Ma'an Labour Market Assessment

Report

Employment in Jordan 2030 in Cooperation with Jordanian Ministry of Labour

January 2024

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A labour market assessment has been conducted in Ma'an, in collaboration with Ma'an employment office. The main objective was to analyse labour supply and demand within the governorate focusing on job vacancies, jobseekers' profiles, and potential employment measures. This initiative serves as a practical example for the directorates, providing them with a framework for conducting labour market studies. Additionally, the assessment aims to support employment departments and directorates in their decision-making and planning by offering insights into employment trends, key economic sectors, and active employers.

A mixed-methods approach, incorporating both quantitative and qualitative methodologies, was employed to ensure a comprehensive analysis. The assessment began with a desk review of secondary data and online resources to identify relevant economic sectors, establish baseline market dynamics, and develop data collection tools. A sector selection methodology, based on key criteria, was devised to prioritise employment sectors. Insights from employment directorates were also incorporated into the sector selection process.

The identified sectors included wholesale and retail, trade, tourism, and transportation. Data collection involved surveys, focus group discussions, and interviews with businesses and jobseekers. A total of 50 firms and 385 jobseekers participated in the surveys, complemented by qualitative insights gathered from 4 focus groups and 12 key informant interviews.

On the demand side, data was gathered from businesses across three sectors in Ma'an, with approximately 15 businesses surveyed per sector, ensuring a balance between SMEs and large enterprises. Additionally, 6 informant interviews (KIIs) were conducted with businesses, alongside 6 KIIs with key stakeholders.

On the supply side, data from jobseekers was collected through surveys and focus group discussions (FGDs), ensuring proper representation of gender (49.9% female, 50.1% male) and various age groups (65.2% aged 18-29 and 33.3% aged 30-44). Educational attainment was also considered, with 33.3% of participants holding a university degree. Four FGDs were conducted with jobseekers, stratified by gender, involving a total of 37 participants representing diverse age groups and educational backgrounds.

The survey and key informant interviews (KIIs) with businesses revealed that approximately 18% of businesses anticipated job vacancies within the next three months, primarily seeking skilled workers 40%, as well as vocational and specialist level employees (28% and 10% respectively) . The average proportion of Jordanian employees was 76.4%, varying by sector due to foreign employment limitations. Medium businesses (25%) were more likely to have vacancies compared to small businesses (17.1%.) Sectors like tourism had the highest reported vacancies, while the transportation sector had the lowest (no reported vacancies). Over the next 12 months, businesses aimed to hire an average of 1 employee.

The assessment evaluated job vacancies across the sectors covered. The wholesale and retail sector in Ma'an is relatively small compared to other governorates, with few job opportunities available. Most businesses in this sector are small, family-owned shops, often employing only a few individuals. The survey data suggests that average salaries in the sector are often around the minimum wage. Common roles in this sector include sales and shelf organising, which typically have low entry requirements, mainly focusing on soft skills. However, specific vacancies, such as sweets chiefs and accountants, require prior experience and qualifications. On the other hand, the transportation sector in Ma'an did not report any vacancies.

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(1) The naming of the job classifications was according to the Jordanian Occupation Classification Standard (2021): https://www.mol.gov.jo/AR/

In contrast, the tourism sector in Ma'an is diverse, encompassing hotels, hostels, restaurants, booking agencies, and guided tours, each offering various job titles like receptionists, housekeeping staff, waiters, and chiefs. Salaries in the tourism sector vary by job title, with entry-level positions typically receiving minimum wage, while specialised roles like receptionists earn higher salaries. Interpersonal skills, prior experience, and sometimes other qualifications are key factors in securing employment within the tourism sector.

In Ma'an governorate, the employment landscape for women varies significantly across sectors, with an average of only 9.1% of the workforce being women. The tourism sector stands out with a relatively higher women employment rate of 18.5%, while sectors like wholesale and transportation have minimal or no women employees. Cultural factors and conservative views in the region contribute to these disparities, with some businesses expressing reluctance to hire women due to traditional beliefs that women should prioritise family roles (as wives and mothers) over employment. Only 14% of businesses reported having vacancies they consider suitable for women, with the tourism sector being the most open to women employment. However, despite potential job openings in tourism, challenges such as low salaries, cultural barriers, and family expectations still hinder women participation in the sector. In contrast, the wholesale and retail sector remains relatively closed to women employment due to cultural barriers, while the transportation sector is seen as unsuitable for women especially in job functions such as drivers.

The employment of Persons with Disabilities (PwDs) is relatively low in the governorate, with only 8% of surveyed employers reporting hiring PwDs, primarily to meet labour law quotas. On average, PwDs make up 1.3% of the surveyed businesses' workforces, with the transportation and tourism sectors having the highest rates at around 2%. Persons with physical disabilities comprise most of this percentage. Businesses have expressed their willingness to employ individuals with various disabilities, with a preference for persons with physical disabilities. PwDs employment challenges in the tourism sector stem from the constant need for client interaction. However, opportunities exist for PwDs in roles like call centers (for physical disabilities) and housekeeping (for hearing disabilities). On the other hand, the transportation and wholesale and retail sectors display reluctance to hire PwDs, citing limited vacancies and a preference for hiring individuals without disabilities, especially in small and medium-sized businesses where PwD quotas do not apply.

Businesses encounter various challenges in their recruitment processes. The most prevalent challenges across surveyed businesses include insufficient skills among jobseekers (46%), salaries not meeting jobseekers' expectations (40%), and employees' lack of commitment and work ethics (50.8%).

The assessment also examined jobseekers' perspectives on the labour market. Surveys and discussions revealed that the top sectors targeted by jobseekers included the services sector were education (29.9%), agriculture (26%), and admin (21.6%). Most jobseekers desired full-time employment (82.1%), driven by stability and benefits, while only (27.8%) preferred part-time due to limited benefits. Expected salaries were generally below JOD 450/month (96.1%), reflecting job seeker's knowledge of the market norms. Key rights expected by jobseekers include social security (90.6%), sick leave (31.9%), and maternity leave (14.5%). Key benefits expected include health insurance (79.0%), and transportation allowances (32.7%), reflecting high health costs and transportation expenses. Women jobseekers leaned towards the education sector (52.6%), admin/support sector (29.7%), and the health sector (25.5%), with similar rights and benefit expectations and

preferences.

In Ma'an labour market, jobseekers face multiple challenges. High unemployment periods are common due to limited opportunities, with 87.6% being unemployed for over 6 months. Contract terminations, downsizing, and company closures caused 39.4% of job losses. Obstacles in job seeking included difficulty finding desired positions in targeted sectors (74.3%), transportation challenges (23.6%) and job opportunities being located outside of Ma'an (24.4%). Female jobseekers face distinct challenges such as long commutes, bullying, inadequate childcare support, bias against married females, wage disparity, and preference for office jobs.

Although jobseekers preferred professional roles, only 26.5% of businesses offered such positions. There is demand for elementary positions, yet jobseekers showed little interest in these positions (only 5.6% of the sample targeted elementary jobs). Disparities between expected and offered benefits exist, with health insurance and transportation allowances being crucial to jobseekers but less frequently provided by businesses. Varying job-searching methods further contributes to the disconnect between businesses and jobseekers, potentially affecting job matching and employment outcomes.

The following recommendations have emerged from the analysis:

- **Efforts should focus on engaging with economic sectors displaying higher job opportunities, focusing on entry-level positions. Awareness campaigns should target both businesses and jobseekers, emphasising the value of hiring Persons with Disabilities (PwDs) across various disability types, particularly within medium-sized enterprises.**

- **Efforts should be directed towards guiding jobseekers to sectors with substantial employment potential, while providing them with necessary soft skills training and counseling. Additionally, enhancing collaboration between vocational training institutes and other relevant entities involved in career counseling is essential. Awareness-raising workshops and targeted employment measures, including interview days, soft skill training, and career counseling sessions, should be implemented to address unique labour market dynamics.**

In the Wholesale and Retail Sector, it is recommended to focus on career counseling for jobseekers to improve job sustainability and explore e-commerce opportunities, especially for women and persons with disabilities (PwDs).

The Tourism Sector, despite high turnover rates, offers career growth potential, requiring career counseling and enhanced educational outcomes, along with efforts to address cultural stigmas around hotel work.

For the Transportation Sector, recommendations include developing specialised programs, raising awareness of marine logistics, prioritising English language training, and promoting the employment of women and PwDs in appropriate roles.

1 Introduction

1.1

Background

The "Employment in Jordan 2030" (EJ2030) project is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) together with the Jordanian Ministry of Labour (MoL) as the main political partner. The project responds to the current challenges of the Jordanian labour market, employment, and related social issues.

The main objective of the EJ2030 project is to orient Jordan's employment policy more toward social and economic development potentials. To achieve this goal, EJ2030 has three main outputs:

1	**2**	**3**
The capacities of the MoL to design a future-oriented employment policy are strengthened.	Cooperation between the state, the private sector and civil society in employment policy is improved.	The conditions for scaling up approaches to promote sustainable employment are improved.

Accordingly, and within the activities planned to reach the first objective the project is working with the Jordanian Ministry of Labour (MoL) to improve and enhance public employment services (PES). MoL has the mandate to regulate the Jordanian labour market and to issue and implement active labour market policies to reduce the high unemployment rate. In this regard, Public Employment Offices (PEOs), located in the Ministry's field work directorates, play an important role in providing basic employment services to both employers and jobseekers. MoL has 17 work directorates with 88 staff members. Within these directorates, there are employment departments/offices that provide services to jobseekers and the private sector.

The project has contracted MMIS Management Consultant to develop the capacity of staff in five employment offices\directorates within the Ministry of Labour. The MMIS mandate includes supporting the five PEOs in conducting labour market assessments, designing active labour market measures that match jobseekers with available vacancies and thus leading to employment, and conducting awareness-raising workshops for the private sector in cooperation with the concerned offices to activate the role of the offices in providing employment services.

1.2

Assessment Objectives
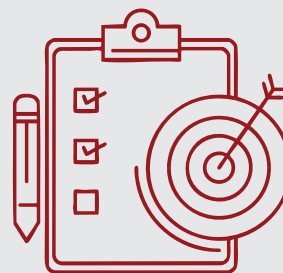
To conduct a labour market assessment in Ma'an, in collaboration with the Ma'an Employment Office, with the aim of identifying and analysing the governorate's labour supply and demand. This includes examining open vacancies, the profiles of prominent companies, jobseeker characteristics, and matching potential. The assessment will serve as a practical example for employment departments and directorates, enabling them to better understand the implementation process of labour market assessments and to design more effective action plans.

In cooperation with employment directorates, the research team has developed the methodology under section 2 to complete the following tasks:

Screen the local labour market and reach out to employers and jobseekers to:

- **Identify employment trends, including promising sectors for job creation.**
- **Map active employers.**
- **Identify job vacancies.**
- **Identify the typical profiles of jobseekers.**
- **Identify matching potential.**

Analyse the information gathered and prepare recommendations that can be translated into employment measures to be implemented by public and private employment services providers.

2 Methodology

2.1

Approach
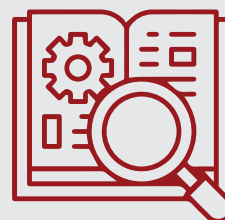
A mixed methodology (quantitative and qualitative) approach has been utilised to conduct the labour market assessment and comprehensively understand the labour market in Ma'an. Figure:1 Labour Market Assessment below shows the project flow.

Figure1 | Labour market assessment structure

Desk Review → Development of Tools → Hiring & Training Data Collectors → [Conducting Surveys / Conducting KIIs / Conducting FGDs] → Data Clearing and Transcription → Data Analysis → Reporting
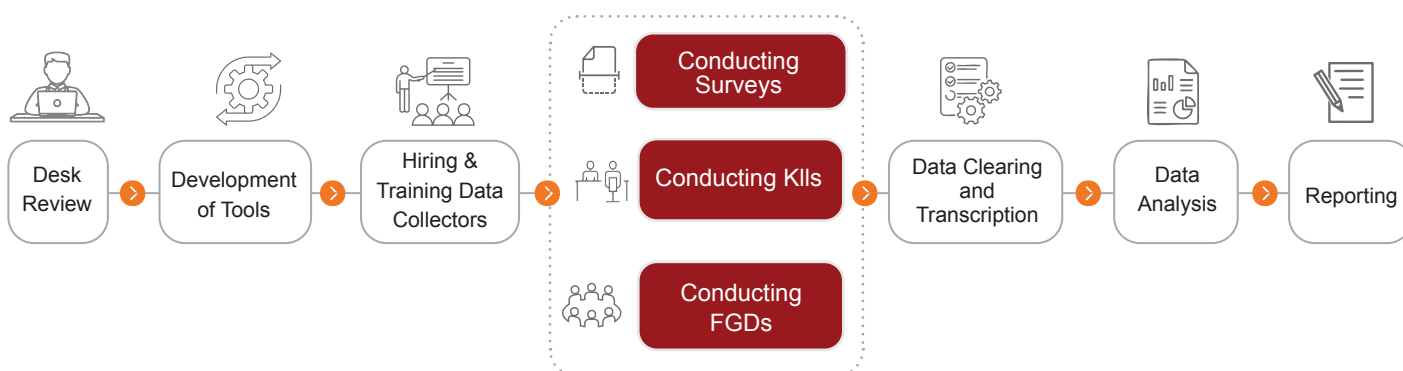
2.2

Desk Review

The assessment started with a desk review to analyse the available secondary data. A comprehensive analysis was conducted through several resources available online (listed in the reference list) to select relative sectors for the assessment, understand the initial market dynamic, and develop the qualitative and quantitative data collection tools.

2.3

Sector Selection

To capture the labour market more concisely, a sector selection methodology was established to prioritise the economic sectors within the country to guide this assessment. The Department of Statistics in Jordan uses the ISIC-4 to classify the economic activity within the country. In total, there are 20 official economic activities. To narrow down the potential sectors to consider, a selection mechanism was developed that relies on 7 criteria:
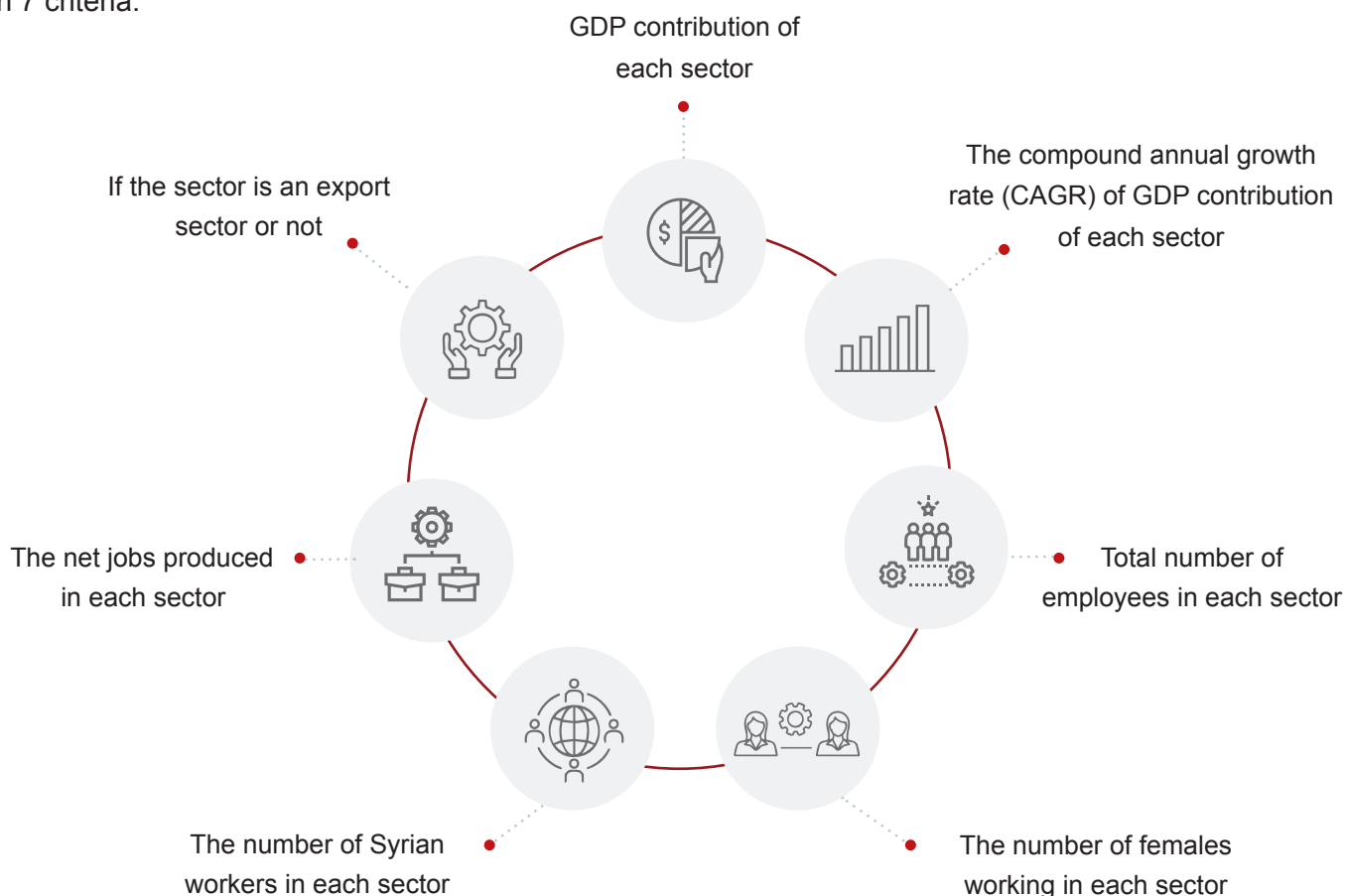
GDP contribution of each sector

The compound annual growth rate (CAGR) of GDP contribution of each sector

If the sector is an export sector or not

Total number of employees in each sector

The net jobs produced in each sector

The number of Syrian workers in each sector

The number of females working in each sector

Since the data of the criteria have different measurements, there is a need to unify the unit of analysis of all datasets to be able to compare them. A way to do so is the normalisation concept. After the data was normalised and sectors were prioritised according to their scores, several sectors were chosen for Amman's governorate (the data tables used for the selection is available in Annex I), In addition to this quantitative selection methodology, a qualitative input from the employment directorates was gathered to select sectors that are well-established within the governorate. This assessment will focus on the following sectors:

2.4

Sample
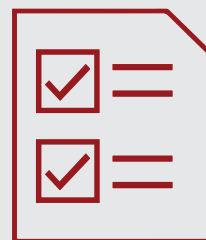
Five data collection tools were used in this study: a survey for businesses, a survey for jobseekers, focus group discussions with jobseekers, key informant interviews with relevant stakeholders, and key informant interviews with businesses to cover quantitative and qualitative data points (Annex I show the data collection tools used). After the data collection was concluded, the data was cleaned, coded, and analysed, resulting in this labour market report.

