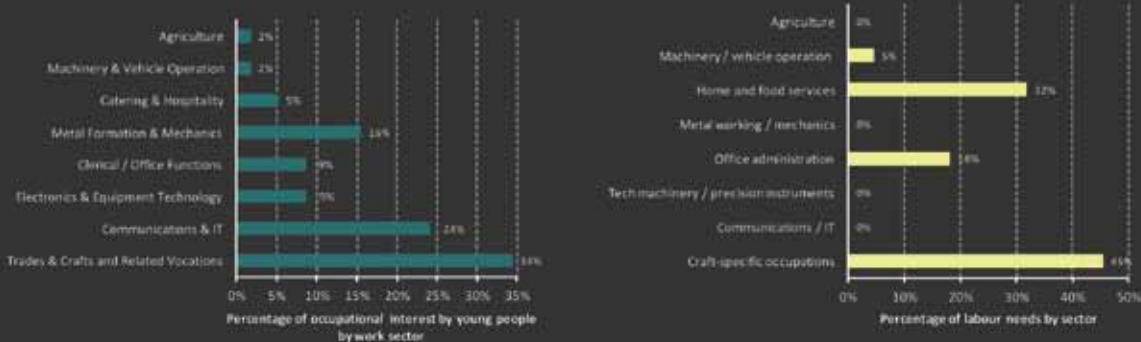
JORDAN | Ma'an Governorate Profile

2. Employment trends



Despite the relatively high educational level of young people, only 7% of employed youth were engaged in skilled wage labour. 71% of men and 29% of women were employed as skilled workers. The majority of young people (58%) were employed in the service sector. The proportion of men (50%) and women (50%) working in the service sector was equal. It is worth noting that 26% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 10% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics

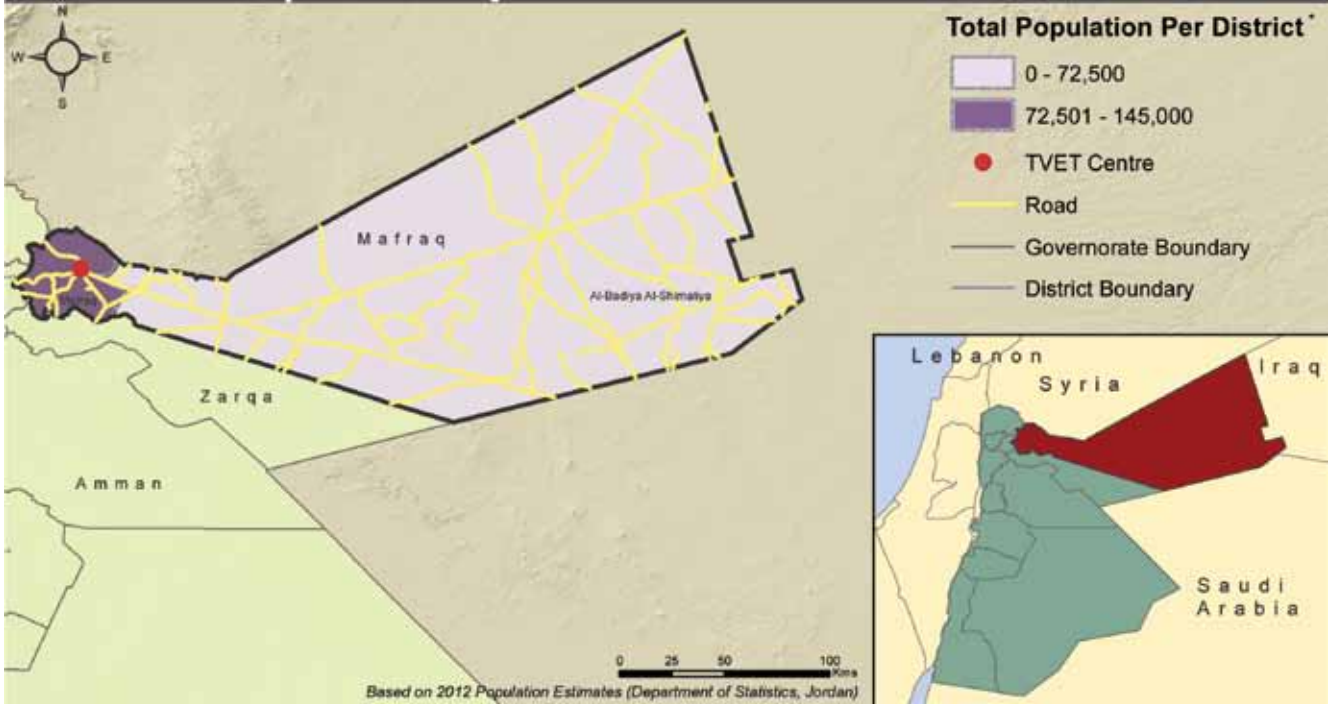


The interest of young people in craft-specific occupations (35% of young people) was closely matched by the proportion of employers in the industry that were recruiting (45% of employers). More men (60%) than women (40%) were interested in craft-specific occupations as a career.

In contrast, while 24% of young people were interested in communications / IT, 0% of employers in this sector were in need of additional employees. The proportion of men (50%) and women (50%) interested in communications / IT was equal. In addition, although 32% of employers in the field of home and food services were in need of additional workers, only 5% of young people were interested in this field, all of whom were men.



JORDAN | Mafrq Governorate Profile

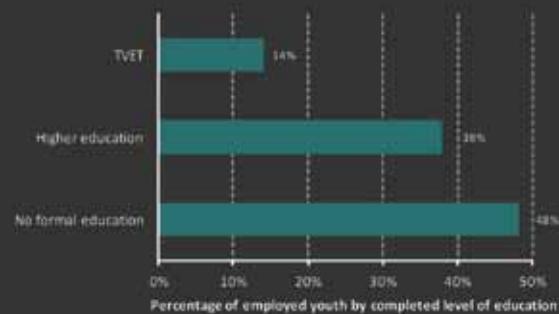
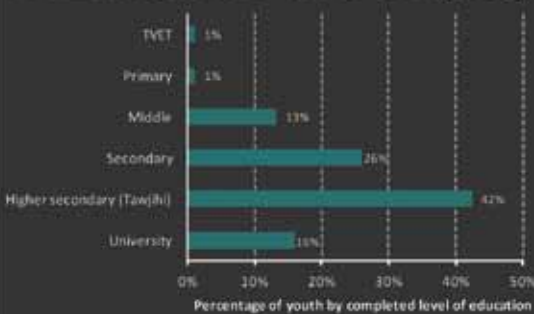


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- 11% Total unemployed*
- 3% People with disabilities employed
- 28% Young people interested in TVET 5,327 in ♂ 61% ♀ 39%
- 54% Employers aware of TVET
- 42% Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



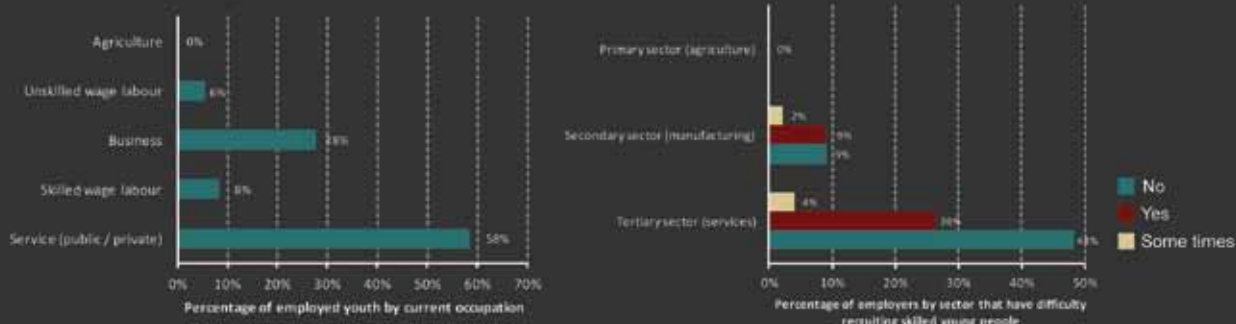
In Mafrq, 58% of young people completed at least higher secondary education (Tawjihi). The proportion of women and men with completed education was approximately equal at all levels, except for higher secondary education (Tawjihi), which had been completed by nearly twice as many women (64%) than men (36%).

In the sample, 19% of young people were employed full time or self-employed. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. 14% of employed young people had completed TVET, 38% post-secondary education, and 48% secondary education. Among the employed young people who had completed post-secondary education, 92% were men and 8% were women, nearly a 12-fold difference. A similar pattern is observed when comparing the employment rate between men and women that completed secondary education, where 96% were men and 4% were women.



JORDAN | Mafraq Governorate Profile

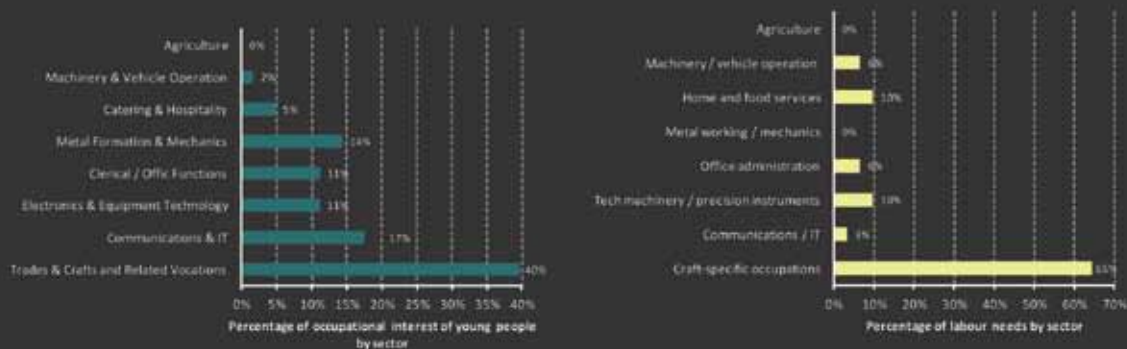
2. Employment trends



Despite the relatively high educational level of young people, only 8% of employed youth were engaged in skilled wage labour. It is interesting to note that twice as many women (67%) than men (33%) were employed as skilled workers. The majority of young people (58%) were employed in the service sector. Slightly more men (52%) than women (48%) were employed in the service sector.

It is worth noting that 26% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 9% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics

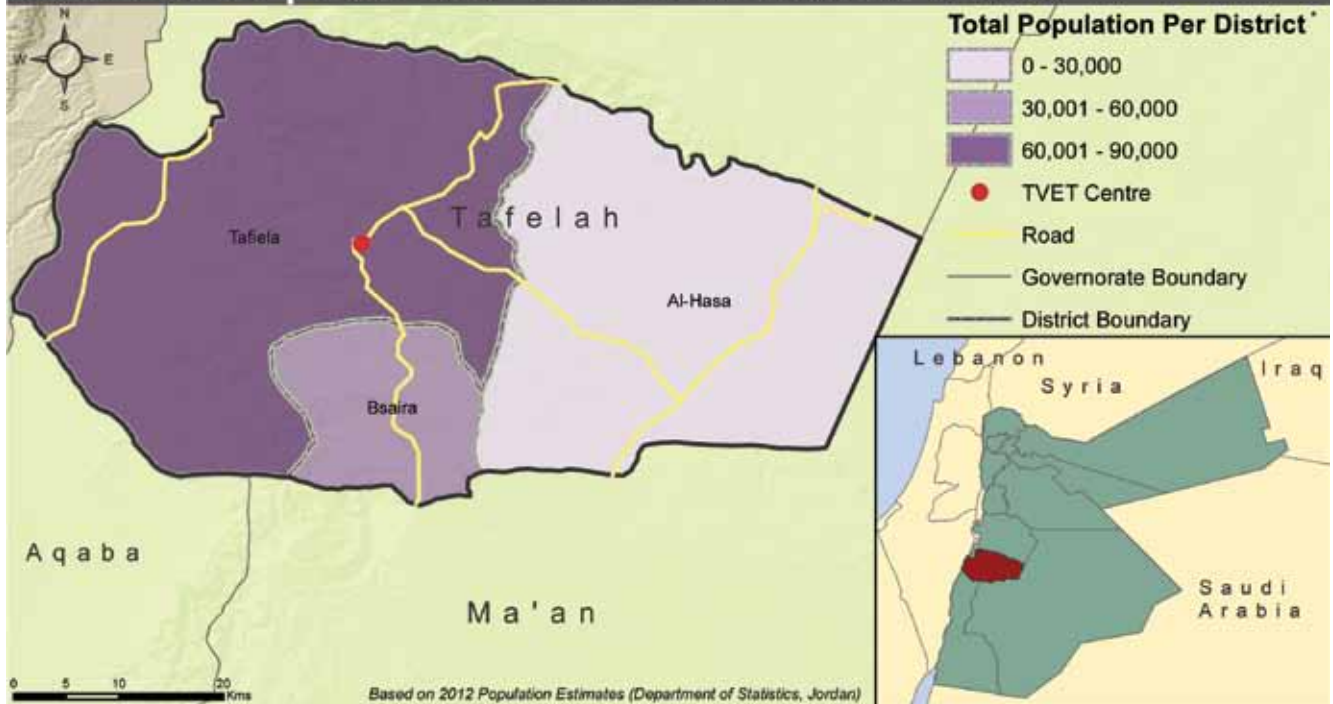


The interest of young people in craft-specific occupations (39% of young people) was closely matched by the proportion of employers in the industry that were recruiting (65% of employers). More men (56%) than women (44%) were interested in craft-specific occupations as a career.

In contrast, while 18% of young people were interested in communications / IT, only 3% of employers in this sector were in need of additional employees. 56% of men and 44% of women were interested in communications / IT. Similarly, while 14% of young people were interested in metal working / mechanics, 0% of employers in this work field were in need of additional workers. It is interesting to note that more women (79%) than men (21%) were interested in metal working / mechanics.



JORDAN | Tafelah Governorate Profile

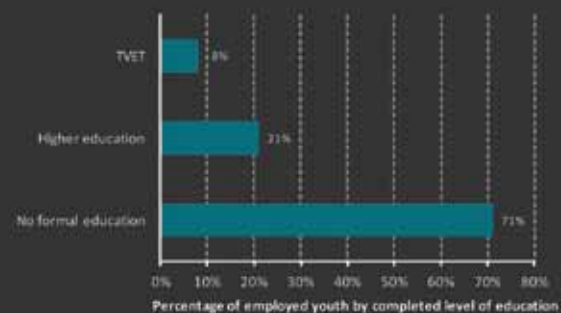
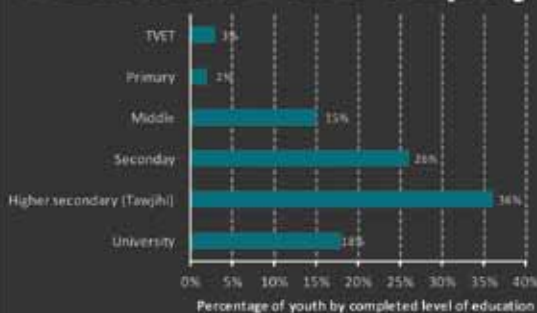


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- 20%** Total unemployed*
- 1%** People with disabilities employed
- 24%** Young people interested in TVET ♀ 54% ♂ 46%
- 74%** Employers aware of TVET
- 56%** Young people who completed TVET found employment

* Based on 2012 Employment and Unemployment Survey (Department of Statistics, Jordan)

1. Education and employment



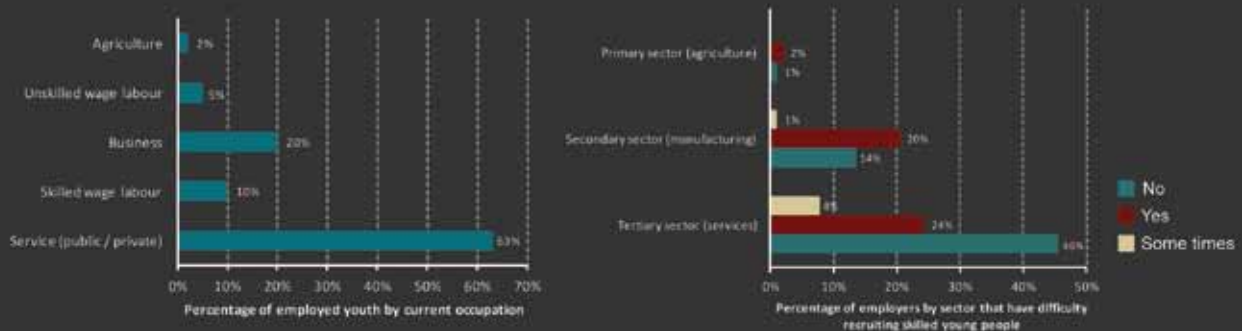
In Tafelah, the proportion of women and men with completed education was approximately equal at all levels. 53% of young people completed at least higher secondary education (Tawjihi), which had been completed by slightly more women (51%) than men (49%). 18% of young people completed post-secondary education, which had been completed by more men (59%) than women (41%).

In the sample, 26% of young people were employed full time or self-employed. 8% of employed young people had completed TVET, 71% secondary education, and 21% post-secondary education. Despite the near equalization of education levels between men and women, women's participation in the labour force remains low. Among the employed young people who had completed post-secondary education, 86% were men, and 14% were women. A similar trend is also observed among employed young people who had completed secondary education, where 99% were men, and 1% were women.



JORDAN | Tafelah Governorate Profile

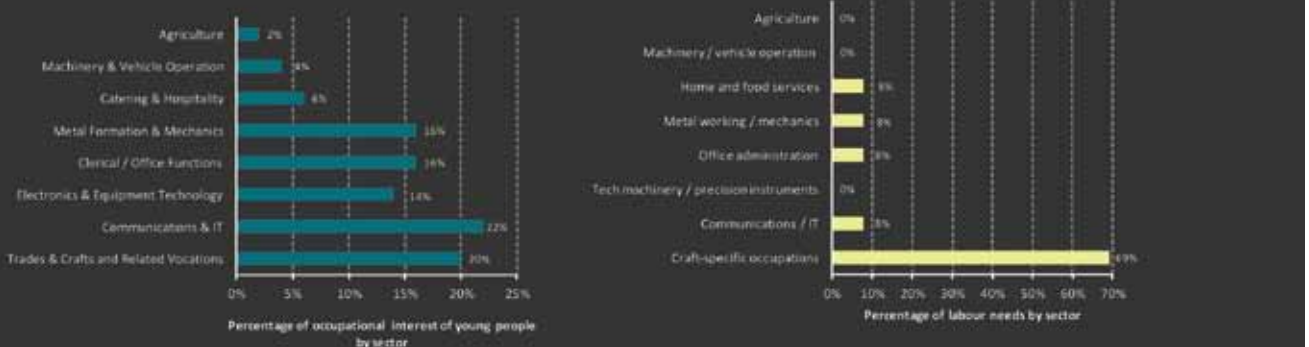
2. Employment trends



Despite the relatively high educational level of young people, only 10% of employed youth were engaged in skilled wage labour. The proportion of men (50%) and women (50%) employed as skilled workers was equal. The majority of young people (63%) were employed in the service sector. 56% of men and 46% of women were employed in the service sector. 20% of young people were employed in the business sector. It is interesting to note that three times as many women (75%) were employed in the business sector than men (25%).

It is also worth noting that 24% of employers in the tertiary sector of the economy, including service-providing public and private organisations, had difficulty recruiting skilled young people. In addition, 20% of employers in the secondary sector of the economy had difficulty finding skilled young people.

3. Labour market dynamics



The interest of young people in craft-specific occupations (20% of young people) was closely matched by the proportion of employers in the industry that were recruiting (69% of employers). The proportion of men (50%) and women (50%) interested in craft-specific occupations was equal.