For the survey for business, in total, 50 firms were contacted and completed the survey. For the survey for jobseekers, the research team contacted 385 jobseekers and filled out the survey. For the qualitative data collection, the research team collected data from 4 focus groups and 12 KIIs were conducted. Table 1 below highlights the sampling summary.

Table 1 | List of respondents

Data Collection Method	Responding Sample
Survey-Businesses	50
Survey-Workers	385
FGD- Jobseekers	4
KIIs- Business	6
KII- Stakeholders	6

2.5

Challenges and Limitations

During the data collection process, the research team encountered several challenges/limitations, which were summarised in the points below:

Several businesses declined to participate in the survey, citing a lack of perceived value in completing the questionnaire. This perception stemmed from the large number of labour-focused studies currently being conducted by international development and public sector actors in Jordan, making their participation feel repetitive and redundant.

To address this, the research team clarified the objectives of the assessment, emphasising its potential long-term benefits for employers. Additionally, the team reached out to as many businesses as possible within the assessment's timeframe, ultimately achieving the target sample size.

Scheduling interviews with key stakeholders posed a significant challenge, particularly with government entities that often require lengthy clearance procedures before agreeing to interviews. Despite completing the required procedures, several entities declined to participate.

To overcome this, the research team collaborated closely with the EJ2030 team to prioritise the stakeholder list and employed multiple communication channels to contact the target interviewees effectively.

Discrepancies were noted during the verification of data provided by businesses, particularly concerning the number of current vacancies. These inconsistencies were attributed to the incentive structures in place for businesses, which made reporting certain figures more attractive than others. As a result, some vacancies reported in the study may be overestimated.

To mitigate this limitation, verification exercises were conducted to ensure data accuracy. These exercises also informed the selection of employment measures, workshop topics, and priority sectors for GIZ to focus on in future initiatives.

3 Desk Review Findings

3.1

Jordan Economy

Ranking 87th out of a total of 197 countries, Jordan's economy is considered small, with a Gross Domestic Product (GDP) of about $54.7 billion in 2021[2]. Over the past years, the middle class in the country has thinned out due to several global and regional shocks, directly and indirectly affecting its economic standing. By 2021 yearend, the Gross National Income (GNI) per capita marked $1080 per capita, putting the country at an "upper middle-income country" classification.

Regionally, Jordan is also among the small economies, ranking 13 out of 18 countries in MENA region for which data is available. It has limited natural resources and relies heavily on foreign aid and foreign investment. Much like other Arab states, the economy of Jordan has historically suffered structural imbalances. The country's economy is largely dependent on the service sector which was hit by a series of setbacks, not least of them the global pandemic and its reverberations across global supply chains, inflation and exponential increase in prices, and chronic challenges which have intensified in the recent years, making recovery difficult.

Nevertheless, Jordan has shown impressive signs of recovery from the setback caused by the global pandemic. According to the World Bank[3] the economy grew by 2.7 percent in 2022 and is forecasted to grow by 2.7 percent[4] in 2023 thanks to post-pandemic swift reopening of the economy, increase in global demand, and a global rebound of some sectors like tourism. Additionally, apart from an increase in global demand which enticed an increase in exports, global inflation rates have also contributed to an increase in export revenues, notably a 40.1 percent rise from exports of potash and phosphate[5], which are major contributors of the nation's exports.

However, sectors' growth rates varied depending on how fast they picked pace following the gradual reopening of the local and global markets. According to the Central Bank of Jordan (CBJ)[6] the following sectors are most important economic sectors in GDP at constant basic prices along with their growth rates in 2021:

(2) https://data.worldbank.org/country/JO
(3) https://www.worldbank.org/en/country/jordan/overview
(4) https://www.jordantimes.com/news/local/national-economy-grow
(5) https://petra.gov.jo/Include/InnerPage.jsp?ID=47454&lang=en&name=en_news
(6) https://www.cbj.gov.jo/EchoBusV3.0/SystemAssets/07616a0e-b918-4e42-8ffa-3317fbac78bb.pdf

Table 2 | **Jordanian economic sectors growth rates (2021)**

Economic Sectors	Growth rate
Finance, Insurance, Real Estate and Business Services	2.5%
Manufacturing	2.3%
Government services	1.4%
Trade, Restaurants, and Hotels	2.3%
Transport, Storage, and Communications	2.3%
Agriculture, hunting, forestry, and fishing	2.8%
Mining and Quarrying	8.8%
Tourism	2.7%

Source: Central Bank of Jordan (CBJ) annual report 2021

Economic Modernisation Vision

Unleashing potential to build the future

Recently, the Jordanian government launched the Economic Modernisation Vision 2033, which centers around the slogan "A Better Future". This vision is built upon two main strategic pillars: rapid economic growth by harnessing the entirety of Jordan's economic capacity and enhancing the well-being of all citizens, with sustainability serving as a crucial element of this vision. By pursuing the first pillar, Jordan has the potential to make substantial strides in economic growth and generate employment opportunities over the next decade, while also witnessing a continuous increase in per capita income. Emphasising the second pillar, the country can significantly enhance the quality of life for its citizens, positioning itself at the forefront among other nations in the region in terms of overall well-being. The research team took in consideration the vision pillars and the prioritised sectors to select the targeted sectors in this assessment.

3.2

Jordan's Key Economic Sectors

Below are briefs of the key economic sectors in Jordan:

3.2.1 | Wholesale and Retail Sector

With numerous job opportunities and a consistent GDP contribution, Jordan's wholesale and retail industry is a prominent economic player in the country. The sector's 8.2% GDP contribution in 2022 significantly influenced overall economic growth. Furthermore, the sector has consistently expanded over the past 14 years, as evidenced by its GDP contribution's 2.1% compound annual growth rate (CAGR).

Employment in the wholesale and retail sector plays a vital role in Jordan's labour market. According to the Department of Statistics, the sector employed 248,032 individuals in 2022, making it a significant source of jobs. Notably, 16,561 of these workers were female, indicating a growing participation of women in the sector.

The creation of net new jobs is also showing a favorable trend in the wholesale and retail sector. The difference between new hires and departing employees, or the net jobs percentage, was 15.9% in 2022. This percentage shows the sector's favorable labour market, with a net growth increase.

These figures demonstrate the wholesale and retail sector's vital role in Jordan's economy and labour market. As a crucial link in the supply chain, the sector links producers and manufacturers with retailers and companies in various sectors, facilitating the effective distribution of commodities.

3.2.2 | Tourism Sector

Jordan's tourism sector encompasses various sub-sectors, including hotels, tourist restaurants, travel agencies, car rentals, tourist shops, tourist guides, and tourist transport. This diversity of options helps to attract different types of tourists with varying interests and budgets.

The Jordanian tourism sector has been expanding steadily over the past few years, and the numbers for 2022 show promising indicators. 4,041,865 individuals visited tourist attractions nationwide in 2022, showing a healthy demand for Jordan as a travel destination. Additionally, the sector's receipts totaled JOD 4,123 million, while its expenditures came to JOD 1,040 million. In 2021, the tourism sector's contribution to the national GDP of Jordan was 1.4%, highlighting the sector's importance in supporting the country's economy.

The average tourist spending in Jordan in 2022 was JOD 817, demonstrating the country's excellent value

as a travel destination. Visitors have a wide choice of options to choose from while making their itinerary because there were 3,226 tourism activities available in 2022. Jordan is a popular travel destination because of its many historical sites, including Petra and Jerash, and its natural beauties, such as Wadi Rum.

Jordan's tourism infrastructure is crucial to the sector's development, with 607 hotels and hostels offering 2,981 rooms and 55,866 beds to tourists. Approximately 54,764 individuals are employed in the tourism sector in Jordan in 2022, creating a sizable number of employment opportunities. Of these, 4,523 work in travel agencies, 21,835 in hotels, and 20,768 in tourist restaurants. Notably, the majority of these personnel are Jordanians, with 84% of hotel employees, 69% of those working in tourist restaurants, and 92% of those at travel agencies being Jordanians. The total number of female employees in the sector was 3,469 in 2021.

3.2.2 Transportation Sector

Jordan's transport sector is crucial in allowing the flow of people and products throughout the nation. According to the statistics department, the transportation sector contributed significantly to the nation's GDP in 2022, making up 8.7% of total GDP. This demonstrates the sector's economic importance and its support of other businesses and economic endeavors. The sector has contributed to GDP at a CAGR of 4.5% over the last 14 years, demonstrating its durability and potential for future expansion. 27,531 individuals across Jordan are employed in the sector. It's important to note that the proportion of females working in the sector is still quite low at only 2,935 females (or roughly 10.0%). A more balanced and dynamic workforce can result from encouraging greater gender diversity and promoting inclusivity within the transportation sector. Additionally, the net job percentage is positive at 1%, suggesting a modest degree of employment stability within the transportation sector and a minor overall rise in employment possibilities over the studied period.

3.3

Key Labour Market Challenges
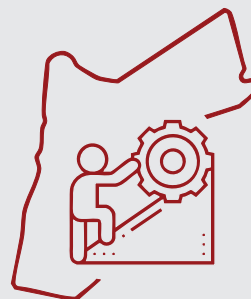
Jordan's population is around 11 million, of which 48.6 percent is female. A safe haven in the region and among the most welcoming to refugees with its open border policy, Jordan has endured waves of migration influxes since its independence in 1946. By estimates of the United Nations Department of Economic and Social Affairs (UN DESA), Jordan hosts the world's second-largest refugee population per capita at around 3 million. The largest refugee population hails from Palestine at over 2.3 million. The rest are predominantly from Syria, with a large refugee population from Iraq, Yemen, Sudan, and Somalia, many of which have found their way, formally or informally, to the labour market.

The Jordanian labour market is not one without challenges. Similar growth did not match the impressive post-pandemic economic growth in the labour market as unemployment rates remain at a record high. The persisting high unemployment rates have only sharpened in the past decade, peaking at a whopping 23.1 percent in the third quarter of 2022, according to the Department of Statistics (DoS).

In 2021[7], among the unemployed, 49.5 percent had been unemployed for over a year. Furthermore, the most affected group of the population is the one aged between 15 and 24 years of age, for which data shows unemployment to be at 37.8 percent. Below are some of the main challenges facing the Jordanian labour market:

Low women economic participation

Skills mismatch

Informality

Employment sustainability

Low job creation

main challenges facing the Jordanian labour market

Emigration of skilled workers

1
2
3
4
5
6
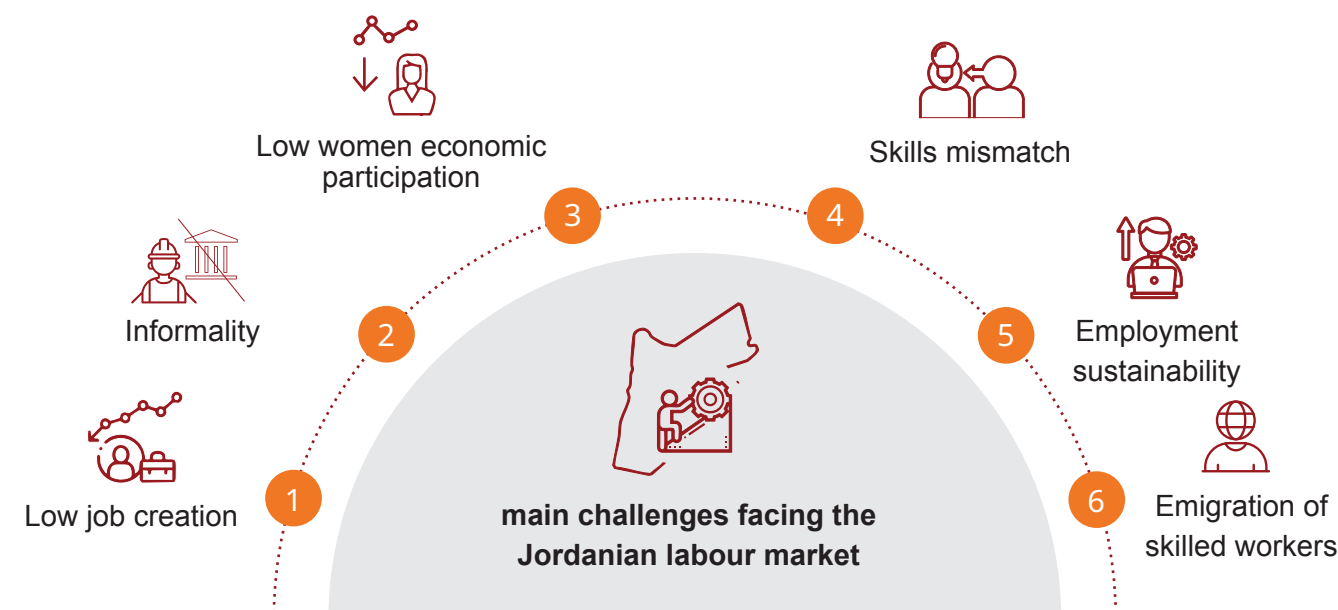
Low job creation

Data from MoL[8] in Jordan shows that the labour market in Jordan has historically suffered from the inability to create jobs in numbers that match the numbers of jobseekers in the country nor on the skill level that matches the aspirations of the tens of thousands of Jordanians graduating from universities every year.

A large portion of the unemployed Jordanians is a university degree holder workforce, at around 39.2 percent of total unemployment amongst Jordanians[9]. As a result, the emigration of high-skilled Jordanians is high, especially among males, at 63 percent of 815,000 emigrants in 2020[10]. The 2021 DoS data shows that the total number of jobs created was 34,469 jobs. Additionally, a consistent shift from high-productivity sectors with complex jobs to lower ones has had a negative impact on the level of complexity of the economy. Jordan's ranking on the Economic Complexity Index (ECI) has steadily declined from 2000 to 2020 ranking 63rd in 2020 and sharply dropping from 37th in 2000.

Investment challenges play a pivotal role in the low job creation scenario. Insufficient investment in various industries can hinder their expansion and modernisation, leading to limited capacity for job generation. Moreover, bureaucratic red tape and regulatory complexities in the business environment can discourage investors, both domestic and foreign, from initiating or expanding ventures in Jordan. The absence of adequate investment can curtail the growth of businesses and their ability to create new employment opportunities.

Furthermore, access to financing is a critical factor affecting job creation. Small and medium-sized enterprises (SMEs), which play a significant role in job generation, often face challenges in obtaining loans and capital to invest in their businesses. The lack of affordable and accessible financing options can impede the growth of SMEs, leading to stagnation in job creation within this sector.

Informality

Informality of economic activity is widespread in the Jordanian economy, on both the employer and employee sides. By estimates from the World Bank, the size of informal employment stood at 59 percent of total employment in 2021. In the private sector, 75 percent of total employment was informal. In Addition, even in some sectors that have been legally and institutionally formalised, it would not be uncommon to find informal employment relationships prevailing in some jobs such as cleaning, valet parking, security, etc.

The challenges of informality reside in the quality of the jobs created. Apart from the weak ability to create jobs, the jobs created have largely fallen outside the realms of decent work. This translates to heightened vulnerability for workers and employers. Workers' protection and safety net are undermined, and employers' ability to remain in the market and persevere is not guaranteed, undermining the sustainability of livelihood plans. The lack of decent work jobs hit female workers harder. Legally speaking, the employer is required to grant paid maternity leave of 90 days, provide nursery for children of female workers, and other amenities. However, informality of work means none of these amenities will be provided, and since the majority of informality is prevalent in small and micro businesses, it also means that employers cannot afford these amenities and, as such, many of them prefer to refrain from employing female workers.

Female wage workers are also at high risk of losing a significant chunk of their income for everyday they do not report for duty. The Jordanian National Committee for Pay Equity (NCPE) reported that the rate of women's participation in the informal and vulnerable workforce (e.g., precarious agricultural and family farm jobs, self-employment) is estimated at 10 percent, compared to 23 percent for their male counterparts in these jobs. This becomes especially threatening when the female worker is the head of the household or the primary bread earner.

(8) http://www.mol.gov.jo/ebv4.0/root_storage/ar/eb_list_page/%D8%A7%D9%84%D8%AA%D9%82%D8%B1%D9%8A%D8%B1_%D8%B3%D9%86 %D9%88%D9%8A_%D9%84%D8%B9%D8%A7%D9%85_2021.pdf
(9) https://jsf.org/sites/default/files/The%20Unemployment%20Challenge%20in%20Jordan%20%20Between%20Demand%20&%20Supply.pdf
(10) This document from MoL presents the occupations foreign workers are allowed to work in: http://www.mol.gov.jo/EBV4.0/Root_Storage/AR/EB_Info_Page/%D9%88%D8%AB%D9%8A%D9%82%D8%A9_%D8%AA%D8%AC%D9%85%D9%8A%D8%B9%D9%8A%D8%A9_%D9%84%D9%82%D8%B1%D8%A7%D8%B1%D8%A7%D8%AA_%D8%A7%D9%84%D9%84%D8%A7%D8%AD%D9%82%D8%A9_2022.pdf
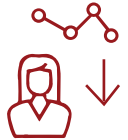
Low women economic participation

A closer look at labour market statistics reveals that female economic participation remains consistently lower than their male counterparts (DoS, 2022). During the same period, nationwide, the unemployment rate of male Jordanians was 20.5 percent while the unemployment rate for female Jordanian workers was 33.1 percent (DoS, 2022). Furthermore, compared to the same period of 2021, the male unemployment rate decreased by 0.7 percent while the female unemployment rate increased by 2.3 percent, reflecting the starkly different realities of Jordanian male and female employment in the labour market.

The issue of high unemployment rates among women persists as a multifaceted challenge with various interconnected factors contributing to the problem. Several key reasons account for the disproportionately high unemployment rates among women in the country. One significant barrier is the transportation challenge faced by many women, particularly in rural areas. Long distances between their homes and job opportunities, coupled with safety concerns, limit their access to the labour market. Inadequate and unsafe transportation options restrict their mobility, making it difficult for them to commute to work regularly and reliably.

Family commitments play a vital role in shaping women's employment prospects. Traditional gender roles often place the responsibility of managing household affairs and childcare on women. As a result, many women face societal pressure to prioritise family obligations over pursuing a career. Balancing work and family commitments becomes a complex task, leading some women to opt out of the workforce altogether.

Cultural barriers and societal norms also contribute to the high unemployment rates among women. Deep-rooted cultural beliefs may discourage or limit women's participation in the workforce, perpetuating stereotypes that certain jobs are more suitable for men. Consequently, women may face restricted opportunities for career advancement and encounter bias when seeking employment. Additionally, the lack of accessible and affordable childcare services poses a significant obstacle for women seeking employment. The absence of reliable childcare options forces women to choose between caring for their children and joining the workforce. The unavailability of proper childcare facilities hinders women's ability to take up full-time jobs or positions that require long working hours.

Among the most prominent structural challenges in the Jordanian labour market is gender pay disparity. In 2022, Jordan ranked at 122 out of total 146 countries on the Global Gender Gap Index (GGGI). Women's economic participation and opportunity in Jordan came at 126 out of 146 countries.

Regionally, Jordan ranked 5th on the GGGI compared to the other countries in MENA, which itself a low performing region; it ranked 2nd lowest-performing region after South Asia. An ILO estimation shows a 41.7 percent wage gap among bachelor's degree holders working in the private sector, and a 28.9 percent wage gap among their peers in the public sector. The figures cited the most considerable wage disparity in the manufacturing sector at 41.3 percent, even though this sector hires 16 percent of Jordanian female workers nationwide. For wage workers, several characteristics of the Jordanian labour market contributed to the gender wage gap, and hindered female economic participation, such as:

Inadequate social protection for women.	Limited arrangements for flexible work.	Female disproportionate household responsibility.	Absence of good quality and affordable childcare services.
Lack of compliance with minimum wage standards, especially in highly feminised sectors.	Under evaluation of women's competencies and capabilities.	The concentration of women in low paying jobs with little decision-making powers.	Concertation of women in the informal economy.
Lack of training congruent with labour market requirements.		Low representation of women in labour unions.	

Skills mismatch

A significant skill mismatch exists between the supply of jobseekers and the demands of employers. This discrepancy is primarily attributed to the inadequate alignment of jobseekers' skills with the specific requirements sought by employers. One of the key reasons behind this mismatch is the quality of education and training provided by educational institutions, which may not sufficiently equip students with the practical skills and competencies needed in the job market. Moreover, there seems to be a lack of effective communication and collaboration between education institutes and the private sector.

 This disconnect prevents educational institutions from fully understanding the evolving needs of industries and employers, resulting in a mismatch between the skills being taught and the skills demanded in the job market. Consequently, jobseekers may find themselves ill-prepared to meet employers' expectations and face challenges in securing suitable employment opportunities.

Employment sustainability

A notable concern is the lack of employment sustainability, as jobseekers often exhibit a tendency to switch workplaces in pursuit of even a marginal increase in salary. This issue arises from the prevailing very low salaries and the minimum wage set at JOD 260, which fails to adequately meet the high living expenses in the country. Additionally, certain sectors may suffer from harsh working conditions, further prompting jobseekers to seek more favorable opportunities.

The trend of Jordanians opting for easier jobs when available also contributes to the challenge of maintaining stable and sustainable employment. Addressing these issues requires attention to wage policies, working conditions, and measures to promote job retention and career development.

Emigration of skilled workers

The emigration of high-skilled workers is a pressing issue facing Jordan's labour market, particularly among males, as evidenced that 63 percent (approximately 815,000 individuals) out of the total 1,293,650 emigrants in 2020 being male skilled Jordanians seeking opportunities abroad.

This brain drain poses significant challenges to the country's economic development and workforce productivity. Limited job opportunities and relatively lower wages in Jordan compared to other countries drive many highly educated and skilled individuals to seek better prospects elsewhere. Moreover, the allure of improved living standards, enhanced working conditions, and access to advanced research and development facilities abroad tempts high-skilled workers to leave.

3.4

About Ma'an
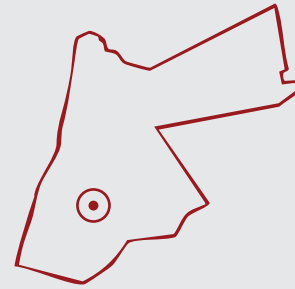
Ma'an Governorate is one of the twelve governorates in the Hashemite Kingdom of Jordan, located in the southern part of the country. Ma'an Governorate covers an area of approximately 32,000 square kilometers and is known for its diverse landscapes, which range from arid desert regions to mountainous areas. The governorate's administrative center is the city of Ma'an, which serves as a focal point for commercial and cultural activities in the region. Ma'an city is located along the ancient trade routes and has historical significance dating back to pre-Islamic times.

The population of Ma'an is estimated to be around

Females 47.8%

Males 52.1%

187,600

in 2022

89,700

females

97,900

males

Ma'an Governorate is also known for its historical and archaeological sites, such as the ancient city of Petra, a UNESCO World Heritage Site and one of the New Seven Wonders of the World. Moreover, the region is essential for its strategic geographical location, serving as a gateway to Jordan's southern borders and playing a significant role in cross-border trade and security.

4 Field Research

To understand the market comprehensively, the assessment targeted a diverse sample for both quantitative and qualitative data points. This section presents the demographic representation of the demand and supply samples.

4.1

Businesses Sample Demographics
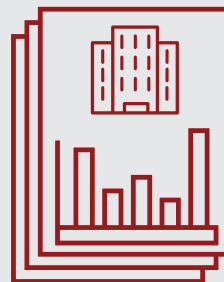
For the demand sample, the research team gathered business data through surveys and KIIs. Since the study is targeting a total of six sectors, the team targeted to collect the data from all sectors evenly. At least 8 businesses from each sector were surveyed. Figure2: highlights business representation from each sector.

Figure 2 | Sample's Economic Sectors Representation

18.5	15.5	18.9
Transportation	Tourism	Wholesale
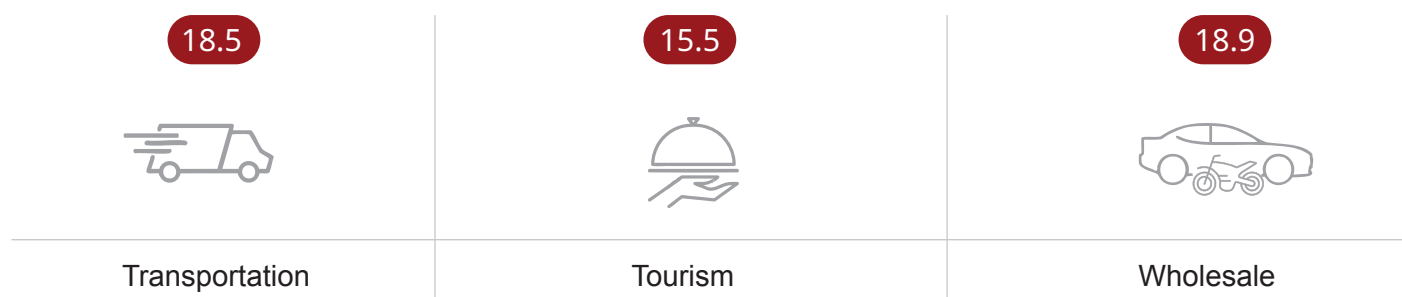
Figure 3 | Distribution of surveyed businesses by size

82%	16%	2%
Small 20-1 Employee	Medium 99-21 Employee	Larg 100< Employee

Source: Survey conducted for this report

Businesses' size is another critical factor to consider as part of the sampling. Therefore, the targeted sample aimed to reflect the reality of the business sizes in Jordan. Since most of the businesses in the governorate are SMEs, the sample included a good representation of SME businesses (82% from small businesses and 16% from medium businesses). Figure 3 highlights the businesses' size distribution.

In parallel to the survey, the team also conducted 6 KIIs with businesses and 3 KIIs with key stakeholders. Two businesses from each sector were interviewed, predominantly medium-large sized businesses, to be able to fully understand the dynamics of the market.

4.2

Jobseekers Sample Demographics

Regarding the supply side, the research team gathered information from jobseekers through surveys and FGDs. The survey sample ensured a well-balanced representation of both genders. Out of the total 385 jobseekers surveyed, 49.9% of the sample were females, while 50.1% of were males. The survey also targeted various ages of jobseekers; 65.2% of the sample fell within the 18-29 age bracket, 33.3% between 30 and 44, and only 0.5% were above 45.

The education level is also another key factor that was considered when surveying jobseekers. 33.0% of the surveyed jobseekers have a university degree, 51.7% have school level education (middle and high school), and the remaining participants have academic diploma or vocational certificates. A very small proportion of the sample was illiterate or did not complete elementary school (0.8%)

Figure 4 | Distribution of surveyed jobseekers by gender

50.1%   49.9%
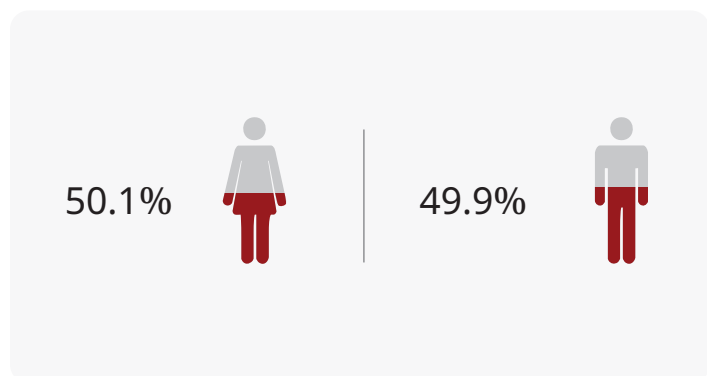
Figure 5 | Distribution of surveyed jobseekers by age

More than 45	40-44	35-39	30-34	25-29	18-24
0.5%	5.5%	9.6%	18.2%	25.5%	39.7%
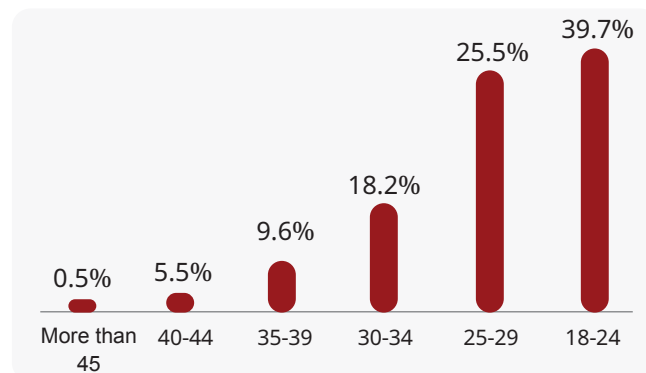
Figure 6 | Distribution of surveyed jobseekers by educational level

University degree (Bachelor's, Master's, PhD)	Middle school (1st to 10th grade)	Highschool	Academic diploma	Certificate/ diploma	Elementary school or below
33%	18.7%	33%	12.5%	2.1%	0.8%
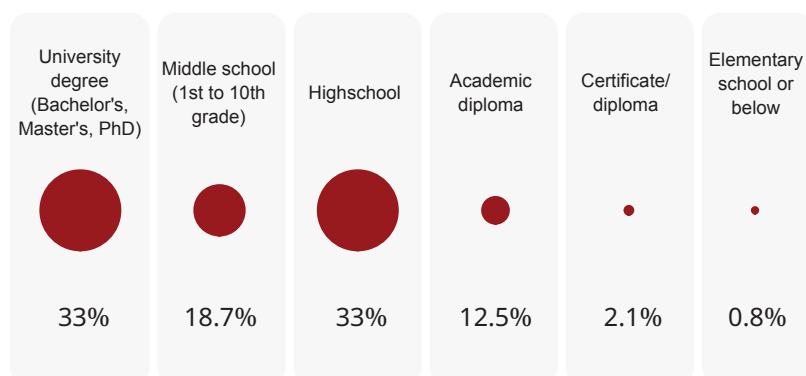
The team has conducted a total of 4 FGDs targeting jobseekers in Ma'an. Two of these discussions targeted female jobseekers and the other two targeted male jobseekers. In total, 37 jobseekers have participated in the group discussions, and each focus group included participants from different ages and educational backgrounds.

Source: Survey conducted for this report

Labour Market Analysis:

5 **Demand**

5.1

Overall Demand

The survey and Key Informant Interviews (KIIs) inquired businesses about their anticipated labour needs in both the short term (next three months) and the long term (next twelve months). Only 18.0% of the businesses surveyed indicated having job openings in the short term. Among the businesses that expressed a need to hire in the next three months, 40.0% were seeking skilled workers, while another 40.0% were looking for unskilled workers. Vocational and technical levels came next in demand, with 28.0% and 12.0% of businesses looking to employ within these skill levels. Notably, there was no reported demand for semi-skilled workers. Figure 7: illustrates the percentages of businesses with vacancies, and Figure 8: Skill-level demanded by surveyed businesseshighlights the skill level for required for these vacancies.

Figure 7 | Proportion of businesses that reported to hire during the upcoming three months

Yes
18%

82%
No
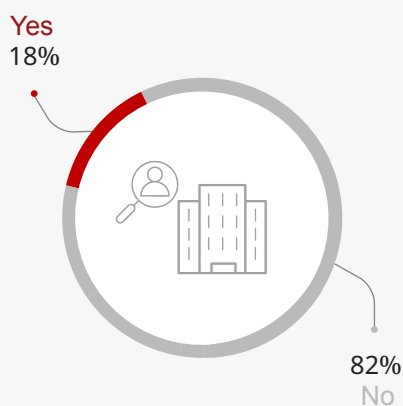
Source: Survey conducted for this report

Figure 8 | Skill-level demanded by surveyed businesses (short term)

40%	Skilled workers	28%	Vocational
10%	Specialist level	12%	Technical level
0%	Semi-skilled	40%	Unskilled

Source: Survey conducted for this report

The majority of the employees in the surveyed businesses are Jordanian (on average, 76.4% of employees are Jordanian). However, it is important to note that the percentage of Jordanian employees is heavily dependent on the sector. Some sectors, such as Tourism (working in restaurants), are allowed by law to employe foreign workers. Therefore, the tourism sector has the lowest employment rates for Jordanians (61.3%, on average). On the other hand, other sectors are currently closed to foreign workers , such as the transportation, with has highest employment rates for Jordanians (98%). When analysing the data according to size, there are no

significant differences in the average representation of Jordanians within the business's employee structure. Several businesses through KIIs reported that even if their sector is allowed by law to hire non-Jordanians, business owners always prioritise hiring Jordanians.

Whether targeting Jordanians or foreigners, only 18.0% of the surveyed sample currently have vacancies. One key factor relating to the availability of vacancies is business size; the business size is directly proportional to vacancies availability. Medium businesses have a much higher probability of having vacancies, with 25.0% of medium businesses having open vacancies for the next three months. On the contrary, only 17.1% of small businesses have open vacancies for the same period. From a sectoral lens, available vacancies also vary significantly across the different sectors. The sector with highest reported percentage of vacancies is the Tourism sector with 30.0% of the surveyed businesses reported having vacancies in the next three months. As for the sector with lowest rates, none of the businesses in the transportation sector reported having vacancies in the coming three months.

The survey also prompted businesses regarding the number of employees they expect to hire over the next 12 months. Surveyed businesses expect to hire 1 employee, on average. Businesses in different sectors and different sizes have similar expectations for future hiring, as on average businesses expect to hire 1 to 2 employees in the next 12 months. This data indicates a very low employment rates in the governorate and businesses are struggling and not expanding. Table 3: Jordanians percentages and future hiring by sector and business size below details the future hiring plans for businesses according to the business sector and size, as well as the average percentages of Jordanian employees.

Table 3 | Jordanians percentages and future hiring by sector and business size

Avg. %	Avg. % of Jordanian employees in the business	% of businesses reporting having vacancies over the coming 3 months	Avg. # of employees expected to be hired in the next 12 months
Overall	76.4%	18.0%	1
Wholesale	79.0%	11.1%	1
Tourism	61.3%	30.0%	1
Transportation	98.0%	0%	1
Small	76.5%	17.1%	1
Medium	73.4%	25.0%	1

Source: Survey conducted for this report

5.2

Available Vacancies & Active Employers Map

Implementing effective employment measures is one of the expected outcomes of the labour market assessment. To implement these measures, it is crucial to pinpoint employers who are currently actively employing in Ma'an. Out of the 50 businesses surveyed, only 10 reported having vacancies over the short term (in the next three months). These 10 businesses have a total of 16 vacancies available. Table 4: provides an overview of the number of businesses in each sector that reported having vacancies in the next three months and the number of vacancies available. Annex II provides detailed information on the requirement of businesses from each sector in terms of vacancies and their respective fields/roles.

Table 4 | **Number of active businesses by sector**

Sector	Number of businesses which has vacancies	Total number of vacancies	Vacancies job titles
Wholesale	2	2	Accountant, Pastry Chief
Tourism	6	15	Room service attendant, Accountant, Fitness Coach, Waiter

Source: Survey conducted for this report

To better understand the specific type of jobs that are in demand within each sector, a number of follow-up questions were asked during the survey and KIIs regarding the available short-term vacancies. Such data helps in identifying the typical jobs businesses in each sector usually required, and the characteristics of these jobs. Every sector has a unique set of vacancies; therefore, the vacancies are classified below according to the sector. There are very few vacancies reported by the surveyed businesses, and no vacancies were reported from the transportation sector.

5.2.1 The Wholesale and Retail Sector Vacancies

The wholesale and retail sector consists of businesses that sell all types of products either to consumers (B2C) or businesses (B2B) in wholesale or retail formats. From the analysed data, wholesale and retail businesses in Ma'an are very small compared to other governorates such as Amman. Therefore, their ability of employment is much less compared to other governorates. A representative from Ma'an chamber of commerce mentioned that big retail shops in Ma'an usually hires 5 to 6 employees only, and usually they are family members. Hence, the sector usually presents very few job opportunities. Only 2 vacancies were presented through the survey, one for sweets chief, and the other for an accountant.

Although the reported salaries of the vacancies from the survey shows a high salary range (JOD 400 for accountant and JOD 800 for the chief), the businesses through KIIs mentioned that average salaries in the sector is much lower (around the minimum wage). The reported rights and benefits provided for workers are: social security, health insurance and paid overtime.