In contrast, while 22% of young people were interested in communications / IT, only 8% of employers in this sector were in need of additional employees. 55% of men and 45% of women were interested in communications / IT. Similarly, while 14% of young people were interested in the field of tech machinery / precision instruments, 0% of employers in this work field were in need of additional workers. It is interesting to note that more women (86%) than men (14%) were interested in tech machinery / precision instruments.

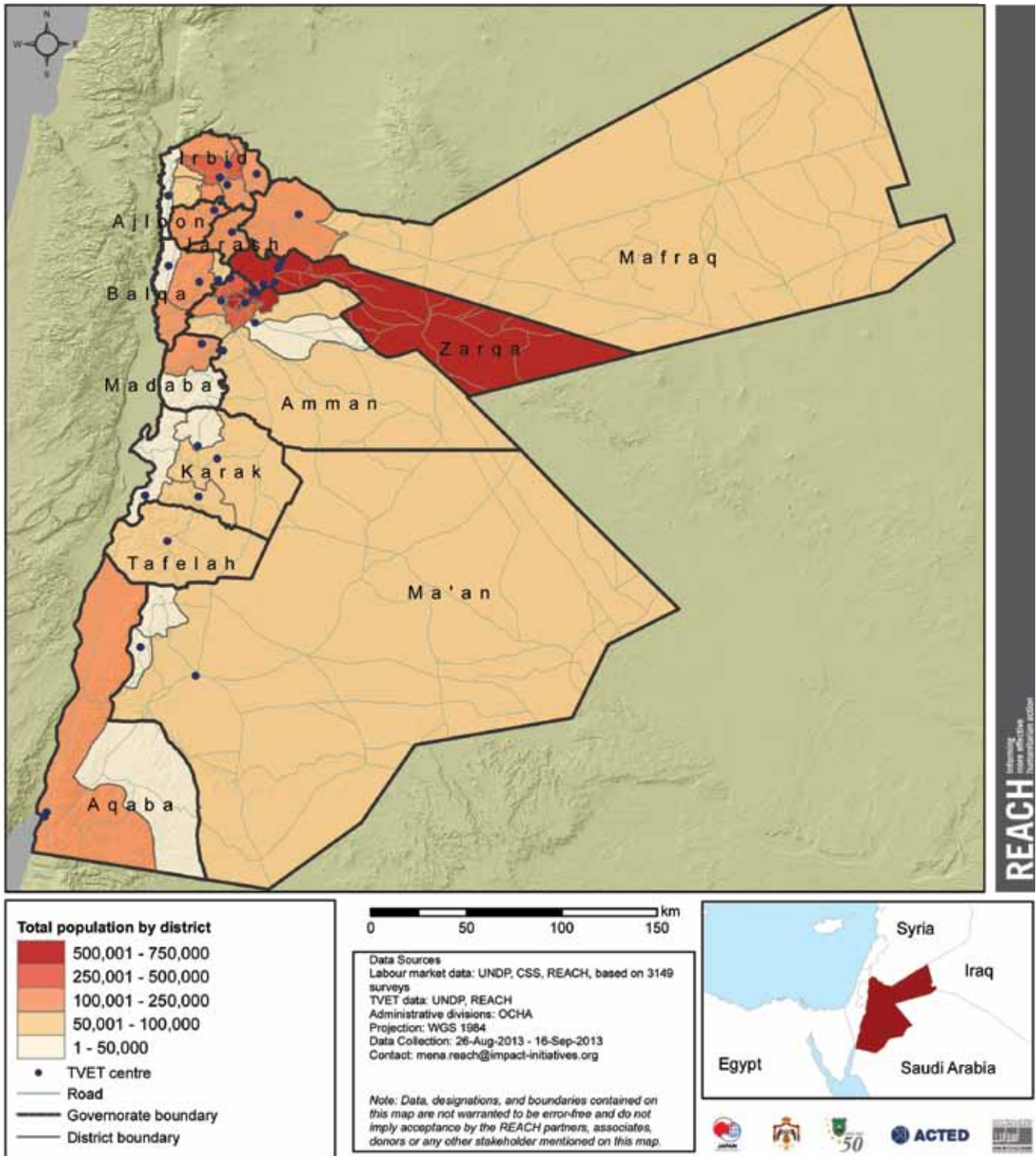




MAPS

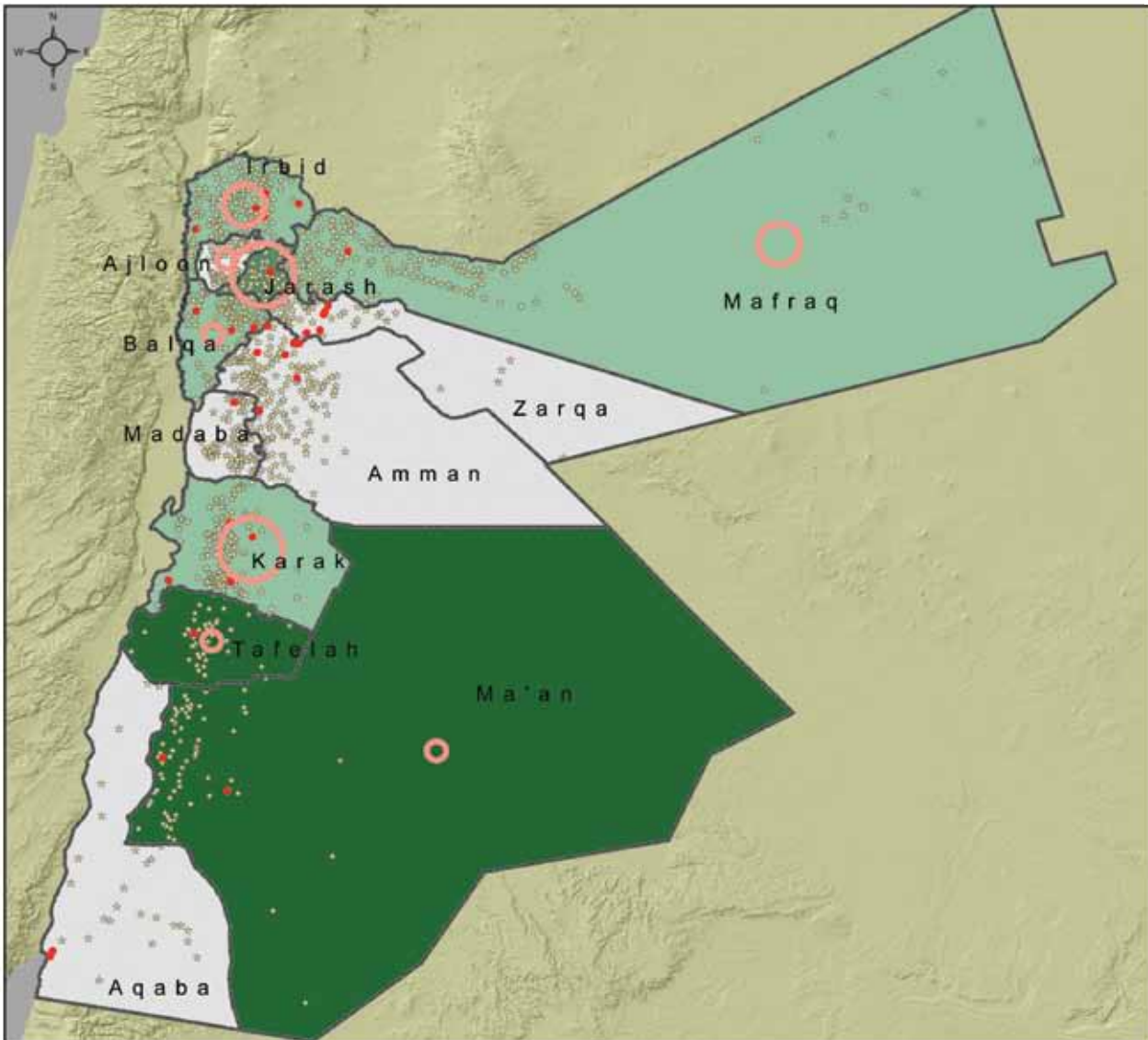
6

LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN
 Technical Vocational Educational Training (TVET) Centres in Jordan



LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN

Employment rate of young people in the sample and average monthly wage of young people



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Employment rate of young people in the sample

- 25.1 - 30.0%
- 20.1 - 25.0%
- 15.1 - 20.0%
- 10.0 - 15.0%
- Not surveyed

Average monthly wage of young people (JOD)