Businesses mentioned in the KIIs that most of the employees in the sector are in sales and shelf organising. These jobs usually do not have many requirements to get employed. Mostly sales workers are required to have soft skills, and shelf organiser do not have any requirements. The vacancies presented through the survey have special requirements, as chiefs are required to have prior experience in the field, and accountants are required to have qualification in the same field accompanied by experience. Table 5 highlights the vacancies available from the surveyed businesses and their characteristics.

Table 5 | **List of Wholesale and retail sector job vacancies and their characteristics**

Job Title	ISCO CODE-Level 3	Work Modality	Employs Females	Employs PwD	Average Salary Range	Employment Requirement	Benefits /Rights	No. of Vacancies Available*
Sweets Chief	512	Full-time	No	No	800	Personal and Technical Skills, Experience,	Paid Overtime, Social Security, Health Insurance, Flexible hours	1
Accountant	241	Full-time	No	Yes	400	Personal and Technical Skills, Experience, Qualification, Gender	Social Security, Health Insurance,	1

Source: Survey conducted for this report

5.2.2   Tourism Sector Vacancies

The tourism sector is diverse and includes various types of businesses, ranging from hotels, hostels, and touristic restaurants, to booking agencies and guided tours. And among these subsectors, the job titles vary widely. For example, hotels and hostels have jobs such as receptionists and housekeeping, while on the other, touristic restaurants have positions such as waiters, chiefs, and stewards.

From the survey, businesses operating within the sector reported having some vacancies for room service (5 vacancies), waiters (4 vacancies), Accountant (1 vacancies) and receptionists (1 vacancies). The salaries provided to employees in the sector varies according to the job title. However, most entry level jobs receive around the minimum wage, while other specialised job titles such as receptionist receive higher salaries (JOD 350). All surveyed businesses reported providing their employees with social security and paid overtime. Some vacancies require interaction with clients and hence, the employers usually provide their employees with training on customer service.

The requirements for getting hired in the sector mainly include interpersonal skills and similar previous experience in the sector. Representatives from the sector pointed out that most of the jobs require direct contact with the clients; therefore, customer service qualities are considered key for several positions. Having previous experience in the sector also plays a significant role in hiring decisions, as such experience ensures that the job seeker understands the sector requirements and dynamics well. Some job titles such as accountant and receptionist do require qualification to get hired in. Table 6: List of Tourism sector job vacancies and their characteristics below details the vacancies available within the sector from the surveyed businesses and their characteristics.

Source: Survey conducted for this report

Table 6 | **List of Tourism sector job vacancies and their characteristics**

Job Title	ISCO CODE- Level 3	Work Modality	Employs Females	Employs PwD	Average Salary Range	Employment Requirement	Benefits /Rights	No. of Vacancies Available*
Accountant	241	Full-time	Yes	No	280	Qualification	Social Security, Paid Overtime,	10
Room Service	962	Full-time	Yes	No	280	Personal and Technical Skills, Experience Language,	Social Security, Paid Overtime,	4
Gym Coach	342	Full-time	Yes	No	300	Personal and Technical Skills, Experience	Social Security, Paid Overtime,	4
Waiter	513	Full-time	No	No	300	Experience and Gender	Social Security, Paid Overtime, Training	2
Receptionist	422	Full-time	Yes	No	350	Personal and Technical Skills, Qualification	Social Security, Paid Overtime, Training	2

5.3

Women Employment - Demand Side
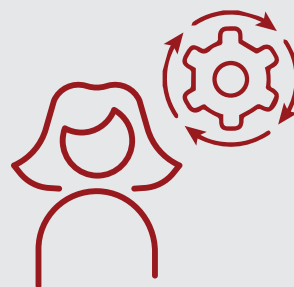
Several questions were dedicated to businesses inquiring about female labour employment characteristics through the different data points. On average, surveyed businesses have only 9.1% of their total workforce as females. The percentages vary significantly across sectors. For example, the tourism sector has on average, 18.5% of their employees are females. In contrast, other sectors, such as wholesale and retail and tourism, have meager numbers of female employees, reaching as low as 0% in the transportation sector. Ma'an governorate is considered a conservative governorate, and many families are still against women employment. Some businesses reported that they are against employing females, as females should take care for their families and not work.

Through the surveys, businesses were asked if they currently have any vacancies they consider suitable for women. Only 14.0% of the businesses reported having vacancies they consider suitable for females, predominantly in the tourism sector.

When disaggregated by establishment size, the percentage appears higher in medium businesses (25.0%) and lower in small businesses (12.2%). Furthermore, the percentage varies significantly cross sectors; 35.0% of the businesses in the tourism sector reported having vacancies for females, while none of the businesses in the wholesale and retail and transportation sectors reported having vacancies for females. When businesses were asked about the reasons behind not having female vacancies, they mentioned reasons such as culture and their preference for hiring males only.

Figure 9 | **Percentage of businesses that have vacancies they consider suitable for women**

Yes
14%

86%
No

Source: Survey conducted for this report

Businesses in the tourism sector are generally open to hiring females for most of the jobs. The survey data shows that most of the reported vacancies are open to females. Nonetheless, the qualitative data shows that low salaries, cultural boundaries, and acceptance of family members are among the biggest challenges facing females when considering employment in the sector.

The cultural barrier is considered one of the critical factors preventing females from joining the wholesale and retail sector. Businesses in the sector reported through KIIs that they are willing to hire females if they apply for the jobs. However, they doubt females would apply for the jobs. On the other hand, the transportation sector is considered unsuitable for females according to the businesses as females would not be drivers. However, some businesses reported that females could work in offices if available. Table 7: details current female employment rates by sector and business size and the percentage of available vacancies businesses consider suitable for female employment.

Table 7 | Female employment according to business size and sector

Avg. %	% of female employees in the business	% of businesses have vacancies they consider suitable for females	% of their vacan- cies dedicated for females
Overall	9.1%	14.0%	2.0%
Wholesale	2.8%	0.0%	0.0%
Tourism	18.5%	35.0%	2.0%
Transportation	0.0%	0.0%	0.0%
Small	10.1%	12.2%	1.8%
Medium	4.9%	25.0%	2.5%

Sector / Size

Source: Survey conducted for this report

5.4

Employment of Persons with Disabilities (PwDs)

According to the Jordanian law for people of disabilities (2017) a PwD is defined as every person who has a long-term deficiency in physical, sensory, mental, psychological, or neurological functions, which, as a result of his interference with physical and behavioral barriers, prevents the person from performing one of the main life activities, or exercising one of the rights or one of the basic freedoms independently[12].

There are five main types of disabilities:[13]

	Type	Description
	Physical	A person with limitations in physical functioning, mobility, dexterity, or stamina.
	Hearing	individuals who do not have the full capacity to know what is being said to them or the sounds of activity, including danger, within their immediate surroundings.
	Visual	individuals who do not have the full visual capacity to perceive or observe what is happening around them.
	Mental	a mental pattern that causes impairment of personal functioning
	Behavioral/ Emotional	lacking the ability to effectively recognise, interpret, control, and express fundamental emotions.

Through the survey and KIIs, businesses and key stakeholders were asked about the employment of PwDs in their establishments. Only 4.6% of businesses reported hiring PwDs. Most of the businesses employ PwDs to reach the target set by the labour law . On average, only 0.8% of the employees from the surveyed businesses are PwDs. The wholesale and retail sector has the highest percentage (3%) while several sectors have percentages lower than 1%. Some sectors such as chemical manufacturing, education, and support services reported not having PwD employees. The business size also contributes to hiring PwDs. This is because the law concerning hiring PwDs applies to organisations with more than 25 employees; therefore, small and medium businesses have less than 1% of their employees with disabilities. Comparatively, larger organisations have 2% of their employees classified as PwDs. Table 12:illustrates the percentages of PwDs employment per sector and business size.

(12) https://e-inclusion.unescwa.org/sites/default/files/resources/New%20law_3.pdf

(13) https://e-inclusion.unescwa.org/node/1355

Table 8 | **People with disability employment according to business size and sector**

Avg. %	of PwD employees in % the business
Overall	1.3%
Wholesale	0.6%
Tourism	1.8%
Transportation	2.0%
Small	1.5%
Medium	0.6%

Sector / Size

Source: Survey conducted for this report

The type of disability is a major factor that affects employment of PwDs. The data shows that physical disabilities were the only type of disability hired in the businesses that participated in the survey. When asked about their willingness to hire competent employees with different kinds of disabilities, physical disabilities came first, followed by hearing, mental, behavioral, and visual disabilities, respectively. Figure10: shows their willingness to hire skilled PwDs by type of disability.

Figure 10 | Percentages of businesses that have the willingness to employ skilled PwDs

Physical	34%	40%
Mental	22%	58%
Hearing	32%	46%
Visual	14%	56%
Behavioral/Emotional	12%	48%

Legend: ● Strongly Disagree ● Disagree ● Neutral ● Agree
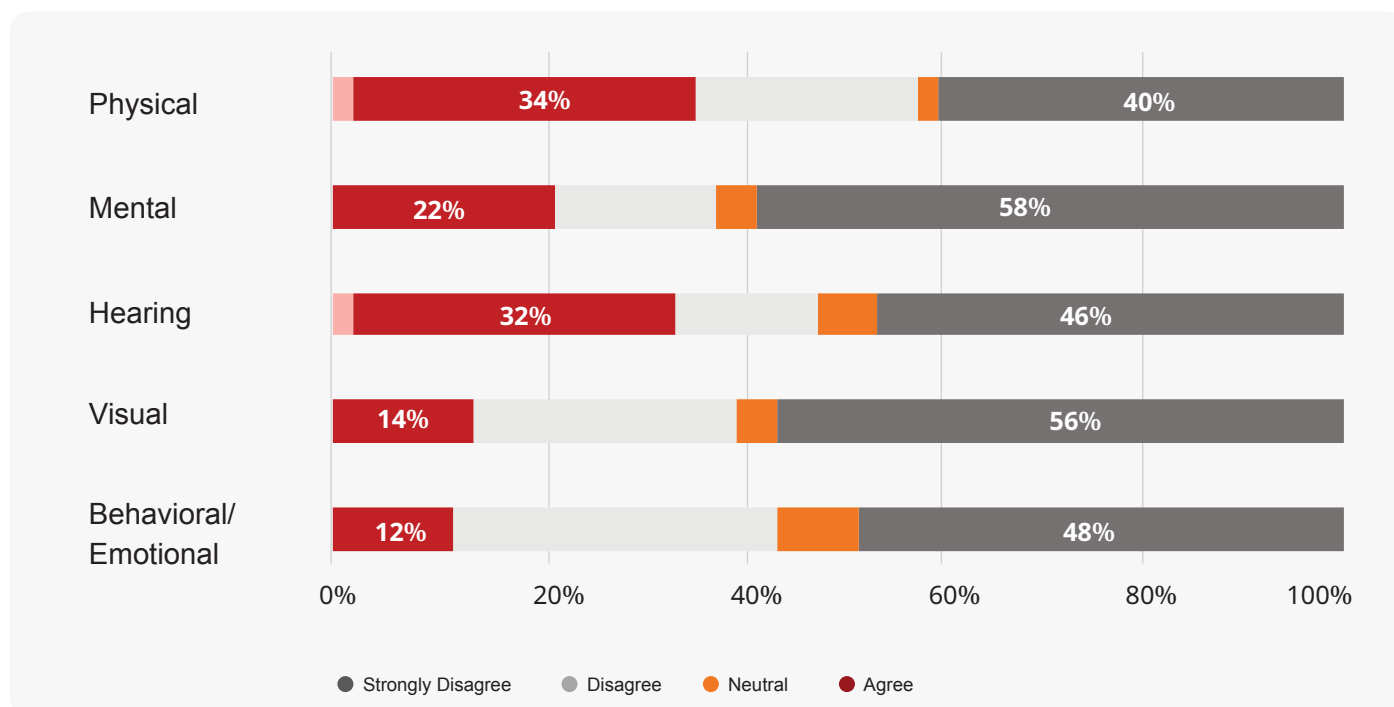
Source: Survey conducted for this report

Due to the sensitivity of the tourism sector, and constant interaction with clients for many job titles, businesses view that PwDs face some challenges in getting employed in the sector. However, sector representatives mentioned during the KIIs that with proper awareness, PwDs can get employed in various jobs such as call centers (for physical disabilities) and housekeeping (for hearing and communication disabilities). They also reported that most large businesses achieve the 4% set target for PwDs employment, which could serve as success stories that could be shared with other businesses operating in the sector.

Businesses interviewed in the transportation and wholesale and retail sectors were unwilling to hire PwDs. Most of the interviewed businesses mentioned that they have very few vacancies and would prioritise hiring people in full health rather than PwDs. Since most businesses in the governorate are SMEs, the PwD quota set by MoL would not apply to most businesses, and therefore PwDs have much fewer opportunities.

5.5

Employment & Outreach Methods

Part of understanding the market demand is exploring how businesses hire jobseekers for their available vacancies. The survey asked businesses what employment methods they follow to hire and advertise job vacancies. Around 66.0% of the surveyed businesses depend on verbal recommendations from current employees and/or personal network to fill available vacancies. Social media is the second most common method businesses use (46.0%). The third most common type is through the HR department or the company website; only 14.0% of businesses utilise this method.

Businesses across various sectors exhibit different preferences for employment methods. However, the top three methods remain consistent across all sectors. Certain methods, though, are more prevalent in specific industries. For instance, social media platforms are more commonly used in the tourism sector, while verbal recommendations dominate the wholesale and retail sector. According to interview responses, Ma'an is perceived as a small, close-knit community where personal connections are strong, making verbal recommendations particularly effective. Figure 11 illustrates the percentages of the most commonly used employment methods, while Table 9 highlights the variations in these methods based on business size and sector.

Figure 11 | Percentages of most common employment methods

Digital Platforms	HR department	Verabl recommendation	Social Media
4%	2%	66%	2%

CBOs	NGOs	Newspaper Ad
6.2%	2%	12%
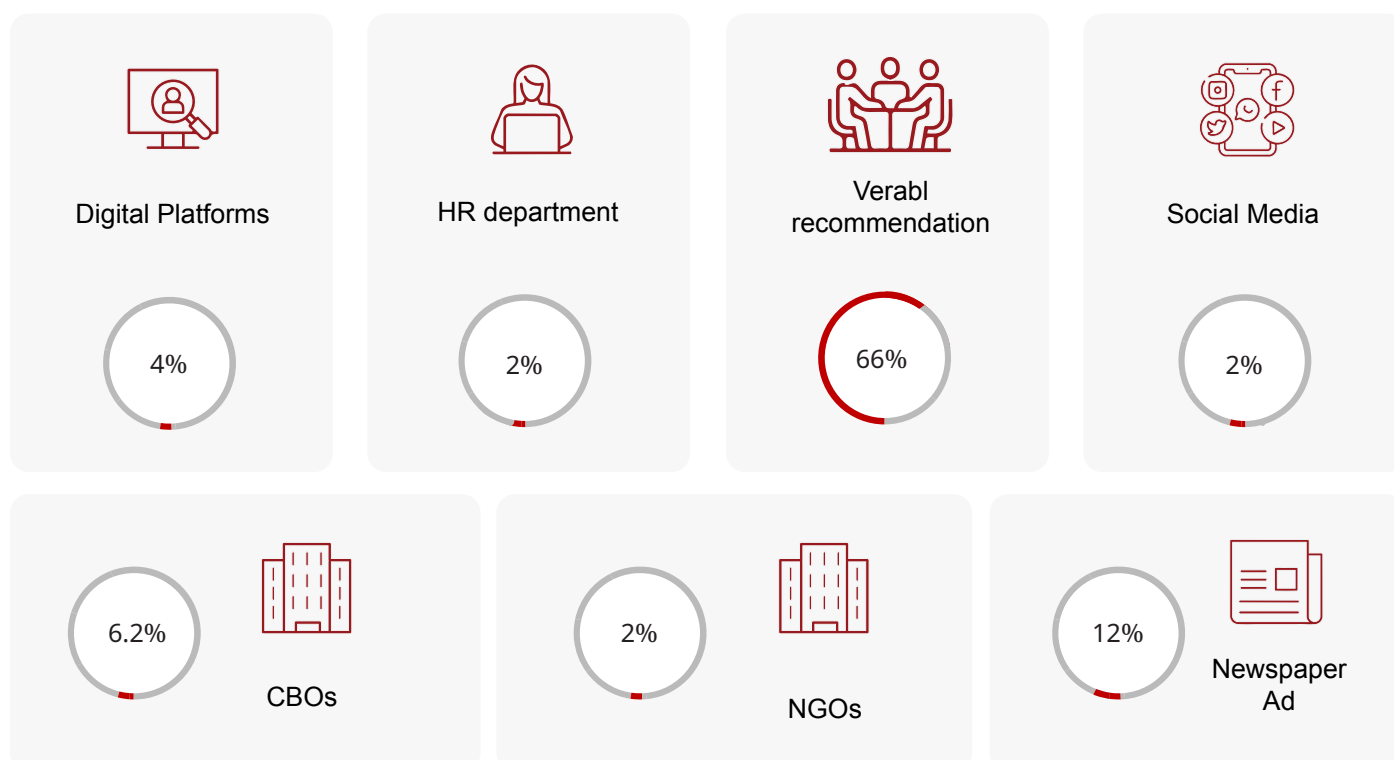
Table 9 | **Percentages of employment methods by sector and business size**

Employment Methods	Verbal recommendation %	Social Media %	HR department or company website %
Overall	66.0%	46.0%	12.0%
Wholesale	88.9%	27.8%	0.0%
Tourism	65.0%	70.0%	0.0%
Transportation	40.0%	20.0%	40.0%
Small	65.9%	48.8%	12.2%
Medium	62.5%	37.5%	12.5%

Sector

Size

Source: Survey conducted for this report

Recently, many government and non-government entities have been focusing on employment in the country, and part of their employment support is implementing various employment measures. There are several types of employment measures that are frequently conducted in the country and the most common types are:

Interview Day

are well focused and closed events to invite pre-selected jobseekers to be interviewed by a limited number of employers (2-5) preferably from the same sector.

Career Day

An event to bring companies and jobseekers together with the potential of matching jobseekers with available vacancies in addition to career advisory activities to jobseekers such as counseling and soft skill training.

Direct Placement

Comparing jobseeker profiles with the available vacancies to identify matching profiles and job placement opportunities.

The survey asked businesses what employment measures are the most effective. 68% of the businesses chose direct placement, and 27% believe either interview day or training then employment options as most effective. Inquiring about the rationale of these answers, the employment offices emphasised that businesses favor direct employment approaches. Businesses prefer organising dedicated interview days for specific positions instead of participating in job fairs where jobseekers are uncertain about their desired work, location, and/or job preferences. Interview days ensure that all applicants clearly understand the job for which they are applying. The same principle applies to direct networking and placement. Businesses reach out to competent jobseekers within their network who specialise in the same field and conduct direct interviews with them.