- 201 - 250
- 251 - 300
- 301 - 350

- ☆ Locality
- TVET centre
- Governorate boundary

0 50 100 150 km

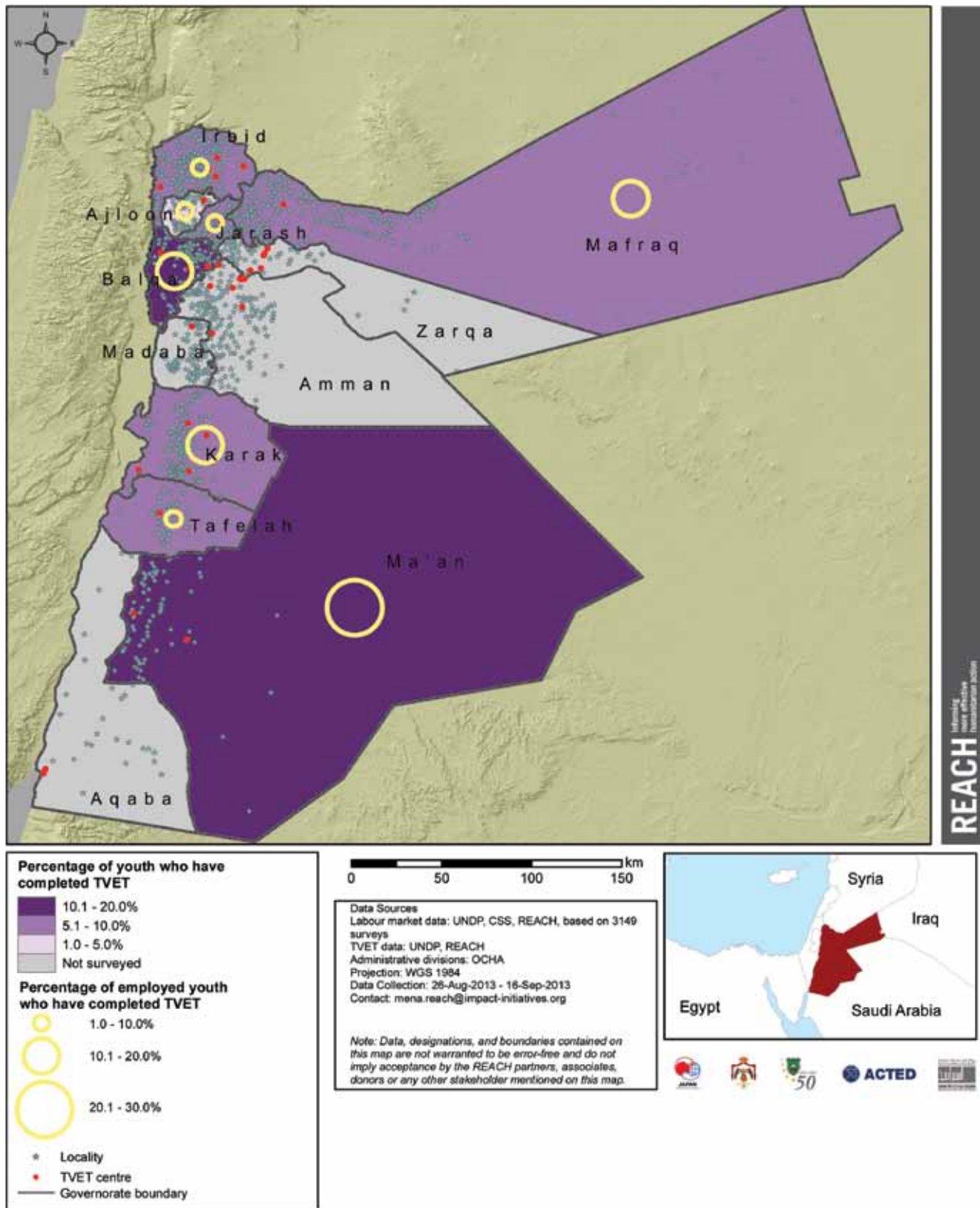
Data Sources
 Labour market data: UNDP, CSS, REACH, based on 3149 surveys
 TVET data: UNDP, REACH
 Administrative divisions: OCHA
 Projection: WGS 1984
 Data Collection: 26-Aug-2013 - 16-Sep-2013
 Contact: mena.reach@impact-initiatives.org

Note: Data, designations, and boundaries contained on this map are not warranted to be error-free and do not imply acceptance by the REACH partners, associates, donors or any other stakeholder mentioned on this map.



LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN

Percentage of youth who have completed TVET and percentage of employed youth who have completed TVET

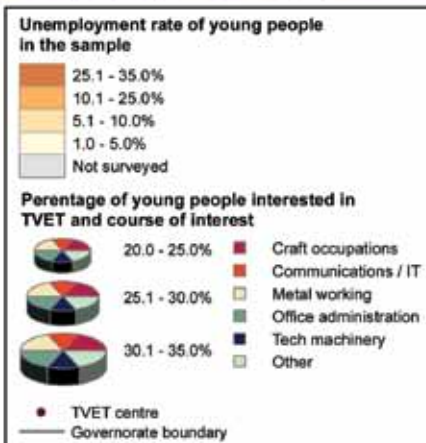
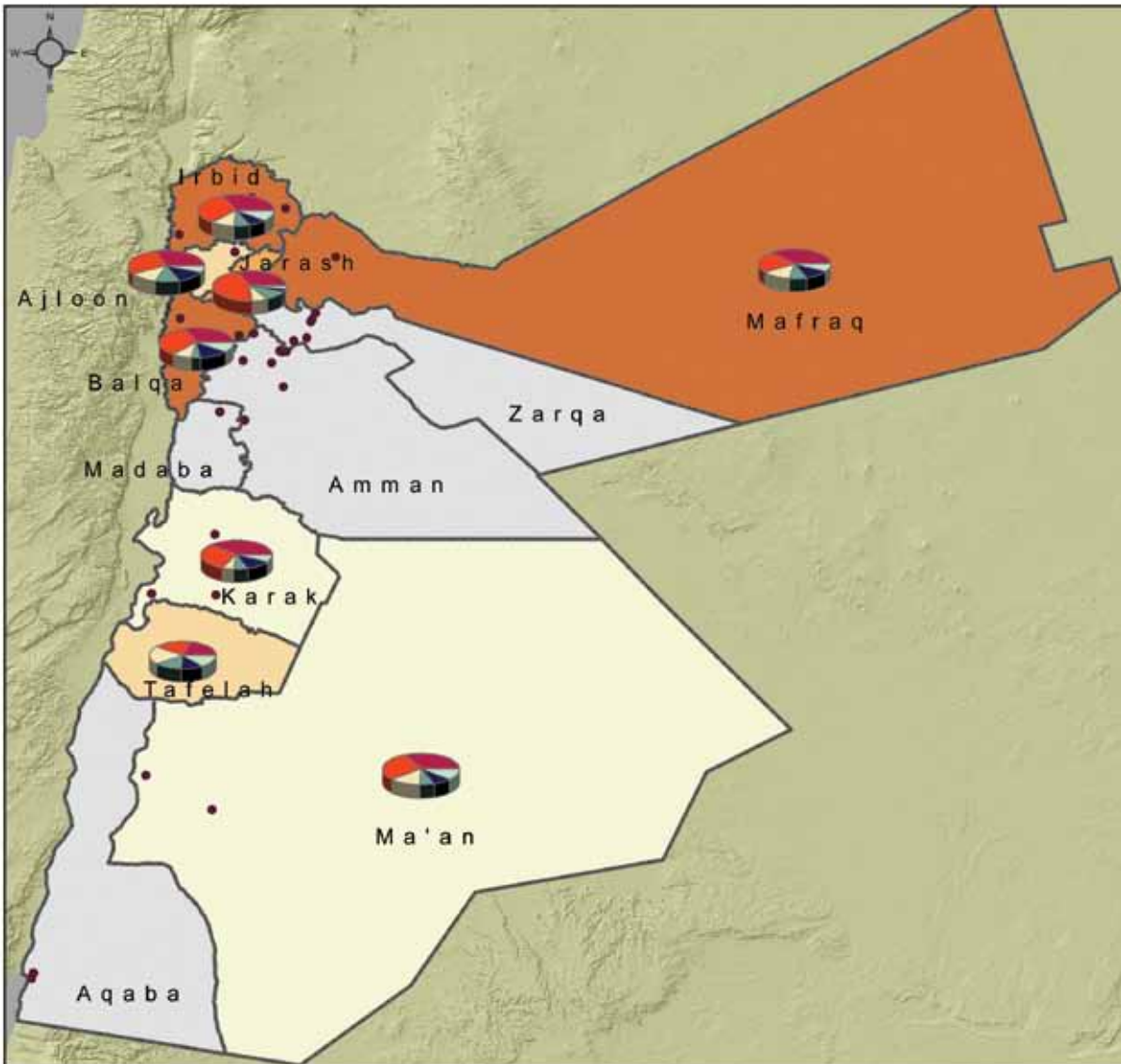


LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN

Unemployment rate of young people in the sample and percentage of young people interested in TVET



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0 50 100 150 km

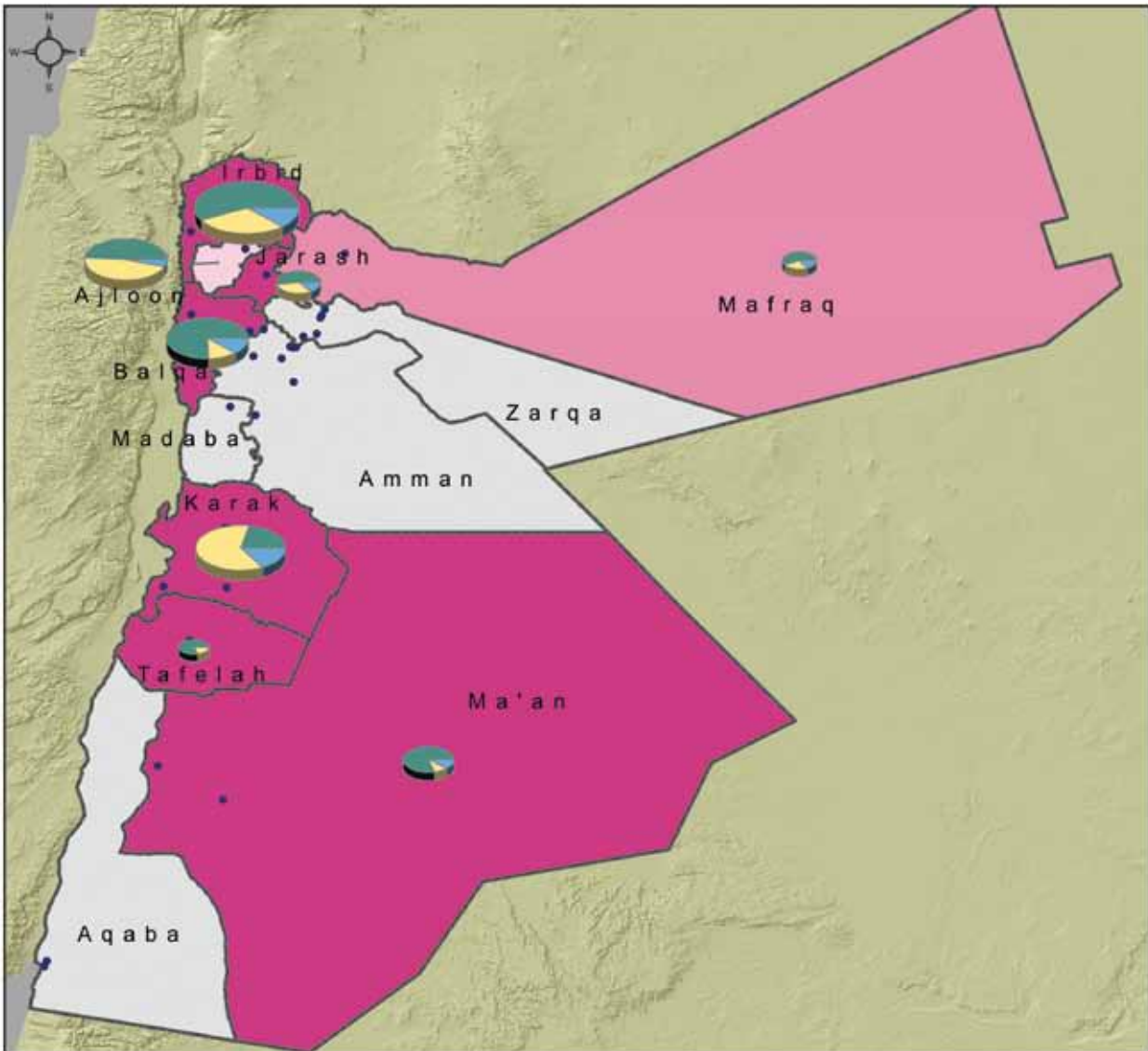
Data Sources
 Labour market data: UNDP, CSS, REACH, based on 3149 surveys
 TVET data: UNDP, REACH
 Administrative divisions: OCHA
 Projection: WGS 1984
 Data Collection: 26-Aug-2013 - 16-Sep-2013
 Contact: mena.reach@impact-initiatives.org

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LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN

Employment rate of young women in the sample and percentage of employed women by completed level of education



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Employment rate of women in the sample who are employed full-time or self-employed

- 10.1 - 15.0%
- 5.1 - 10.0%
- 1.0 - 5.0%
- Not surveyed

Percentage of employed women who have completed at least secondary education and level of completed education

- 1.0 - 10.0%
- 10.1 - 20.0%
- 20.1 - 30.0%
- 30.1 - 40.0%

University
 Secondary
 TVET

TVET centre
 Governorate boundary



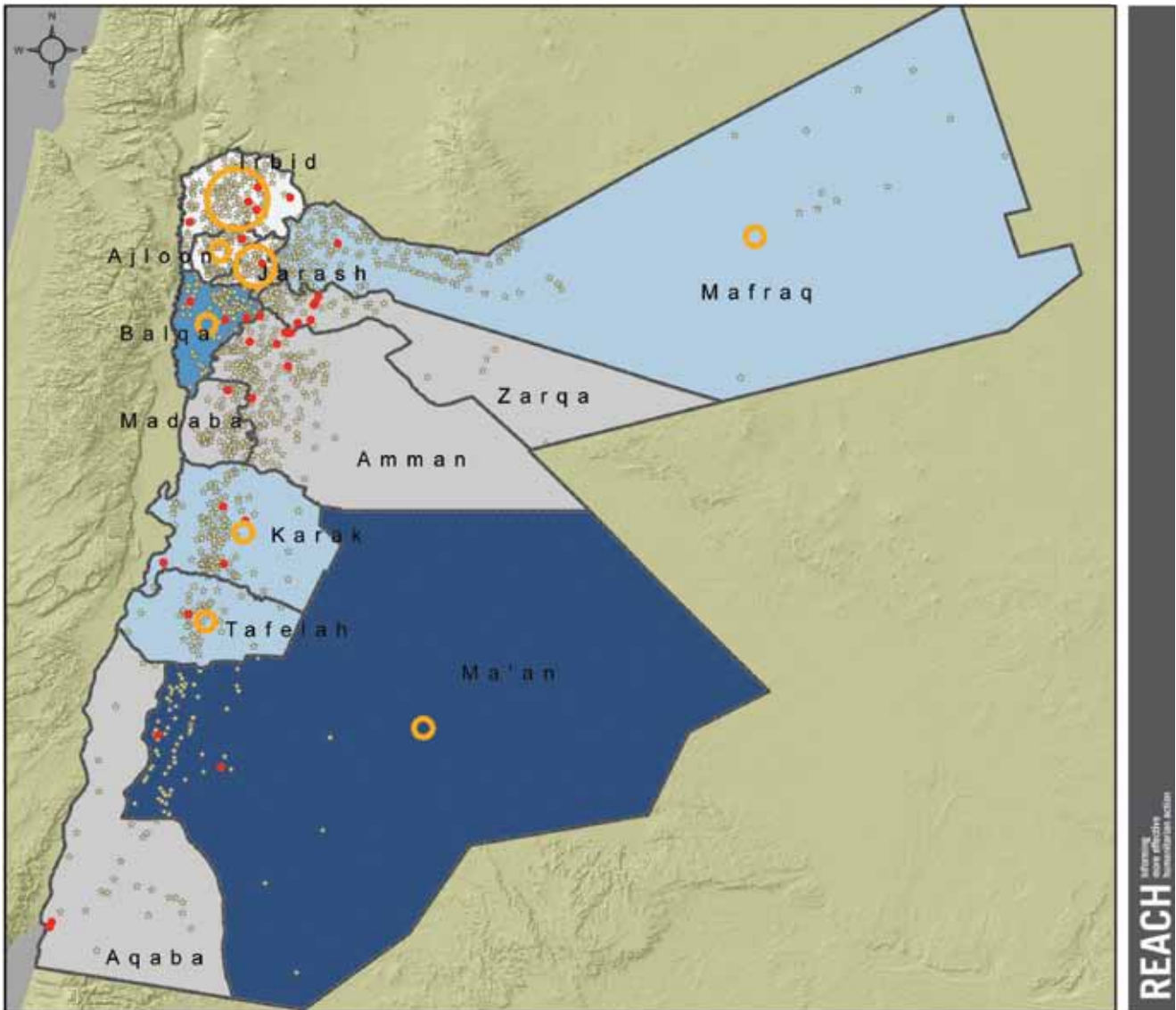
Data Sources
 Labour market data: UNDP, CSS, REACH, based on 3149 surveys
 TVET data: UNDP, REACH
 Administrative divisions: OCHA
 Projection: WGS 1984
 Data Collection: 26-Aug-2013 - 16-Sep-2013
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LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN

Percentage of employers that require more employees and average number of skilled workers required by employers



REACH
aligning
new efforts
for growth & action



0 50 100 150 km

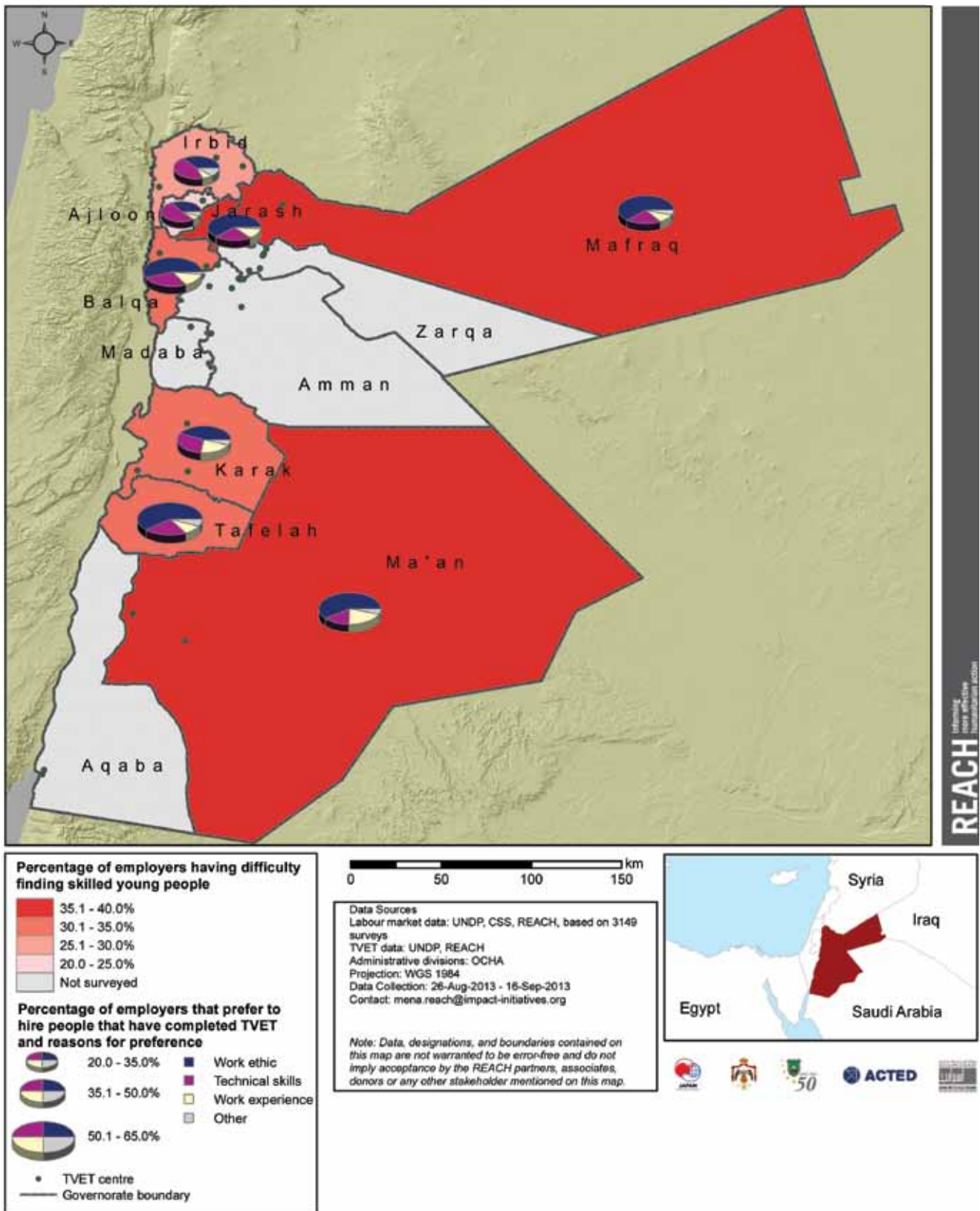
Data Sources
Labour market data: UNDP, CSS, REACH, based on 3149 surveys
TVET data: UNDP, REACH
Administrative divisions: OCHA
Projection: WGS 1984
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LABOUR MARKET: THE CASE OF VOCATIONAL TRAINING IN JORDAN

Percentage of employers that have difficulty finding skilled young people and percentage of employers that prefer to hire people that have completed TVET





ملخص تنفيذي باللغة
العربية: واقع التدريب
المهني في الأردن

7

وتشير النتائج إلى أن الشباب الأردني لا يميل إلى التدريب المهني أو الحرف المهنية بالرغم من أن الأردنيين كانوا في السابق يميلون إلى الحرف المهنية حيث كان المجتمع ينظر إلى تلك الحرف باحترام وتقدير.