Figure 12 | Effective employment measures according to businesses

Soft skills training followed by employment
42%

Interview Day
12%

Direct Placement
16%

Training on technical skils
24%

Other
6%
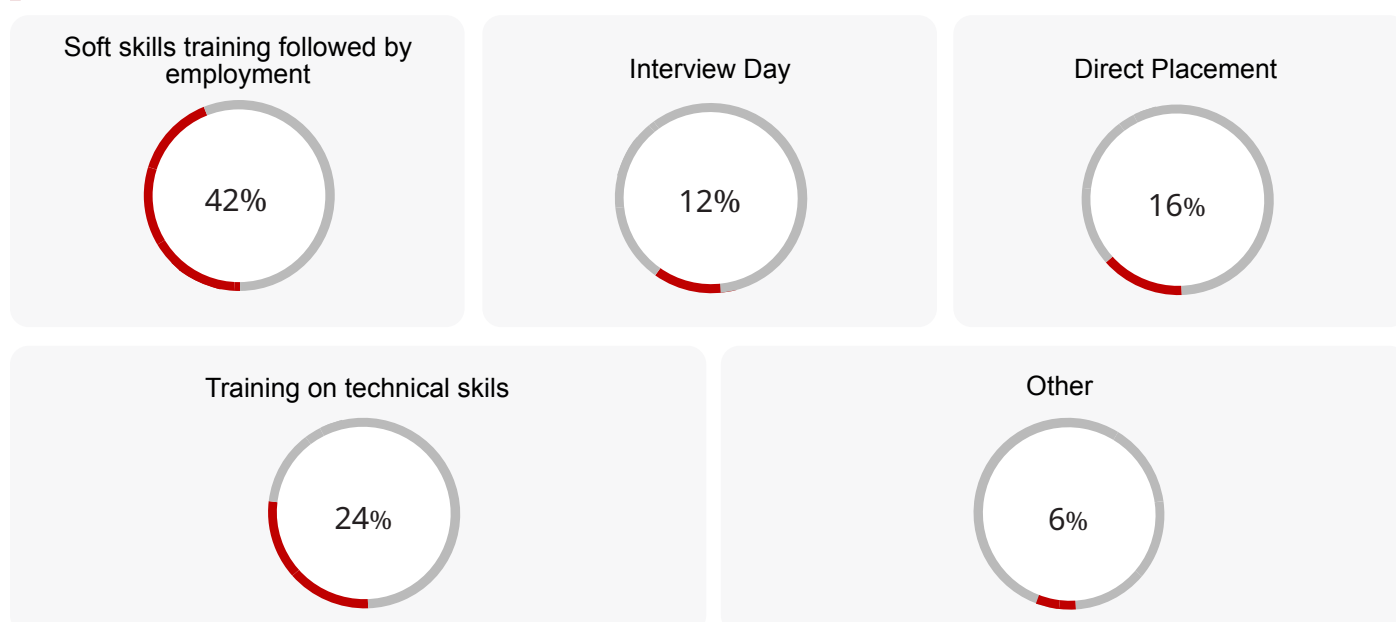
Source: Survey conducted for this report

5.6

Employment Challenges

Businesses face several challenges while conducting the employment process. Throughout primary data collection, businesses were asked about the most common challenges they face while employing. The most common across the sample was that applicants do not have the required skills, with 46.0% reporting it. The second most common choice was salaries not meeting the applicants' expectations (40.0%). The third most common challenge was the applicants' lack of commitment/work ethics. Other challenges mentioned are much less frequent, such as harsh working conditions (24.0%), lack of enough applicants (20.0%), and employment costs (6.0%). 8.0% of businesses reported no challenge in hiring. The business size appears to play no significant effect on the type of challenges faced. Figure 13 highlights the businesses' employment challenges, and table 10 shows the top employment challenges for businesses according to sector and size.

Figure 13 | Faced employment challenges by businesses

Lack of enough applications\applicants	Lack of Skilled Jobseekers	Low commitment
46%	20%	34%

Salaries do not meet expectations	Unsuitable/harsh working conditions	Employment Costs
40%	24%	6%

Table 10 | Percentages of employment challenges by sector and business size

Avg. %	Lack of skilled jobseekers	Salaries do not meet expectations	Low commitment	Unsuitable/ harsh working conditions	Not many applicants
Overall	46.0%	40.0%	34.0%	24.0%	20.0%
Wholesale	50.0%	22.2%	61.1%	5.6%	11.1%
Tourism	35.0%	70.0%	25.0%	50.0%	35.0%
Transportation	50.0%	20.0%	10.0%	10.0%	0.0%
Small	39.0%	43.9%	34.1%	26.8%	19.5%
Medium	75.0%	25.0%	37.5%	12.5%	25.0%

Looking at the average turnover rates in businesses, the average turnover rate from the sample is 17.2%. Some sectors, such as the tourism sector, have higher turnover rates (average of 25.3%), while others, such as the transportation sector, have a lower rate (average of 1.0%). Table 11: Percentages of turnover rates by sector and business size illustrates the turnover rates across different economic sectors and business sizes.

Table 11 | Percentages of turnover rates by sector and business size

Avg. %	(%) Average turnover rate
Overall	17.2%
Wholesale	17.8%
Tourism	25.3%
Transportation	1%
Small	18.5%
Medium	12.8%

When businesses were asked why employees leave their jobs, the most common reason was employees finding better job opportunities elsewhere (62.0%). With wages in the kingdom being relatively low, the labour force continuously looks for better opportunities to cover the high living expenses. The second most common reason is the harsh working conditions (38.0%). All the stakeholders in this assessment pointed out that Ma'an residents generally prefer office jobs or jobs requiring less physical effort, which is why they target the public sector or search for office work within the private sector. Table 12: Reasons for employees leaving their jobs by sector and business highlights how they are different by sector and business size.

Table 12 | Reasons for employees leaving their jobs by sector and business size.

Employment Methods	Found better working opportunity	Working conditions
Overall	62.0%	38.0%
Wholesale	61.1%	33.3%
Tourism	85.0%	55.0%
Transportation	20.0%	10.0%
Small	65.9%	39.0%
Medium	50.0%	37.5%

Source: Survey conducted for this report

5.7

Job Profiling

Through the survey, businesses were asked about jobs in demand in their respective sectors regardless of whether they currently have active job openings. The responses from different businesses were grouped and cleaned, resulting in 13 jobs profiles. The details of each job profile are shown in Annex III.

Labour Market Analysis:

6 Supply

6.1

Overall Supply
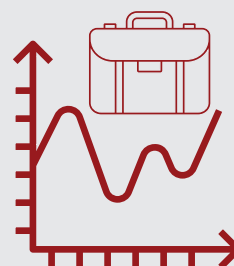
This assessment also aims to understand the supply side of the labour market. Through surveys and FGDs, several questions were asked to jobseekers to understand what sectors they target and their general expectations from joining the labour market. The top three sectors chosen by jobseekers through the survey were education (29.9%), agriculture (26.0%), and professional activities (22.9%). Figure 14 shows the sectors the jobseekers target working in.

Figure 14 | **Percentages of targeted sectors by jobseekers**

Sector	Percentage
Education	29.9%
Agriculture	26%
Professional Scientefic and technical activities	22.9%
Admin and support services	21.6%
Health	14.8%
Wholesale	11.2%
Services	7.8%
Finance and Insurance	7.3%
Transport	6.8%
Manufacturing	6.2%
ICT	6%
Electricity, Gas, and AC	6%
Public Sector	5.2%
Water	4.4%
Restaurants and Hotels	2.1%
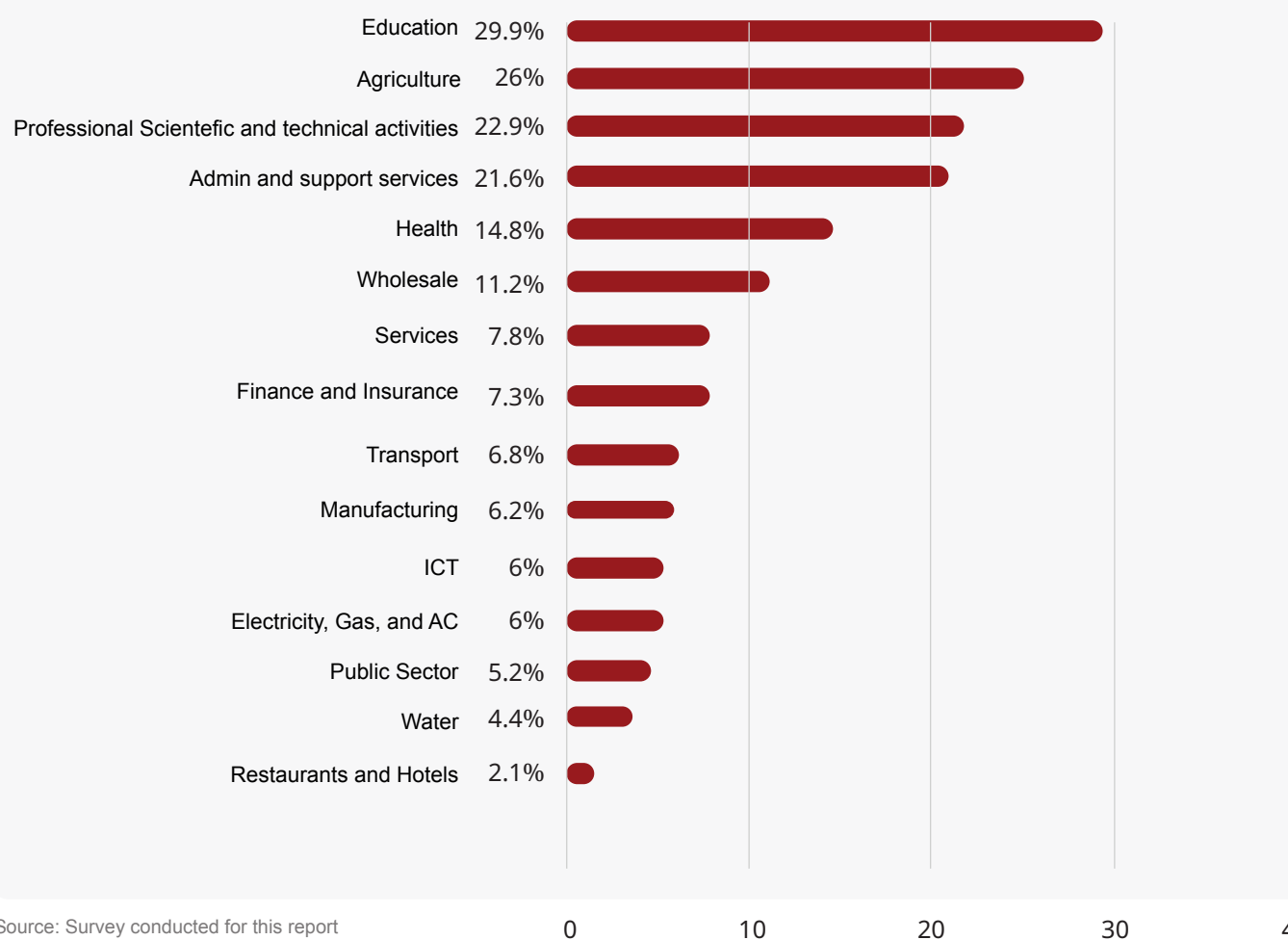
Source: Survey conducted for this report

Jobseekers' sector preferences change in accordance with their level of education. Jobseekers having higher education lean toward sectors offering specialised roles, such as Education, administration, health and finance. Conversely, individuals lacking higher education degrees tend to opt for sectors characterised by either lower levels of specialisation or those featuring vocational roles, such as agriculture, wholesale, transportation, and services.

Table 13 | Percentages of jobseekers targeted sectors by educational level

Sector	Overall	Education Level	
		Without higher education degree	Higher education degree
Education	29.9%	4.3%	60.6%
Agriculture	26.0%	42.4%	6.3%
Admin and Support	21.6%	11.4%	33.7%
Health	14.8%	6.7%	24.6%
Wholesale and retail	11.2%	14.8%	6.9%
Services	7.8%	11.9%	2.9%
Finance and Insurance	7.3%	0.5%	15.4%
Transportation	6.8%	11.9%	0.6%
Manufacturing	6.2%	9.5%	2.3%
IT	6.0%	3.3%	9.1%

Source: Survey conducted for this report

The jobseekers were also asked about their preferred mode of employment. Most surveyed jobseekers aim to have full-time employment (82.1%) while only 27.8% of the sample aim for a part-time job. This is because most jobseekers aim for stable income and the benefits associated with full-time jobs such as social security and health insurance, which are not usually offered to part-time workers. Several jobseekers, especially males, also mentioned this through the FGDs. Jobseekers' working mode preference does not differ significantly according to their education level.

Figure 15 | **Percentages of preferred working mode by jobseekers**

Daily	Work from home	Part-time	Full-time
2.1%	3.1%	27.8%	82.1%
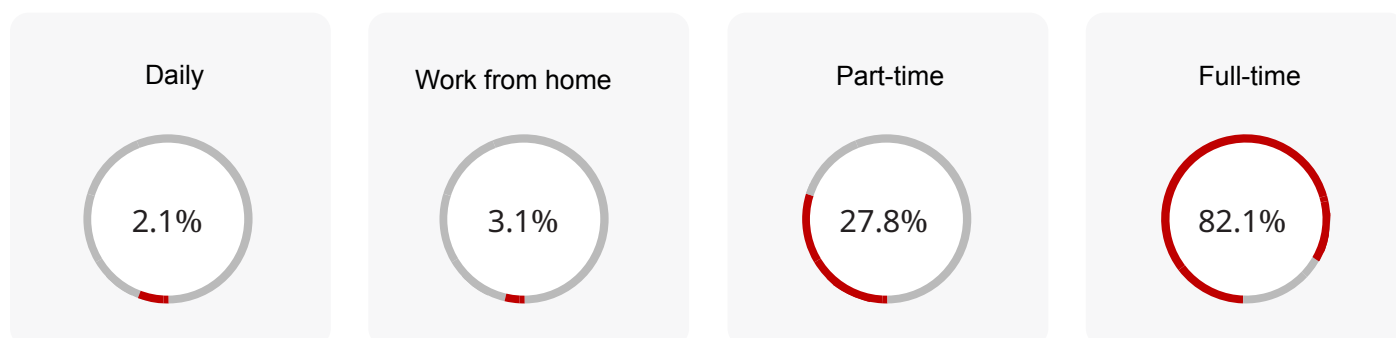
Source: Survey conducted for this report

Table 14 | **Percentages of jobseekers preferred working mode by educational level**

Work mode preference	Overall	Education Level	
		Without higher education degree	**Higher education degree**
Full-time	82.1%	79.0%	85.7%
Part-time	27.8%	29.5%	25.7%

Source: Survey conducted for this report

Jobseekers were asked about their expected salaries and rights/benefits. 96.1% of the respondents expects salaries below JOD 450 per month. This shows that the vast majority of surveyed jobseekers are aware of the labour market and salary ranges, especially for fresh graduates. Comparing salaries expectation in accordance to education level, jobseekers with higher education degrees tend to expect higher salaries than jobseekers without higher education degrees.

The survey also asked about job seeker's expected rights and benefits. Social security was the most expected right (90.6%). Health insurance was the most expected benefit (79.0%). Due to the country's high health service costs, jobseekers strongly prefer health insurance coverage. The second most frequent choice of benefits was transportation allowances (32.7%). With relatively high transportation costs (due to fuel costs) and limited infrastructure for public transportation in Jordan, many jobseekers expect businesses, especially in remote locations, to cover their transportation expenses or provide transportation. Other rights and benefits reported by the jobseekers include sick leave (31.9%), flexible hours (15.3%), and maternity leave (14.5%). Figure 16 and Figure17 illustrate the job seeker's expectations regarding salaries and benefits.

Figure 16 | Percentages of expected salaries by jobseekers
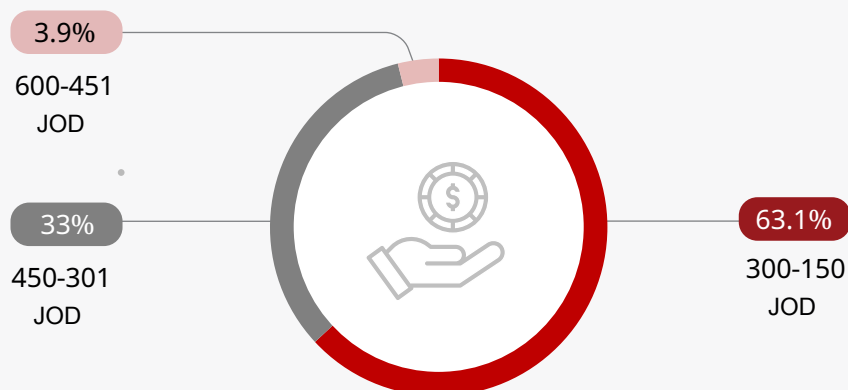
Figure 17 | Percentages of expected rights and benefits by jobseekers
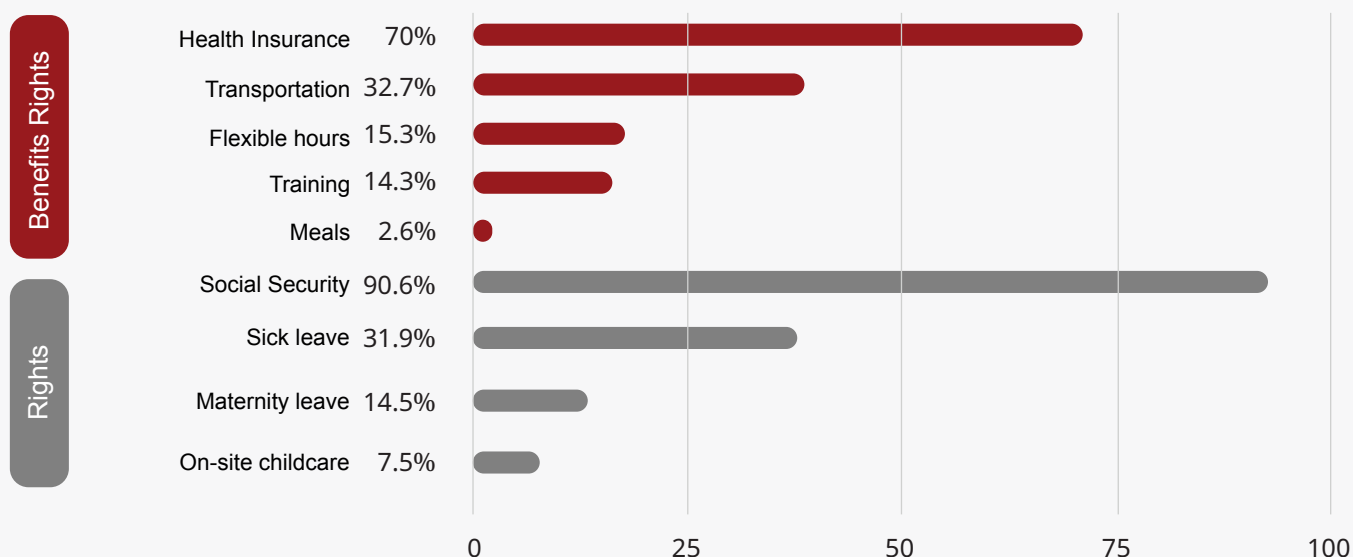
Table 15 | Jobseekers' expected salaries by educational level

Expected Monthly Salaries	Overall	Education Level	
		Without higher education degree	Higher education degree
JOD 150-300	63.1%	70.0%	54.9%
JOD 301-450	33.0%	26.2%	41.1%
JOD 451-600	3.9%	3.8%	4.0%

6.2

Female Jobseekers

A key aspect of this labour market study is to understand if there are any different characteristics associated with female jobseekers as opposed to male jobseekers. When asked about the targeted sectors, the top 3 targeted sectors were education (52.6%), followed by admin (29.7%), and health (25.5%). Most of the sectors that require physical labour are not chosen by females. Females targeting these sectors is possibly due to their educational background, as 69.2% of the females in the sample have academic diploma or above.