لقد كان الشباب على دراية كبيرة بوجود التعليم والتدريب المهني والتقني بصفة عامة حيث سمع نصف عينة الشباب التي شملها الاستطلاع عن مراكز التعليم والتدريب المهني والتقني في المدارس في الصف العاشر عندما أصبح أمامهم خيار التوجه إلى المسار المهني (التعليم الصناعي، أو الاقتصاد المنزلي، أو الفندقية أو التعليم الزراعي) أو المسار الأكاديمي.

ولقد كان للمرشدين المهنيين أو الأهل دوراً هامشياً في اتخاذهم هذا القرار حيث لم يلعب هؤلاء دوراً كبيراً في توجيه الطلاب من أبنائهم أو مدارسهم باتجاه مراكز التعليم والتدريب المهني والتقني كخيار مهني.

بالمقابل، بلغت نسبة الشباب الذين شملهم الاستطلاع ولم يعرفوا عن أي مراكز للتعليم والتدريب المهني والتقني بالقرب من منطقة إقامتهم الثلثين، وصرح غالبيتهم (٦٠٪) بأنهم غير مهتمين بأي نوع من هذا التعليم والتدريب على الإطلاق. أما من أعربوا عن اهتمامهم به فكانوا يميلون إلى الالتحاق بالدورات التدريبية المتعلقة بالحرف والمهن المرتبطة بها (بشكل رئيس تصفيف الشعر، وصالونات التجميل في المقام الأول — نسبة الاهتمام أعلى لدى الإناث — ثم الخياطة والاتصالات وتكنولوجيا المعلومات).

ونجد أخيراً أن نسبة الاهتمام بريادة الأعمال كانت كبيرة إلى حد ما. فقد أعرب واحد من بين كل أربعة شباب شملهم الاستطلاع من مختلف المحافظات عن اهتمامه بأنشطة ريادة الأعمال مثل تأسيس مشروع أو افتتاح محل تجاري. وكان عدد الذكور المهتمين بأنشطة ريادة الأعمال أكثر من عدد الإناث، وجاء «تصنيف الشعر، ومراكز العناية الشخصية والجمال» من أهم الخيارات التي مالت إليها النسبة الأكبر من الشابات، ثم التجارة وخاصةً في محافظات إربد والبلقاء والكرك، والحاسوب والاتصالات وخاصةً في محافظتي إربد والبلقاء، وكذلك الصناعات الحرفية والمهن المرتبطة بها (النجارة، الحدادة، واللحام... إلخ). وميكانيك السيارات في محافظتي إربد والبلقاء على وجه الخصوص، والبناء والتشييد في محافظة إربد على وجه الخصوص، بالإضافة إلى غيرها من الخيارات.

٢.١ الطلب على الأيدي العاملة في قطاع الأعمال

يتواجد ثلثا الشركات والمنشآت الاقتصادية التي شملها الاستطلاع تقريباً في محافظتي إربد والبلقاء فقط.

كما يتواجد ما نسبته ٥٠٪ من المنشآت الصناعية ومنشآت التشييد والبناء والخدمات في محافظة إربد لوحدها، بينما يتوزع ربع إجمالي عدد الشركات والمنشآت الاقتصادية على بقية المحافظات الأخرى التي شملها الاستطلاع مجتمعةً.

١. ملخص النتائج

١.١ عرض القوى العاملة: الشباب من الفئة العمرية ١٦-٢٦ عاماً

تشير نتائج هذه الدراسة أن واحداً من بين كل خمسة من الشباب شملهم الاستطلاع كان من ضمن القوى العاملة: حيث كان ما نسبته ١٦٪ منهم يعمل بنظام الدوام الكامل، وما نسبته ٤٪ يعمل لحسابه الخاص، أما ٧٪ من الإناث فكانت ربات بيوت. وإذا استثنينا الطلاب (أو نصف عينة الشباب تقريباً) نخلص إلى أن ثلث الشباب تقريباً (٣٣٪) كانوا يعملون بنظام الدوام الكامل بينما كانت نسبة أولئك الذين كانوا يعملون لحسابهم الخاص ٩٪ (أي ما مجموعه ٤٢٪).

لقد أظهرت الدراسة أن الشباب الذين يعملون لدى الآخرين والذين يعملون لحسابهم الخاص هم غالباً من الذكور ومن نفس المستوى التعليمي والفئة العمرية. وأن المستوى التعليمي لثلاثة أرباع الذين يعملون لحسابهم الخاص - وغالبيتهم من الشباب الذكور - هو أقل من المرحلة الثانوية (التوجيهي).

أضف إلى ذلك فإن غالبية العاملين من الشباب الأردني تعمل في قطاع الخدمات سواءً في القطاع العام أو القطاع الخاص. أما بالنسبة للرواتب والأجور، فيحصل ما نسبته ٢٨٪ من العاملين الشباب على الحد الأدنى القانوني للأجور والذي يبلغ ١٩٠ دينار أردني أو دون ذلك، في حين تتراوح أجور ورواتب الثلث الآخر منهم ما بين ٢٠١ - ٣٠٠ دينار أردني.

ومن جهة أخرى، نجد أن ما نسبته ٤٣٪ من عينة الشباب هم من العاطلين عن العمل الذين لا يوجد من بينهم من يبحث عن عمل بشكل نشط سوى ١٪ فقط. وقد تركزت النسبة الأكبر بصفة عامة من الشباب العاطل عن العمل في المراكز الحضرية مثل إربد والبلقاء ونسبة أقل في محافظة الكرك، حيث تشكل الإناث النسبة الأكبر منهم والتي تتراوح أعمارهن من ٢٢ إلى ٣٦ عاماً من حملة شهادة التوجيهي فما دون. وتعتبر نسبة الشباب العاطل عن العمل من إجمالي عدد السكان من الشباب في محافظة عجلون هي الأعلى بين المحافظات.

وتوصلنا من خلال أسئلة الاستطلاع المتعلقة بالمستوى التعليمي إلى وجود عدد قليل من اليد العاملة من الحاصلين على مؤهلات عليا أو تدريب مهني:

حيث وصلت نسبة الشباب الذين يعرفون القراءة والكتابة ولم يكملوا الدراسة الثانوية إلى النصف تقريباً (أو ٤٥٪)، في حين حصل ٣٧٪ منهم على شهادة التوجيهي فقط (أي أكملوا التعليم الثانوي). بينما كانت نسبة الشباب الذين شملهم الاستطلاع الحاصلين على تدريب مهني (خارج النظام التعليمي) ٢٪ فقط، وأقل من ٣٪ هم أولئك الحاصلين على شهادة التعليم والتدريب المهني والتقني (TVET) أو شهادة الدبلوم من الكليات المجتمعية في إطار برنامج التعليم المهني.

هذا وقد أفاد ما نسبته ثلث المنشآت تقريباً إنها دائماً تجد صعوبة في إيجاد موظفين مهرة في مجالات عدة مثل التصنيع، والفندقة، وإصلاح السيارات، والصناعات الحرفية التقليدية، وصناعة الأغذية، والاتصالات، وتكنولوجيا المعلومات.

كما أفاد ما نسبته ١٠% فقط من المنشآت التي شملها الاستطلاع إن لديها حاجة لمزيد من الموظفين. وبرغم أن هذه النتيجة ليست مبشرة لخريجي التعليم والتدريب المهني والتقني الجدد قد يرجع ذلك إلى عدد من العوامل. وأحد تلك العوامل هو أن الأغلبية الساحقة من المنشآت التي شملها الاستطلاع هي مشروعات صغيرة توظف عدداً يتراوح من ١ إلى ٣ موظفين نصفها حاصل على رخص من البلدية. والعامل الثاني هو ظروف الاقتصاد الوطني من حيث الارتفاع المتواصل في الأسعار والضرائب، وتراجع الاستثمارات الأجنبية. والعامل الثالث هو أن الواقع الإقليمي والتأثيرات غير المعروفة للأزمة السورية لا تتيح مجالاً للتفاوض.

وكانت الأغلبية الساحقة من المنشآت التي شملها الاستطلاع على دراية بمراكز التعليم والتدريب المهني والتقني إلا أنها كانت تنقسم ما بين مشروعات أكثر ميلاً لتوظيف الأفراد الحاصلين على شهادات في مجال التعليم والتدريب المهني والتقني ومشروعات لا تبالي باختيار الموظفين الذين حصلوا على ذلك التعليم والتدريب.

ومن الجدير بالذكر فإن أخلاقيات العمل، ومهارات الاتصال والقيادة، والأداء تحت ضغط العمل، والقدرة على التكيف لدى الموظفين هي بنفس القدر من الأهمية إن لم تفوق على الخبرة العملية والدراية التقنية من حيث المؤهلات المطلوبة لكثير من هذه المنشآت. كما أن أخلاقيات العمل الراسخة تلعب دوراً هاماً في إرضاء أصحاب الأعمال بغض النظر عن حصول العامل على شهادة التعليم والتدريب المهني والتقني من عدمه.