Expected rights and benefits are similar for both females and the whole sample. Social security is still the most frequent choice, with 90.6%, followed by health insurance (74.0%) and sick leave (39.6%). Female respondents gave similar reasons for these choices in the FGD as male respondents. Figure 18 and Figure 19 highlight the females' targeted sectors and expected rights and benefits.

Figure 18 | Percentages of targeted sectors by female jobseekers

Sector	Percentage
Education	52.6%
Admin and Support Services	29.7%
Health	25.5%
Professional	22.9%
Finance and Insurance	11.5%
Agriculture	9.4%
IT	8.3%
Services	6.8%
Wholesale	5.7%
Public Sector	5.2%
Restaurants and Hotels	3.6%

Source: Survey conducted for this report

56
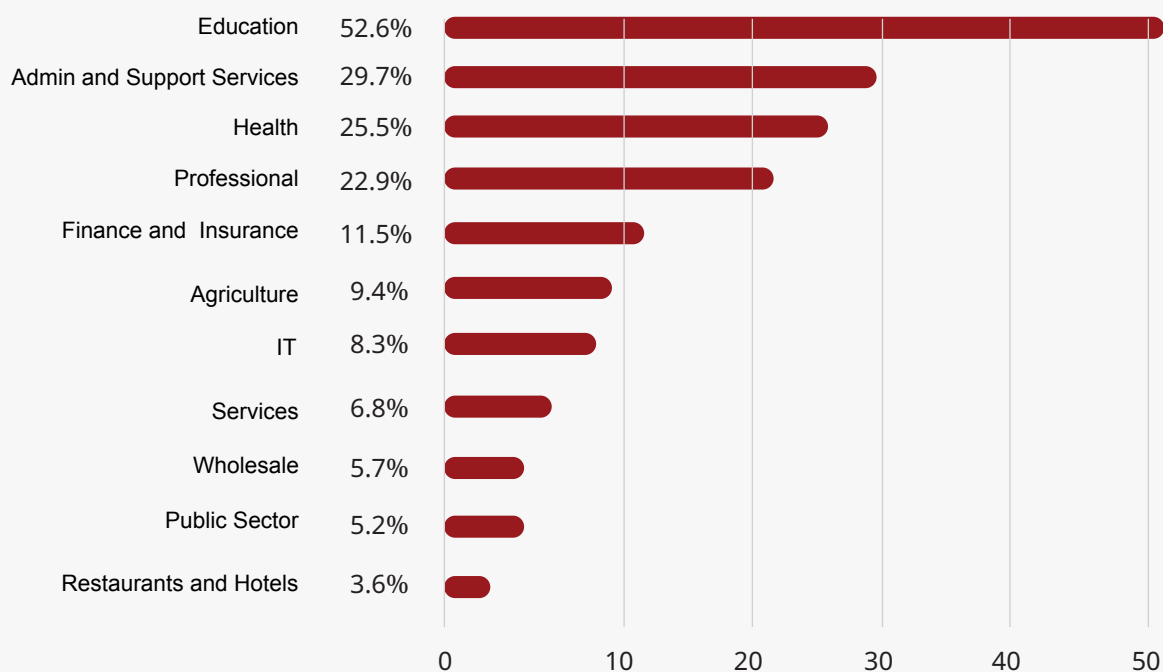
Figure 19 | Percentages of expected rights and benefits by female jobseekers

Benefits Rights	Health Insurance	74%
	Transportation	39.1%
	Flexible hours	20.3%
	Training	20.8%
	Meals	3.6%
Rights	Social Security	90.6%
	Sick leave	39.6%
	Maternity leave	29.2%
	On-site childcare	15.1%
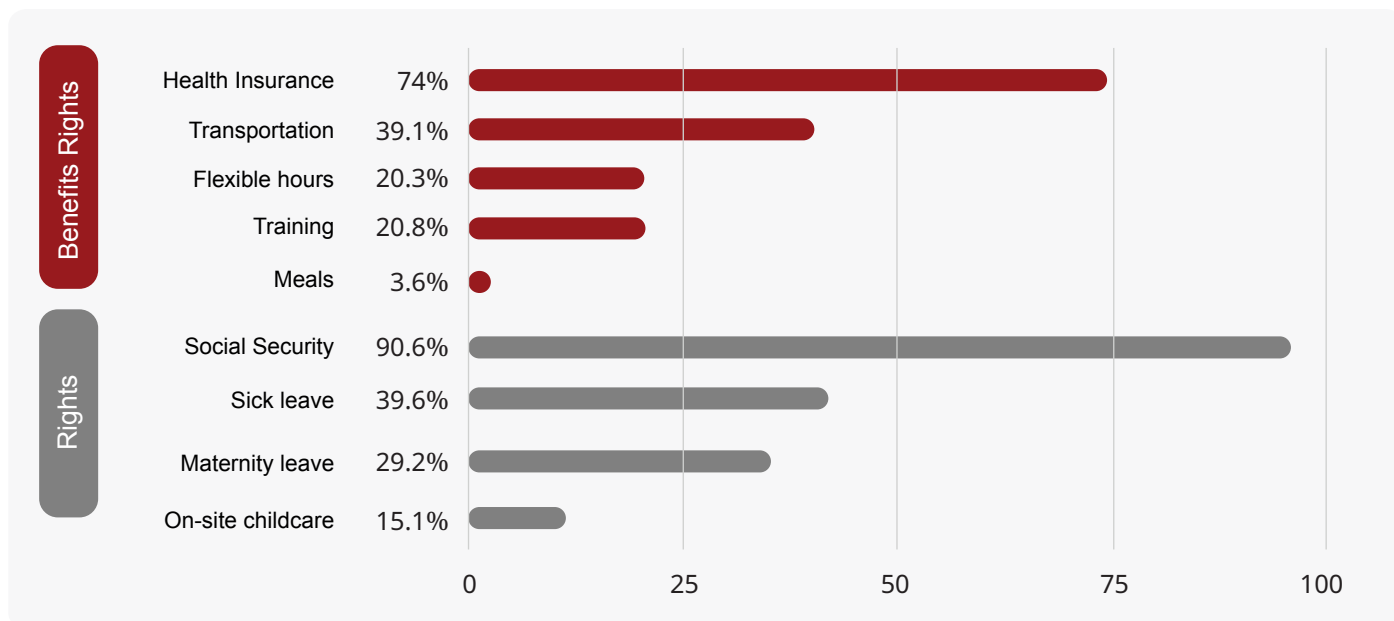
Source: Survey conducted for this report

6.3

Jobseekers' Job Search Methods

Jobseekers were asked how they currently search and apply for job vacancies. Most respondents chose social media as a means of job search (60.3%). With many businesses currently posting their vacancies online and through social media, jobseekers use these platforms to apply for jobs without requiring much effort. The second most frequent job searching method reported was verbal recommendations (54.8%). Jobseekers would use their network of family and friends to recommend them to business owners or HR departments. Company websites were the third most common way of job searching (28.8%). Jobseekers would target companies in their preferred sectors, visit their website, and apply for open job vacancies or send their CVs to the HR department. Other means of job searching, such as CBOs, newspapers, and NGOs were also mentioned but with lower rates. Figure 20 shows the means of job searching preferred by jobseekers.

Jobseekers' job searching methods varies in accordance with their level of education. Jobseekers with higher education degrees tend to use online methods such as social media and company websites more often. On the other hand, jobseekers without higher education degrees tend to use verbal recommendation from friends and family, more often than their counterparts.

Figure 20 | **Percentages of job searching methods used by jobseekers**

54.8% Verbal recommendations	28.8% Company website	60.3% Social media
3.6% Platforms (Akhtaboot,Bayt)	2.9% Newspaper	11.9% Donor / NGOs
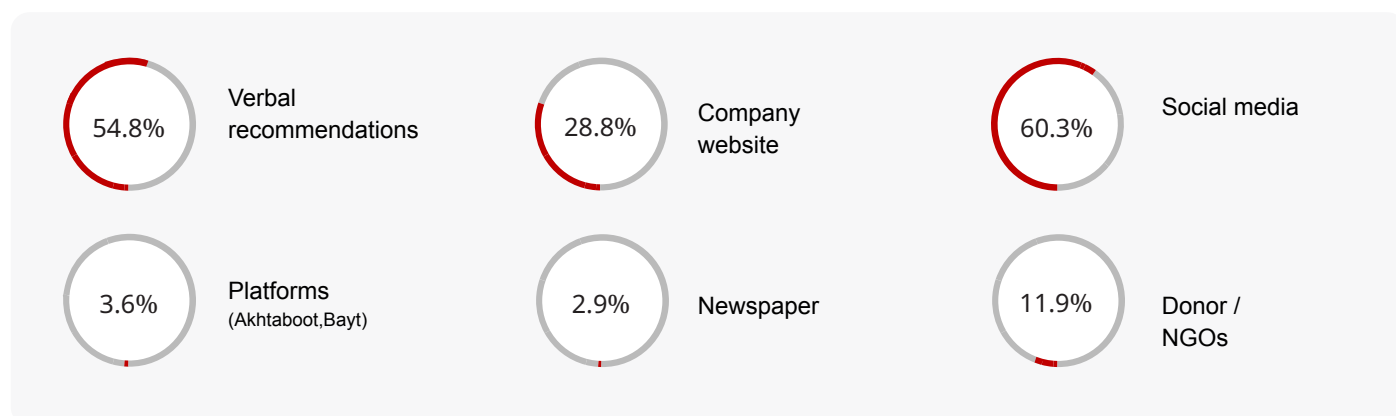
**Table 16 | Percentages of jobseekers expected salaries by educational level**

Job Searching Method	Overall	Education Level	
		Without Higher Education Degree	Higher Education Degree
Social media	60.3%	46.2%	77.1%
Verbal Recommendation	54.8%	67.6%	39.4%
Company Website	28.8%	15.7%	44.6%
CBOs	14.5%	12.9%	16.6%
Donor / NGOs	11.9%	8.1%	16.6%

Jobseekers were asked what employment measures they attended, and thought were effective. Around 30.6% of the sample mentioned career days as effective employment measures. This measure allows jobseekers to attend workshops to enhance career opportunities and business connections. The second most effective employment measure was interview days (20.3%). Participants in FGDs and interviews pointed out that interview days are usually direct and expectations from employers and jobseekers are well defined, making them more effective. According to the survey, on-the-job training and employment is the third most effective employment measure. According to several stakeholders interviewed, this method shows the potential to close the skills gap between jobseekers and job requirements.

Figure 21 | Percentages of effective employment measures by jobseekers
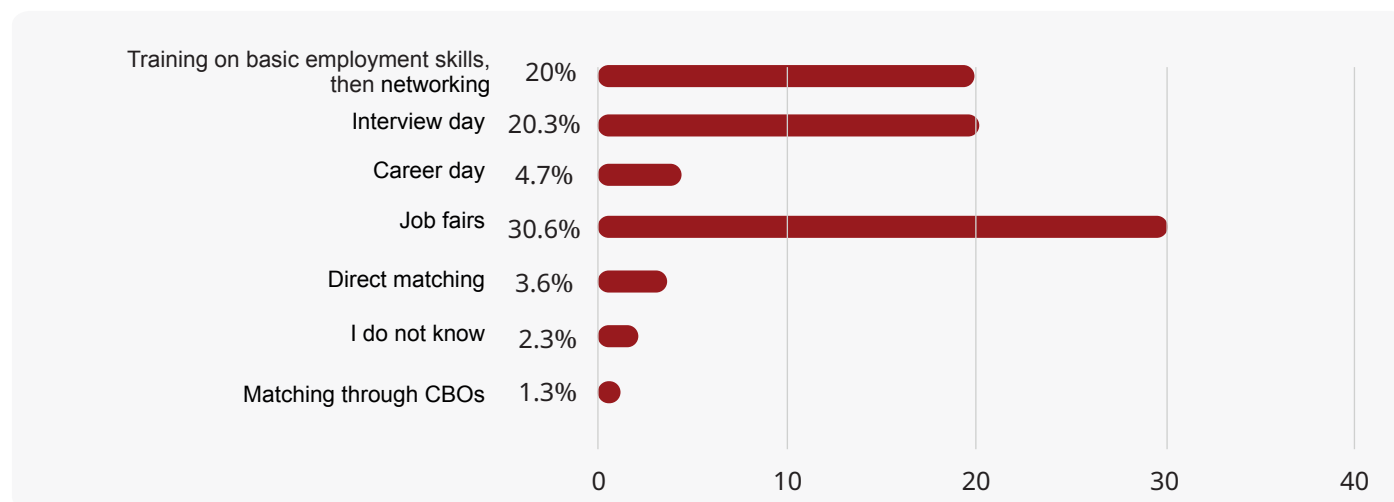
Source: Survey conducted for this report

6.4

Jobseekers Challenges

With the labour market dynamics and post-pandemic situation, jobseekers in Ma'an face several challenges. First, the lack of job opportunities has caused a remarkable increase in th period of unemployment for jobseekers. 87.6% of surveyed jobseekers have been unemployed for more than 6 months, and 77.1% for more than a year. When asked about reasons for leaving their previous jobs, 39.4% of the sample indicated that is due to contract termination, downsizing, or company closure. 33.5% of the sample had never worked since graduation, while 3.9% indicated family obligations as the reason for leaving employment. The remainder of the sample had challenges such as location or the nature of work forcing them to leave their jobs.

Figure 22 | Duration for jobseeker's unemployment

77.1%
More than one year

9.4%
0-3 months

2.9%
3-6 months

10.6%
months 6 - year 1
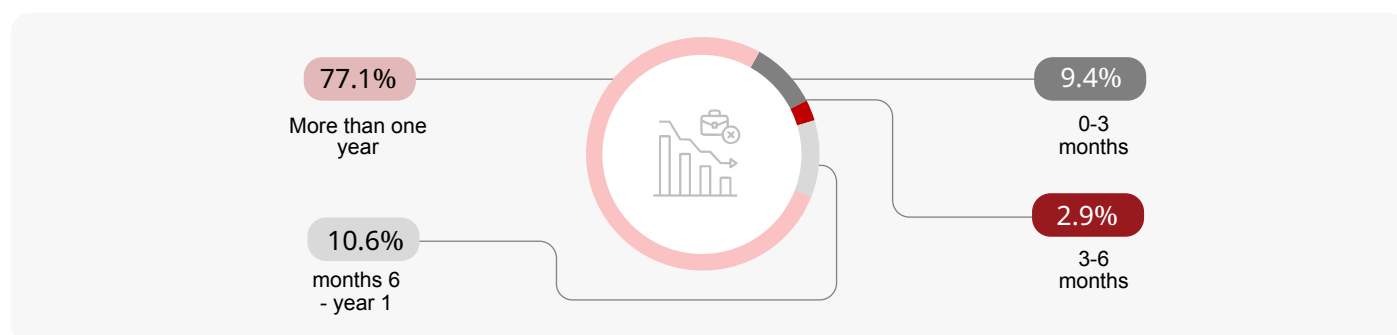
Source: Survey conducted for this report

Figure 23 | Reasons for jobseekers leaving their previous jobs

Contract termination	34.5%
Never worked before	33.5%
Nature of work is unsutable	6.8%
Company closure	4.9%
Family obligations	3.9
Location	3.1
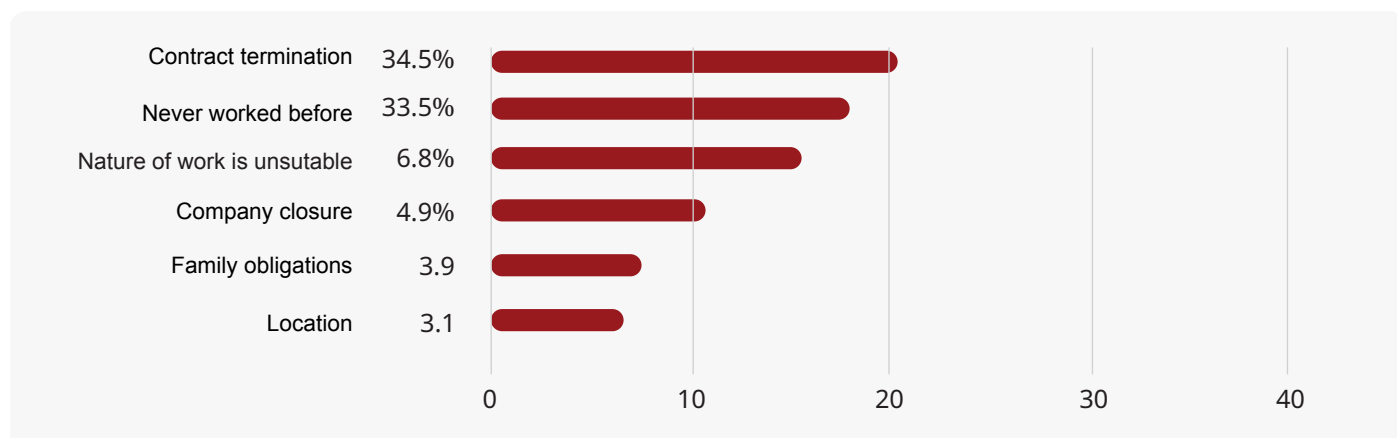
Source: Survey conducted for this report

Jobseekers face numerous challenges while searching for jobs. One of which is their inability to find suitable jobs in their targeted sectors (74.3%). Several jobseekers (24.4%) also believe that the governorate of Ma'an does not have enough job opportunities, and most job opportunities are in other governorates. Around a quarter of the sample (23.5%) pointed out that transportation is one of the main challenges they face in getting a job. Other challenges mentioned by jobseekers include their lack of skills, their lack of education/ certificates, and nepotism. Figure24 highlights all the challenges mentioned by jobseekers through the survey.

Figure 24 | Challenges in searching for jobs

Challenge	Percentage
Not enough job opportunities	74.3%
Do not have experience	23.4%
All the jobs I can apply for are not in Ma'an	24.4%
Transportation and costs of transportation	23.6%
Low salaries	10.6%
Available sectors are not attractive	3.1%
I do not have the required education/certificate	15.8%
I cannot find companies with vacancies	3.1%
Do not have technical skills	0.5%
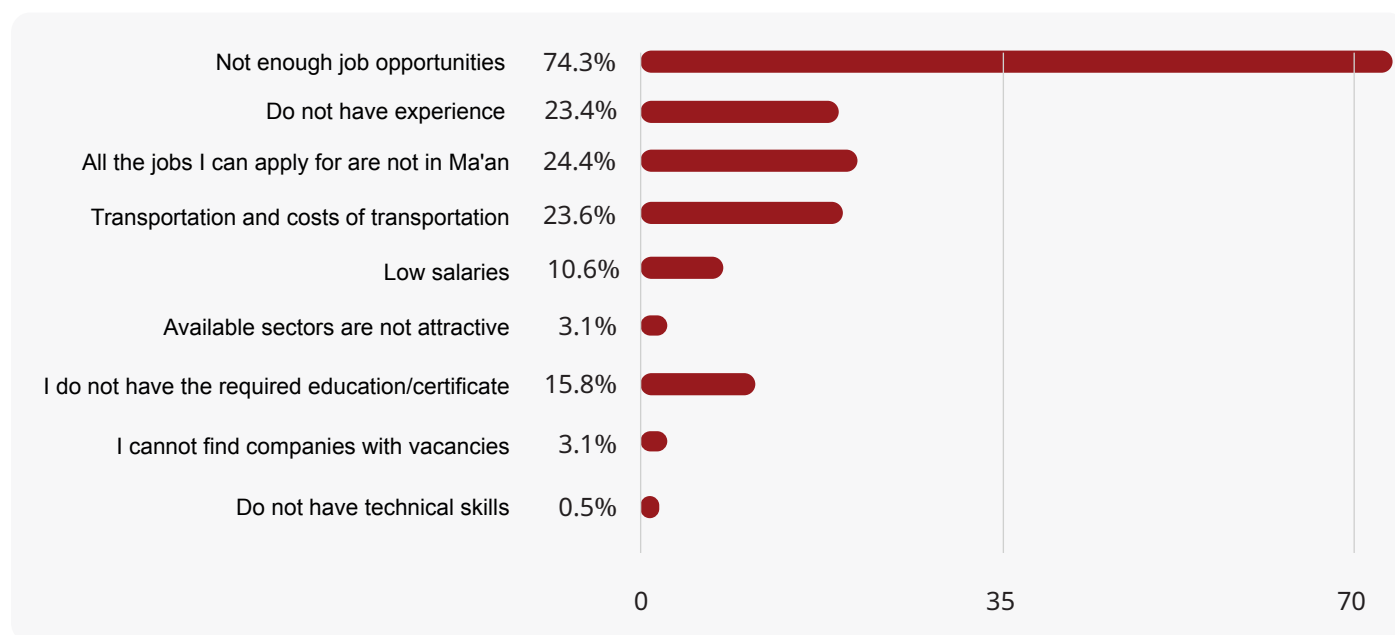
Source: Survey conducted for this report

7 Supply and Demand Gap

This section aims to understand the main gaps between supply and demand. Looking at the targeted job classification from the jobseekers compared to the available jobs, a clear difference can be deduced between supply and demand. Very few jobseekers target elementary occupations (only 5.6%). But from the sample, this job classification is currently in most demand, with 33.3% of the businesses having vacancies in job classification. According to the interviews with the stakeholders in the governorate, there are a lot of female jobseekers having bachelor's degrees in the governorate, which ultimately makes them search for "professional" job classification jobs, which is very scarce in the governorate (from the survey only 26.5% of the businesses have vacancies for professionals). Figure25 illustrates the difference between targeted job classifications by jobseekers and job classifications by demand from businesses.

Figure 25 | Job classification supply Vs. demand

Elementary occupations	Plant and machine operators and assemblers	Craft and related trade workers	Skilled agricultural and fishery
5.6% / 33.3%	9.8%	7.7%	7.7%

Service workers and shop and market sales workers	Clerks	Technicians and associate professionals	Professionals	Legislators, senior officials, and managers
14.6% / 16.6%	11.7% / 8.3%	15.9% / 8.3%	26.5% / 33.3%	0.5%

● Businesses   ● Job Seekers

● المنشآت   ● الباحثين عن عمل ●

Another aspect worth comparing is what rights and benefits jobseekers expect businesses to offer versus what businesses offer in offer. Social security is one of the rights that is provided by the majority of businesses and is expected by the majority of jobseekers. Most of the other rights have a difference between expectation and reality.

Regarding benefits, 79% of jobseekers expect health insurance and 32.7% expect transportation, but only 50.0% of businesses offer health insurance, and 16.7% offer transportation or allowances. Although health insurance is not mandatory by the labour law, it is essential for jobseekers as the health costs in the country are very high. Other rights and benefits, such as on-site childcare, flexible hours, and maternity leaves, are majorly mentioned by female jobseekers. Married female workers with children face difficulties in their childcare, and hence joining the labour force is challenging if the businesses do not offer childcare services or maternity leaves. None of the surveyed businesses mentioned that they offer these three rights/benefits. Figure26 highlights the difference between targeted rights/benefits by jobseekers and rights/benefits offered by businesses.

Figure 26 | Job rights and benefits supply vs. demand

Benefits

Meals	Training	Flexible hours	Transportation	Health insurance
2.6% / 8.3%	14.3% / 33.3%	15.3%	32.7% / 16.7%	79% / 50%

Rights

On-site childcare /allowance	Maternity leave	Sick leave	Social security
7.5%	14.5%	31.9% / 50%	90.6% / 100%

● Businesses   ● Job Seekers
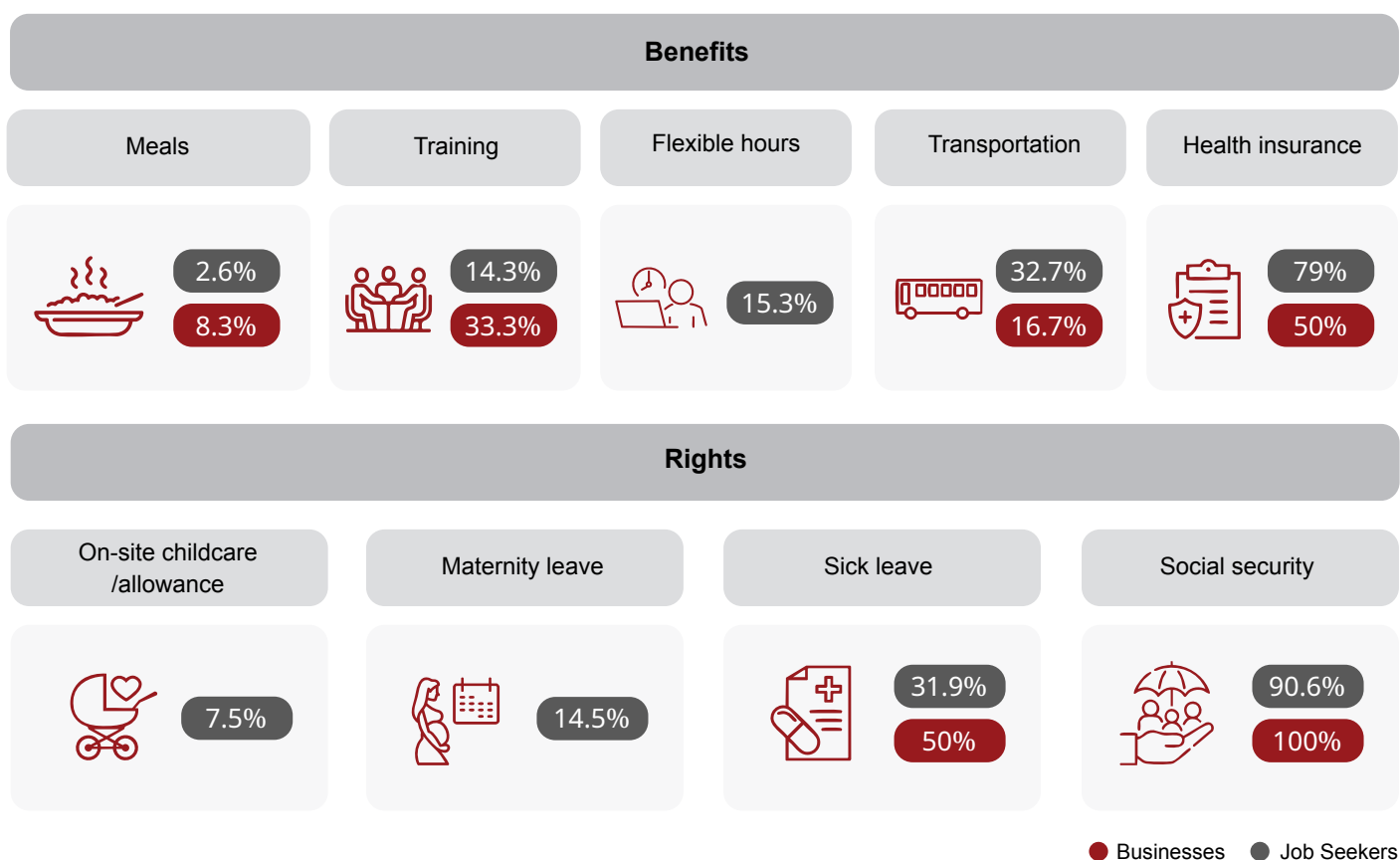
Another notable comparison is the difference between the job search channels utilised by jobseekers and the hiring channels preferred by businesses. According to the survey findings, both businesses and jobseekers predominantly rely on two methods: social media platforms, such as Facebook groups and pages, and verbal recommendations. However, there are job search methods employed by jobseekers—such as contacting community-based organisations (CBOs) (14.5%), and donors/NGOs (11.9%)—that are scarcely utilised by businesses, with less than 2.0% of them using these channels.

This mismatch in job search and hiring methods may contribute to the disconnect highlighted during the focus group discussions (FGDs), where jobseekers expressed difficulty in finding suitable employment opportunities. Concurrently, businesses interviewed during the key informant interviews (KIIs) often cited a lack of qualified applicants for available positions. Figure 27 illustrates the disparity between the employment channels used by businesses and the job search channels utilised by jobseekers.

Figure 27 | Employment channels vs. job searching channels

	Newspaper	Donor /NGOs/ Universities	Platforms (Akhtaboot and Bayt)
Job Seekers	2.9%	11.9%	3.6%
Businesses		2%	4%

	Verbal reccommendations	Company website	Social Media
Job Seekers	54.8%	28.8%	60.3%
Businesses	66%	12%	46%

● Businesses   ● Job Seekers
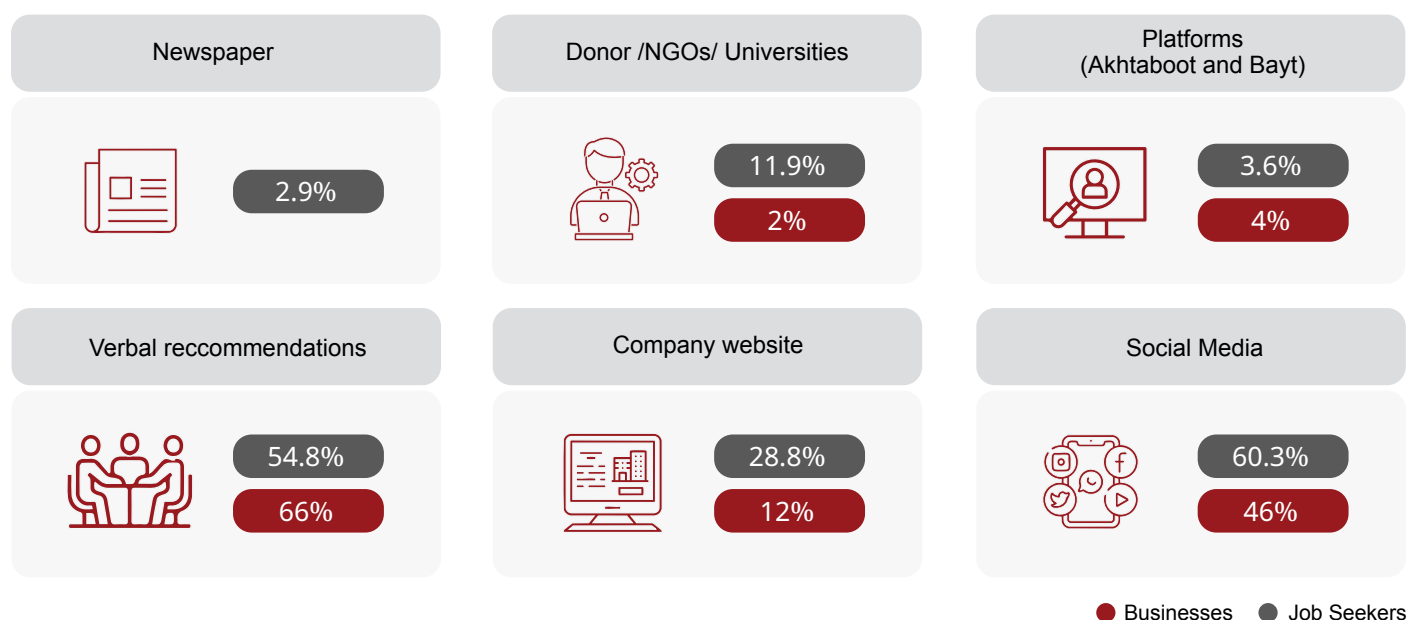
8

Conclusions & Recommendations

This assessment has provided valuable insight on the current state of the labour market in the governorate. Below is the summary of the conclusions and recommendation from the assessment. The detailed conclusions and recommendations can be found in Annex (VI)

General Conclusions and Recommendations (Summary):

| 1 | Less than a quarter of the surveyed businesses, reported having immediate vacancies within the upcoming three months. Moreover, businesses showed a diverse demand for skill levels except for semi-skilled workers, where their demand is negligible. |

| 2 | All the surveyed sectors have shown very small potential in employment in both the short and long term. On average businesses anticipate hiring only one employee in the next 12 months. |

| 3 | Less than 15% of surveyed businesses reported having positions they consider suitable for women. Expectedly, the distribution of women participation varies by sector. The highest potential sector for women employment was the tourism sector. Other sectors reported minimal possible participation of women. |

| 4 | In this regard, relevant entities should focus on orienting women towards the tourism sector, alongside conducting awareness sessions for businesses motivating them towards employing women. Specialised measures, such as career counseling and soft skill training, should be tailored towards female jobseekers. Surveyed businesses stated low percentages of employing PwDs (2%). However, medium-sized businesses, where the majority of the sample are subject to labour law article 13, displayed a notably low average representation (0.6%). The majority of employed PwDs pertain to physical disabilities. To address this disparity, awareness campaigns and success stories can encourage medium-sized businesses to increase the employment of PwDs. |

| 5 | Low commitments, and the lack of skilled labour are among the top challenges facing businesses in employment. Bridging these gaps necessitates sustained efforts from employment services providers, encompassing career counseling, soft skills awareness initiatives, referring jobseekers to demand-driven technical training. |

6 — Surveyed jobseekers predominantly target education, agriculture, and admin sectors. The tourism sector garners less than 3% of their interest, despite its employment potential. It is essential to proactively communicate sector-specific demands to jobseekers, redirecting their attention towards employment-rich sectors within the governorate. Once jobseekers are redirected towards these employment rich sectors, relevant entities should provide soft skill training and counseling to ensure sustainable employment.

7 — Relevant entities should work closely with vocational training institutes and National Sector Skills Councils to develop demand-driven training to fill available vacancies (especially in the manufacturing sector and other vocational based sectors). Efforts should be made to raise awareness among graduates of vocational training centers about the labour market and the essential skills needed in the workforce. Female jobseekers express a preference for education, admin, and health, with minimal focus on tourism. Notably, the tourism offers robust opportunities for women employment. To shift this trend, relevant entites should conduct awareness campaigns targeting female jobseekers, dismantling stigma-related barriers.

8 — To address Gender-Based Violence (GBV) concerns, relevant entities should organise awareness sessions for both jobseekers and businesses. These efforts could include workshops tailored for businesses to raise awareness and counseling services for jobseekers to provide support and guidance. Additionally, recommending businesses with a low incidence of GBV to jobseekers can help promote female participation in sectors with high potential for women's employment.

9 — Diverse methods are employed by jobseekers in their pursuit of opportunities (including social media, company websites and verbal recommendations).. Businesses, on the other hand, predominantly rely on social media and verbal recommendations. Relevant entities should carry out an awareness campaign to businesses about their services and their reach to jobseekers, thereby expanding businesses' pool of candidates. Simultaneously, jobseekers should be guided away from exclusive reliance on company websites and online platforms and towards utilising businesses' preferred methods such as social media and verbal recommendations.

10 — Approximately one-third of surveyed jobseekers left their previous jobs due to contract termination, as businesses indicated their lack of required knowledge and soft skills. Employment services providers should integrate continuous capacity development and upskilling strategies into their awareness programs, promoting continuous learning and job retention skills.