ولهذا يبدو أن الجمع بين أخلاقيات العمل والالتزام من جهة والدراية التقنية والخبرة العملية من جهة أخرى هو من العوامل الأساسية لإرضاء أصحاب الأعمال. لقد كان نصف عدد المنشآت التي شملها الاستطلاع على دراية بوجود مركز «قريب» للتعليم والتدريب المهني والتقني. إلا أن ١٠% فقط من تلك المشروعات كانت لها علاقات رسمية أو غير رسمية مع ذلك المركز الموجود في مجتمعهم المحلي. وكانت تلك العلاقات في طبيعتها تركز في الأساس على التدريب المهني والتدريب لفترات قصيرة وتوظيف خريجي مركز التعليم والتدريب المهني والتقني. كما تبين أن عدد أقل من المنشآت قد قام بالاتصال بمركز التعليم والتدريب المهني والتقني القريب منها لتلبية احتياجاتها. هذا ولم يوافق على فكرة دفع مقابل مادي لتلك المراكز مقابل الخدمات التي تقدمها سوى عدد قليل جداً من المنشآت. ولا نعرف بالضبط إذا كان السبب هو الثقة أو عدمها في جودة وكفاءة تلك المراكز أو أنها فقط تُعد من المراكز الحكومية التي من «المفترض» أنها تقدم خدمات «مجانية».

ولم يعرب سوى واحد فقط من بين كل خمسة من المنشآت التي شملها الاستطلاع عن استعدادها لاستقبال متدربين لفترات قصيرة. وبرر الكثير من المنشآت التي رفضت استقبال متدربين بأن السبب هو افتقارها إلى التدريب والقدرة الإشرافية (حيث كانت الأغلبية الساحقة من المشروعات الصغيرة التي توظف عدد يتراوح من

ويتضح من ذلك عدم التوازن في توزيع القطاع الاقتصادي ومنافعه في الأردن وما له من تأثير مباشر على حياة وسبل العيش لجمع الفئات وخاصة الشباب.

وكان نصف المشروعات تقريباً التي شملها الاستطلاع تعمل في مجال تجارة الجملة والقطاعي، ثم مجالات التصنيع، والضيافة والسياحة، وإصلاح السيارات، والصناعات الحرفية، والاتصالات وتكنولوجيا المعلومات، وصناعة الأغذية.

وكانت النسبة الساحقة من العينة (٨٤%) من المنشآت الصغيرة التي يعمل بها عدد من العمال يتراوح من واحد إلى ثلاثة، في حين كان يعمل في واحد من بين كل عشرة من المنشآت في العينة عدد يتراوح من أربعة إلى تسعة عمال. كما أن ٩٧% من المنشآت كانت مملوكة لأفراد، وهذا يوضح السبب في أن الأغلبية الساحقة من المنشآت متناهية الصغر التي توظف أقل من ثلاثة موظفين. وكان نصف عدد المنشآت تقريباً التي شملها الاستطلاع مسجلة على مستوى البلديات (رخصة من البلدية)، وهذا يشير ثانية إلى أن هذه المنشآت ذات طبيعة تجارية لا تحتاج إلى رخصة من وزارة الصناعة والتجارة.

أما فيما يتعلق بالقوى العاملة للمنشآت التي شملها الاستطلاع فنجد أن ١٧% فقط من الموظفين في هذه المشروعات كانوا من الإناث، ما يشير إلى التفاوت الجندي، كما وكان ١١% من العمال من المهاجرين.

هذا ولم تقم الأغلبية الساحقة (٨٩%) من هذه المنشآت بتوظيف أي عاملات.

وكان من الواضح غياب التعليم والتدريب المهني والتقني بالكامل فيما بين العاملين في المشروعات التي شملها الاستطلاع، حيث لم توظف الغالبية الكبرى (٨٥%) من تلك المشروعات أيّاً من الأفراد الحاصلين على التعليم والتدريب المهني والتقني، في حين قامت ما نسبة ١٣% من المشروعات الصغيرة (توظف من ١ إلى ٣ موظفين) بتوظيف الأفراد الحاصلين على هذا النوع من التعليم والتدريب. وكان العدد الأكبر منها في محافظات البلقاء، وإربد، والمفرق، والكرك. وكانت نسبة ٣% فقط هي التي قامت بتوظيف الإناث الحاصلين على التعليم والتدريب المهني والتقني.

كان ثلاثة أرباع القوى العاملة من العمال الذين تم توظيفهم محلياً من نفس الحي الذي تقع فيه المشروعات. ولكن كان ثلث العمال فقط يعملون بعقود غير محددة المدة، و ٦١% يعملون بعقود سنوية. وبالمقابل كان أكثر من نصف العمال يعملون بنظام المكافأة الشهرية أو الأسبوعية أو اليومية. والقضية الهامة هي أن العمال الذين يعملون بنظام المكافأة الشهرية أو الأسبوعية أو اليومية لا يتمتعون بحماية قانون العمل... كما أن اثنين من بين كل خمسة عمال تقريباً لا يحصلون على أكثر من الحد الأدنى القانوني للأجور.

وكانت المعايير التي استخدمتها تلك المنشآت في اختيار الموظفين تمثل دليلاً آخر على أن الجمع بين خبرة العمل، والمهارات، والتدريب هي من العناصر الأساسية في ممارسات التوظيف. وكان التدريب لفترات قصيرة أو التدريب العملي أثناء التعليم والتدريب المهني والتقني من العوامل المفيدة التي ساعدت في الحصول على وظيفة.

وفي الوقت ذاته كان الاهتمام بالتعليم والتدريب المهني والتقني يتركز بشكل رئيس على الصناعات الحرفية التقليدية والمهن المرتبطة بها، والاتصالات، وتكنولوجيا المعلومات حيث كانت طبيعة الطلب للقوى العاملة من قطاعات الأعمال المختلفة تتفق مع الانطباعات حول مجالات توفّر اليد العاملة: فالمهن التي تحتاج إليها قطاعات الأعمال تتفق تمامًا مع تلك المجالات التي يرى الشباب أن التعليم والتدريب المهني والتقني يعود عليهم بالفائدة فيها.

كما توصلت الدراسة أيضًا إلى زيادة الاهتمام نسبيًا بريادة الأعمال بين الشباب من حيث تأسيس وامتلاك مشروع أو محل تجاري. وكان عدد الذكور المهتمين بأنشطة ريادة الأعمال أكثر من عدد الإناث. ونجد ثمانيةً أن «تصنيف الشعر، ومراكز العناية الشخصية والجمال» من أهم الخيارات التي مالت إليها النسبة الأكبر من الشابات في محافظات إربد والبلقاء والكرك والطفيلة على وجه الخصوص، يليها أعمال التجارة خاصةً في محافظات إربد والبلقاء والكرك، ثم مجال الحاسوب والاتصالات خاصةً في محافظتي إربد والبلقاء، وكذلك الصناعات الحرفية والمهن المرتبطة بها (النجارة، والحدادة واللحام... إلخ) وثم ميكانيكا السيارات في محافظتي إربد والبلقاء على وجه الخصوص، والبناء والتشييد في محافظة إربد على وجه الخصوص، وغيرها من الخيارات.

١ إلى ٣ موظفين). كما لم يرحب بفكرة دفع مكافأة للمتدربين سوى واحد من بين كل عشرة من المنشآت لا تزيد عن ٥٠ دينار أردني شهريًا وبحد أقصى ١٥٠ دينار.

٣.١ الطلب على الأيدي العاملة في قطاع الفنادق

كانت الأغلبية الساحقة من العاملين لدى الفنادق التي شملها الاستطلاع من الأردنيين الذكور مقابل أقلية محدودة من الموظفات. ولوحظ أن الفنادق الأصغر حجمًا التي خضعت للدراسة (التي يعمل بها أقل من ٢٠ عاملاً) توظف عددًا كبيرًا جدًا من الأردنيات وخاصةً في محافظتي عمان ومعان (وادي موسى) وكذلك أكبر عدد من غير الأردنيين.

وقام ثلثا الفنادق التي شملها الاستطلاع بتوظيف الأفراد الحاصلين على التعليم والتدريب المهني والتقني نصفهم من الإناث. وكانت أغلبية الفنادق تفضل توظيف الأفراد الحاصلين على التعليم والتدريب المهني والتقني لأنها تدرك أن الحاصلين على هذا النوع من التعليم والتدريب أكثر تأهيلاً من حيث مجموعة المهارات وكذلك خبرة العمل.

كما كان ثلثا الفنادق في الاستطلاع على استعداد أيضًا لاستقبال المتدربين لفترات قصيرة. ونظرًا لأن معظم موظفي الفنادق من الذكور الذين يعملون في مجال خدمات الضيافة، والإدارة، والاستقبال، والحجز، إلا أن معظم الفنادق كانت تفضل استقبال المتدربين من الإناث وليس الذكور للتدريب على العمل في مجال خدمات الضيافة، والاستقبال، والإدارة، ناهيك عن أن أغلبية ساحقة من الفنادق في الاستطلاع وافقت على فكرة دفع مكافأة للمتدربين. وقد عرض ثلثا الفنادق التي رحبت بالفكرة مكافأة شهرية تبلغ ٧٥ دينار أردني أو أقل. وكانت معظم الفنادق تميل أكثر إلى تنظيم برنامج تدريبي بالشراكة مع الحكومة أو المنظمات الدولية لمشاركتها في تحمل التكاليف المالية.

وأكدت أغلبية الفنادق على أهمية تنمية الخبرة العملية وليس النظرية من خلال برامج التدريب والتعليم المهني والتقني الخاص بصناعة الفندقية. وكانت المهارات التي تحتاج إليها صناعة الفندقية تشمل مهارات الاتصال وخدمة العملاء، ومهارات اللغة الإنجليزية، والإلمام بالأمور السياحية، وشهادة في مجال الإسعافات الأولية.

٤.١ أنماط الطلب على اليد العاملة

كان تركّز الطلب على اليد العاملة أكثر ما يكون في القطاعات الاقتصادية التالية: الصناعات التحويلية، وقطاع الفندقية، وإصلاح السيارات، والصناعات الحرفية التقليدية (مثل تصنيف الشعر، والخياطة، والتنظيف على البخار والكي، والتنجيد، وإصلاح الأحذية، وصناعة الأغذية، والمخابز، ومحال الحلويات العربية، وغيرها)، والاتصالات، وتكنولوجيا المعلومات.

٢. التوصيات

تعتبر هذه الدراسة فريدة من نوعها فهي تقيّم كلاً من قوى الطلب والعرض التي تؤثر حالياً في سوق العمل الأردني من أجل تحديد المشكلات التي تواجه الطرفين. وسوف تساعد النتائج التي توصلت إليها في تقديم معلومات أفضل لصياغة توصيات وسياسات تخدم التوفيق على نحو أفضل بين مهارات وطموحات الشباب والطلب عليها في سوق العمل، بالإضافة إلى المساعدة في حل مشكلة بطالة الشباب التي تُعد من المشكلات الملحة. ويمكن للأطراف الفاعلة على المستويين المحلي والدولي عمل اللازم لتقليل نسبة بطالة الشباب من خلال تعليم وتدريب مهني أكثر كفاءة واستجابة لاحتياجات السوق وذلك من خلال إقامة شراكات مع الأطراف المعنية ذات الصلة وفيما بينها. وتشمل تلك الأطراف العديد من الجهات التعليمية والتدريبية والوزارات في الحكومة الأردنية والوكالات والمنظمات التنموية التابعة للأمم المتحدة.

فسوف يؤدي ذلك إلى زيادة إقبال الشباب على المسار الوظيفي المهني وسيجعله أكثر مصداقية واحتراماً.

• **مراجعة** الإطار القانوني الذي يحكم هيكل الأجور الخاص بالتدريب العملي والتدريب الوظيفي قصير الأمد، وتحديد متطلبات الحد الأدنى للأجور لتوظيف الشباب الأردني.

• **زيادة** سهولة الحصول على الموارد وخاصةً الموارد المالية للمساعدة في تبني الشباب لريادة الأعمال وخاصةً خارج نطاق الوظائف المهنية و«الحرف والمهن المرتبطة بها».

• **تقديم** الحوافز بالإضافة لإصلاح التعليم والتدريب المهني والتقني للمساعدة في تغيير أنماط الأقبال من التعليم العالي إلى التدريب المهني، وتغيير انطباعات الرأي العام حول فوائد التعليم والتدريب المهني والتقني.

• **زيادة** سعة مراكز التعليم والتدريب المهني والتقني حتى تصبح منافذ شاملة لتوظيف الشباب تقدم عدداً كبيراً من خدمات التوظيف والخدمات المهنية لمساعدة الشباب في البحث عن عمل والتوفيق على نحو أفضل بين الطموحات المهنية للشباب والطلب في سوق العمل.

٢.٢ توصيات بسياسات لرفع مستوى الوعي حول التعليم والتدريب المهني والتقني

لا يزال كلاً من التدريب المهني والمشاركة النسائية في القوى العاملة يعانيان من ثقافة اجتماعية سلبية على نطاق واسع، وهو الأمر الذي قد يحد من تأثير أي مبادرات للتعليم والتدريب المهني والتقني ومواصلة تقويض النمو الاقتصادي. ولتحقيق تغيير في التوجهات والنظرة المستقبلية توصي الدراسة بما يلي:

• **تنظيم** برامج توعية في وسائل الإعلام حول مزايا التدريب المهني وقيمة الوظائف المهنية.

• **تنظيم** حملة توعية تستهدف الأنطباع السلبية حول مشاركة المرأة في القوى العاملة.

٢.٢.١ توصيات بسياسات لتحسين مستوى التعليم والتدريب المهني والتقني

تثبت هذه الدراسة فوائد التعليم والتدريب المهني والتقني في إعداد الشباب للأنخراط في القوى العاملة. كما أنها تحدد أيضاً أهم المجالات الواجب تطويرها في برامج التدريب المهني لتلبية احتياجات كلاً من أصحاب الأعمال والشباب على نحو أفضل، وزيادة المشاركة في هذه البرامج. واستناداً إلى هذه النتائج توصي الدراسة بما يلي:

• **إصلاح** مناهج وكتب التعليم والتدريب المهني والتقني لتحسين مخرجاته، والترويج له كوجهة مرغوبة للموظفين المؤهلين والمهرة والملتزمين لدخول السوق. وفي الوقت ذاته سوف يساعد ذلك في سد الفجوة بين الطلب في السوق ومخرجات اليد العاملة الماهرة وكذلك دمج الأنشطة الاقتصادية غير التقليدية الناشئة.

• **وبالإضافة** إلى تنمية المهارات التقنية يجب على البرامج المهنية أيضاً إعطاء الأولوية لغرس أخلاق العمل الراسخة وتنمية المهارات ذات الصلة مثل: مهارات الاتصال والمهارات القيادية، والالتزام، وقيم الأداء.

• **دمج** التدريب في موقع العمل ضمن برامج التدريب المهني على المستوى المؤسسي. ويمثل ذلك أهمية كبيرة في المساعدة في تلبية طلب قطاع الأعمال والسوق على الموظفين الذين لا يتمتعون فقط بالدراسة التقنية والمهارات الشخصية، والقيم الضرورية، وأخلاقيات العمل الإيجابية، ولكن أيضاً الخبرة العملية التي اكتسبها من العمل الفعلي. ويبدو أن ذلك من المتطلبات الأساسية لأصحاب الأعمال وشرط أساسي للتوظيف طويل الأمد.

• **مراجعة** الإطار القانوني الذي يحكم الالتزامات التوظيفية والتعاقدية لكل من الموظفين وأصحاب الأعمال بهدف حماية حقوق وواجبات كلا الطرفين، وتحسين ظروف العمل للعاملين الشباب المؤهلين مهنيًا وغيرهم من العاملين الشباب المهرة. ويمكن أن تشمل الإصلاحات تقديم الاستقرار الوظيفي، والضمان الاجتماعي، والتأمين الصحي وغيرها من الاشتراطات القانونية.

- السياسات في المستقبل من خلال الدروس المستفادة والإرشاد التقني. ولهذا نوصي بما يلي:
- إقامة** شراكات بين منظمات الامم المتحدة وأصحاب الأعمال الأردنيين لوضع برامج للتدريب العملي وتوفير فرص التدريب للشباب.
- تقديم** الدعم المالي والموارد (مع حوافز ضريبية لتحمل تكاليف برامج التدريب العملي).
- تقديم** فرص عمل للأردنيين من خلال مناصفة تكاليف فترات التدريب الأولي.
- تقديم** فرص عمل للمرأة من خلال برامج دعم المرئيات.
- زيادة** الوعي بفوائد برامج التدريب العملي.
- تحفيز** المؤسسات المالية لمساعدة خريجي التعليم والتدريب المهني والتقني في توفير رأس المال لمبادرات ريادة الأعمال.

- رفع** مستوى الوعي في النظام التعليمي من خلال تعديل وتطوير المناهج الدراسية لتعزيز قيم العمل بصفة عامة وتقديم صور إيجابية للنساء العاملات وخاصةً في المهن غير التقليدية.
- رفع** مستوى الوعي فيما بين أولياء الأمور لتحفيز الإناث على المشاركة في كلاً من برامج التدريب المهني والمهن التقليدية وغير التقليدية.

٣.٢ توصيات بسياسات الإرشاد المهني للشباب

- هناك أيضاً حاجة لتحسين الإرشاد المهني وخدمات التخطيط للشباب والتوسع فيها للمساعدة في خفض معدل بطالة الشباب. وعليه، توصي الدراسة بما يلي كخطوات أولى:

- تقديم** الإرشاد المهني والاستشارات في المدارس، ما يؤدي إلى تقديم رؤية شاملة للطلب في سوق العمل وجميع المهن المتاحة لليد العاملة. ويجب أن تستهدف هذه الاستشارات على وجه الخصوص الطلبة من ذوي المستويات المتدنية في الإنجاز الدراسي.
- إقامة** الندوات والمعارض في نهاية العام الدراسي في المجالس البلدية لتنقيف الشباب حول بعض الموضوعات المتعلقة بالخيارات الأكاديمية والوظيفية والمهنية المحتملة، واحتياجات السوق مقابل وفرة العمالة، والتوفيق بين فرص العمل والباحثين عن العمل على مستوى الدوائر الانتخابية والمحافظات. ويمكن أن يقوم برعاية هذه العروض وزارة التربية والتعليم ووزارة العمل وأيضاً كبرى المؤسسات الممثلة للقطاع الخاص ومراكز التعليم والتدريب المهني والتقني.
- كما** يجب أن تعمل رسائل الإرشاد المهني على تحقيق ما يلي:
 - تحفيز الطالبات على التفكير في فرص التدريب المهني غير التقليدية التي تقدمها مراكز التعليم والتدريب المهني والتقني.
 - تحفيز الإناث على اختيار قطاعات الأعمال غير التقليدية مثل: قطاع السياحة.
 - تحفيز المبادرات المبتكرة ومبادرات ريادة الأعمال بين الشباب.

٤.٢ تدخلات استراتيجية بدعم من المنظمات الدولية

- بالإضافة إلى التوصيات السابقة يمكن التغلب على بعض المشكلات على نحو أفضل بدعم من المنظمات الدولية العاملة في مجال تعزيز برامج التدريب المهني وهذا الدعم لا يهدف على الإطلاق إلى استبدال سياسات الحكومة الأردنية أو تحديدها وإنما المساعدة في مواجهة تلك المشكلة الملحة وتشكيل جوهر عملية صناعة

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For more information

United Nations Development Programme
Ishaq Al Edwan street
Building No. 16
Jordan
Email: registry.jo@undp.org

www.jo.undp.org