11 — The disparity between jobseekers' and businesses' preferences for job classifications is evident. Employment services providers should tailor their counseling sessions to nudge jobseekers towards elementary and technician roles, stressing the potential for progression and skill development within these classifications. The tourism sector exemplifies this trajectory.

12

Discrepancies also exist between the anticipated rights/benefits sought by jobseekers and those offered by businesses. Health insurance is highly desired by jobseekers but minimally provided by businesses. Bridging this gap requires emphasising jobseekers' priorities to businesses through awareness sessions.

13

A significant proportion of businesses (vast majority) and jobseekers (three-quarters) have yet to utilise public and private employment services. Enhanced marketing strategies and awareness campaigns are pivotal to expanding their reach and impact.

14

Considering the analysed data, the research team proposes awareness-raising workshops that can cover the following themes:

• Results of this labour market assessment

• Awareness of other public sector services provided to businesses (tax, social security)

• Challenges in employing women in the governorate

15

The research team also suggests the following employment measures to be implemented in the governorate:

• Interview day with selected employers in the tourism sector

• Career counseling session with university students

Sectoral Conclusions and Recommendations:

Wholesale and Retail Sector:

1. The wholesale and retail sector is currently facing a significant downturn, with many major businesses closing branches across the kingdom due to various economic factors, including the rapid expansion of e-commerce. Employment service providers should use counseling sessions to guide jobseekers away from traditional roles and toward opportunities in e-commerce. This shift requires strong emphasis on developing skills relevant to the evolving demands of e-commerce-related positions.

2. Women account for only 2.8% of the sector's workforce, and none of the surveyed businesses reported vacancies suitable for women. Relevant entities should prioritise implementing employment initiatives tailored to women, raising awareness about female employment in the sector, and showcasing success stories to inspire both jobseekers and employers.

3. A very small percentage of businesses in the sector reported employing persons with disabilities (PwDs). However, the sector holds substantial potential for PwDs in roles such as shelf organising, bagging, and warehouse operations. Relevant entities should focus on employment initiatives targeting employers, aiming to raise awareness, encourage the hiring of PwDs, and share success stories from businesses successfully integrating PwDs into their workforce

4. Businesses in the sector reported that many roles have minimal requirements. Employment service providers should focus on targeted employment measures, such as career counseling, to enhance job sustainability and better align jobseekers' expectations with the realities of employment in the sector.

Tourism Sector

1

Job openings include receptionists, kitchen staff, and housekeeping roles. However, high turnover rates are recorded in this sector due to low salaries, jobseekers' attitude i.e., their tendency to resign quickly, and lack of patience to stay in entry-level positions. However, there is potential for career growth within the sector as it offers clear career paths, allowing entry-level employees to progress to middle-level positions with the acquisition of necessary skills and experience over time.

Employment services providers should focus on implementing career counseling sessions and soft skills training. This support would inform jobseekers of the employment potential and career advancement opportunities if they develop the right skills during their initial period of employment. Career counseling aims to enhance job sustainability and align the expectations of jobseekers with the realities of employment in this sector.

2

Educational and TVET outcomes in the sector do not meet employers' standards. It is anticipated that educational and TVET institutions will need to reform their curricula, teaching staff, and learning environments to achieve better results. Relevant entities could collaborate closely with employers to understand their needs and convey their concerns regarding graduates to educational and TVET institutions.

3

Many Jordanians consider it culturally inappropriate to work in hotels, as certain services are not in line with some cultural beliefs. Relevant entities could conduct awareness sessions for jobseekers and their families, explaining the realities of the job and measures by employers to accommodate cultural norms.

Tourism Sector

The primary data collection of this assessment showed a very limited presence of the transportation sector in the governorate. The businesses in this sector mainly provide transportation services for individuals and not logistics. Therefore, the recommendations concern the sector on a national level and are derived from the qualitative data collected from the stakeholders and businesses.

1

There are scarce educational institutes which have specialised programs for the logistics sector. Close collaboration between the private sector and educational institutes is needed to create new programs that aid employment in this specialised sector.

2

Marine logistic specialists are in huge shortage in the country due to few numbers of graduates and few educational institutes offering programs in this field. Awareness campaigns should be conducted to help guide new students into these specialisations and their potential.

| 3 | English language is a very essential requirement for hiring in many jobs within the sector. Training programs offered for this sector should put great focus on English language courses, especially writing and speaking skills. |

| 4 | Females can work easily in office-based jobs such as in sales, HR, accounting, but working in the field could be very challenging. Employment services providers should prioritise the implementation of employment initiatives tailored to women for these positions, spreading awareness of the potential for women employment in the sector, and showcasing success |

| 5 | The sector holds significant potential for employing PwDs in roles such as data entry and some roles in the warehouses. Employment services providers should focus on employment initiatives aimed at employers to raise their awareness, encourage them to employ PwDs, and share success stories from businesses that have successfully employed PwDs. |

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	GDP contribution	CAGR of GDP contribution of each sector N=14	Total Number of Employees	Total Number of Syrian Workers	Total Females employed	Net Jobs % (workers joined - workers left)	Export sector (yes or no)
Agriculture, forestry and fishing	4.70%	2.60%	26,271	7,412	1,290	0.9	1
Mining and quarrying	2.50%	0.30%	9,419	37	260	0	1
Manufacturing	17.50%	1.50%	233,848	5,276	49,840	18	1
Electricity, gas, steam and air conditioning supply	1.30%	3.80%	8,524	0	663	-0.2	0
Water supply; sewerage, waste management and remediation activities	0.50%	2.80%	8,120	6	797	0.9	0
Construction	2.80%	1.20%	29,525	47	1,434	-3.5	0
Wholesale and retail trade; repair of motor vehicles and motorcycles	8.20%	2.10%	248,032	7421	16,561	15.9	1
Transportation and storage	8.70%	4.50%	27,531	210	2,935	1	1
Accommodation and food service activities	1.40%	1.00%	60,625	5707	3,469	8.1	0
Information and communication	2.60%	3.40%	19,671	30	5,028	5	1
Financial and insurance activities	7.40%	3.90%	43,372	3	14,105	4.4	0
Real estate activities	11.20%	2.40%	5,019	0	340	-0.2	0
Professional, scientific and technical activities	1.00%	5.50%	25,488	90	6,147	6.4	1
Administrative and support service activities	0.80%	5.20%	32,327	132	3,635	4	0
Public administration and defence; compulsory social security	9.20%	1.30%	114,200	144	23,817	6	0
Education	6.80%	2.00%	226,782	189	131,245	10.4	0
Human health and social work activities	2.90%	3.00%	80,561	74	42,695	11.1	0
Arts, entertainment and recreation	0.40%	3.70%	7,252	209	1,640	0.5	0
Other service activities	1.00%	2.90%	34,763	905	10,811	0.8	0
Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use	1.80%	3.00%	289	0	79	7.5	1

Since the data of the criteria have different measurements, there is a need to unify the unit of analysis of all datasets to be able to compare them. A scientific way to do so is the normalisation concept illustrated in the equation below:

$$z_i = \frac{x_i - Min(x)}{Max(x) - Min(x)}$$

z_i: The ith normalized value in the dataset
x_i= The ith value in the dataset
Min(x)= The minimum value in the dataset
Max(x)= The maximum value in the dataset

Appendix (I) Sector Selection Tables

Normalised Data

	GDP contribution	CAGR of GDP contribution of each sector N=14	Total Number of Employees	Total Number of Syrian Workers	Total Females employed	Net Jobs % (workers joined - workers left)	Export sector (yes or no)	Score	Rank
Weights	**10%**	**25%**	**10%**	**10%**	**10%**	**30%**	**5%**		
Agriculture, forestry, and fishing	25%	44%	10%	100%	1%	20%	100%	36%	8
Mining and quarrying	12%	0%	4%	0%	0%	16%	100%	12%	19
Manufacturing	100%	23%	94%	71%	38%	100%	100%	71%	1
Electricity, gas, steam and air conditioning supply	5%	67%	3%	0	0	15%	0%	22%	15
Water supply; sewerage, waste management and remediation activities	1%	48%	3%	0%	1%	20%	0%	19%	18
Construction	14%	17%	12%	1%	1%	0%	0%	7%	20
Wholesale and retail trade; repair of motor vehicles and motorcycles	46%	35%	100%	100%	13%	90%	100%	67%	2
Transportation and storage	49%	81%	11%	3%	2%	21%	100%	38%	6
Accommodation and food service activities	6%	13%	24%	77%	3%	54%	0%	31%	12
Information and communication	13%	60%	8%	0%	4%	40%	100%	34%	10
Financial and insurance activities	41%	69%	17%	0%	11%	37%	0%	35%	9
Real estate activities	63%	40%	2%	0%	0%	15%	0%	21%	17
Professional, scientific, and technical activities	4%	10,0%	10%	1%	5%	46%	0%	41%	5
Administrative and support service activities	2%	94%	13%	2%	3%	35%	0%	36%	7
Public administration and defense; compulsory social security	51%	19%	46%	2%	18%	44%	0%	30%	13
Education	37%	33%	91%	3%	100%	65%	0%	51%	3
Human health and social work activities	15%	52%	32%	1%	32%	68%	0%	41%	4
Arts, entertainment, and recreation	0%	65%	3%	3%	1%	19%	0%	23%	14
Other service activities	4%	50%	14%	12%	8%	20%	0%	22%	16

Stakeholders

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Jordan Chamber of Commerce

Employment Directorate – Ma'an

Ma'an Chamber of Commerce

Jordan Hotels Association

Tourism Sector Skills Counsil

Petra Development & Tourism Region Authority

Businesses (2 KIIs from each category)

Hotels

Wholesale and retail establishments

Transportation establishments

Labour Market Assessment [Jobseekers Survey Tool]

Section One: Introduction and consent

Good morning/afternoon/evening. My name is … from MMIS Management Consultants. We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment (T4E) focusing on "Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour" and on the understanding of the employment trends in selected Governorates in Jordan.

The findings from the survey will be used to produce a study on labour market in Jordan. The questionnaire will take around 30 minutes to complete, all results are confidential and will only be used for study purposes. Moreover, all responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study.

Participation in this study is completely voluntary. If you decide not to participate there will not be any negative consequences. If you have questions or complaints at any time about the study or the procedures, you may contact MMIS's research manager at info@mmis.net.

Please select your choice below. Selecting the "Agree" choice below indicates that:

● You have read the above information.

● You voluntarily agree to participate.

● You are 18 years of age or older.

☐ Agree   ☐ Disagree

1.Demographic Questions

1.1   Are you currently unemployed?   ☐ Yes   ☐ No (End survey)

1.2 Are you currently looking for a job?   ☐ Yes   ☐ No (End survey)

1.3 What is your Gender?   ☐ Male   ☐ Female

1.4 What is your age?

1.5 What is your nationality?   ☐ Jordanian   ☐ Syrian Refugee   ☐ Other Refugee (please specify)   ☐ Other (please specify)

1.6 What is your education level?   ☐ Illiterate or not completed preparatory school   ☐ Preparatory School (from grade 1 to 10)   ☐ Secondary School   ☐ Vocational Degree/certificate   ☐ Academic Diploma

☐ University Degree (Bachelor, Masters, PhD)

1.7 Where do you reside?   ☐ Amman   ☐ Mafraq   ☐ Zarqa   ☐ Ma'an   ☐ Irbid

1.9 (If yes), What type of disability category do you have?   ☐ Eyesight   ☐ Hearing   ☐ Communicating.   ☐ Mental (remembering/concentrating)   ☐ Physical

2.Supply Questions

2.1 What economic sector are you looking to work in? (Can choose multiple)

☐ Agriculture, Hunting, Forestry, And Fishing ☐ Mining and Quarrying

☐ Manufacturing (☐ Engineering ☐ Construction ☐ Food ☐ Wood and Furniture ☐ Textile and Leather ☐ Packaging ☐ Chemical ☐ Plastic ☐ Pharmaceutical and Medical ☐ Mineral) ☐ Electricity, gas, steam and air conditioning supply Water supply; sewerage, waste management and remediation activities

☐ Construction ☐ Wholesale and Retail Trade; repair of motor vehicles and motorcycles ☐ Accommodation and food service activities Transport, Storage

☐ Finance And Insurance Services ☐ Real Estate activities ☐ Information and communication

☐ Financial and insurance activities ☐ Professional, scientific, and technical activities

☐ Administrative and support service activities ☐ Public administration and defense; compulsory social security ☐ Education ☐ Human health and social work activities ☐ Arts, entertainment, and recreation ☐ Other service activities ☐ Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use ☐ Activities of extraterritorial organizations and bodies ☐ Other (Please specify)

2.2 What is the nature of the jobs you are looking for? (Can choose multiple)

☐ Managers ☐ Professionals ☐ Technicians and Associate Professionals ☐ Clerical Support Workers ☐ Services and Sales Workers ☐ Skilled Agricultural, Forestry and Fishery Workers ☐ Craft and Related Trades Workers ☐ Plant and Machine Operators and Assemblers ☐ Elementary Occupations

2.3 What type of jobs are you looking for? (Can choose multiple)

☐ Full-time work ☐ Part-time work ☐ Freelance ☐ Work from home ☐ Internship ☐ Daily/Seasonal Jobs ☐ Shifts system ☐ Other Jobs (Please specify…)

2.4 What is your expected salary?

2.5 How long have you been without a job?

☐ 0 – 3 months ☐ 6 – 3 months ☐ 6 months for a year ☐ more than a year

2.6 Why did you leave your previous job?

☐ Layoff/downsizing ☐ Family commitment ☐ Firm closure ☐ Other (specify)

2.7 how many years of experience do you have?

2.8 What are the benefits/incentives do you expect to be there in the job you are seeking?

☐ Transportation (or transportation allowance) ☐ Social Security ☐ Health insurance ☐ Meals ☐ Training ☐ Maternity Leave ☐ Flexible hours ☐ On-site childcare (or childcare allowance) ☐ Sick leave ☐ Paternal leaves (to take care of children and family members) ☐ Other (Please specify) ☐ No expectation

Challenges

3.1 What type of challenges are you facing in searching for jobs? (Can choose multiple)

☐ I don't have enough experience   ☐ I do not have the technical skills for the job   ☐ I do not have the soft skills for the job ☐ I do not have the required certificates/training/education   ☐ I cannot locate companies with vacancies.

☐ All the jobs that I can work in are not in my governate   ☐ My family does not allow me to work ☐ Sectors available for work are not appealing   ☐ Not enough vacancies in the desired sector   ☐ Transportation challenges Others (please specify)

4.Outreach

4.1 How do you usually look for jobs? (Can select multiple answers)

☐ Company Website ☐ Newspaper advertaiments

☐ Employment platforms (e.g. Akhtaboot, Bait) ☐ Word of mouth   ☐ Advertisement from donor/NGO implemented programs   ☐ Advertisements from local CBOs   ☐ Social Media Advertisement (e.g. Facebook/LinkedIn)

☐ Training/internship programs   ☐ Other (mention)

4.2 Which of these labour market measures do you think are most effective to facilitate job matching between you as a jobseeker and companies?

☐ Job Fair   ☐ Career Day   ☐ Interview Day   ☐ Direct Job Matching   ☐ Technical training followed by placement.

☐ Core Employability Skills Training followed by placement   ☐ Other (please specify)

☐ None of the above (why?)   ☐ Don't know.

END OF SURVEY

Labour Market Assessment [Businesses/Employers Survey Tool]

Section One: Introduction and consent

Good morning/afternoon/evening. My name is … from MMIS Management Consultants. We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment (T4E) focusing on "Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour" and on the understanding of the employment trends in selected Governorates in Jordan.

The findings from the survey will be used to produce a study on labour market in Jordan. The questionnaire will take around 30 minutes to complete, all results are confidential and will only be used for study purposes. Moreover, all responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study.

Participation in this study is completely voluntary. If you decide not to participate there will not be any negative consequences. If you have questions or complaints at any time about the study or the procedures, you may contact MMIS's research manager at info@mmis.net.

Please select your choice below. Selecting the "Agree" choice below indicates that:

● You have read the above information.

● You voluntarily agree to participate.

● You are 18 years of age or older.

☐ Agree.   ☐ Disagree.

1.Background Questions

1.1   Respondent Name:

1.2 Gender: ☐ Male   ☐ Female

1.3 Respondent Phone Number:

1.4 Name of The Organisation:

1.5 Number of years in the organisation:

1.6 Respondent Position/Title:

☐ Business owner   ☐ Business manager   ☐ Senior manager   ☐ Supervisor

☐ Other (Specify)

2.Demographic Questions

2.1   What economic activity does your organisation work under?

☐ Agriculture, Hunting, Forestry, And Fishing ☐ Mining and Quarrying

☐ Manufacturing (☐ Engineering ☐ Construction ☐ Food ☐ Wood and Furniture ☐ Textile and Leather ☐ Packaging ☐ Chemical ☐ Plastic ☐ Pharmaceutical and Medical ☐ Mineral) ☐ Electricity, gas, steam and air conditioning supply Water supply; sewerage, waste management and remediation activities ☐ Construction ☐ Wholesale And Retail Trade; repair of motor vehicles and motorcycles ☐ Accommodation and food service activities Transport, Storage ☐ Finance And Insurance Services ☐ Real Estate activities ☐ Information and communication ☐ Financial and insurance activities ☐ Professional, scientific, and technical activities ☐ Administrative and support service activities ☐ Public administration and defense; compulsory social security ☐ Education ☐ Human health and social work activities ☐ Arts, entertainment, and recreation ☐ Other service activities ☐ Activities of households as employers; undifferentiated goods- and services-producing activities of households for own use ☐ Activities of extraterritorial organizations and bodies ☐ Other (Please specify)

2.2 Does your business export products/services?   ☐ Yes   ☐ No

2.3 Where is your Business Location (Can choose multiple answers)?

☐ Amman ☐ Mafraq ☐ Zarqa ☐ Ma'an ☐ Irbid

2.4 Total number of employees?

2.4 Total number of employees?

Percentage of female employees?

Percentage of Jordanian employees?

Percentage of Syrian employees?

Percentage of PwD employees?

3.Short-term Demand Questions

3.1 Approximately how many new occupations are you currently/within the next 3 months planning to hire for?

3.2 What working group category are you looking to hire the employees? (Can choose multiple)

☐ Professionals   ☐ Technicians and Associate Professionals   ☐ Clerical Support Workers

☐ Services and Sales Workers   ☐ Skilled Agricultural, Forestry and Fishery Workers

☐ Craft and Related Trades Workers   ☐ Plant and Machine Operators and Assemblers

☐ Elementary Occupations

3.3 What sub-working group category you are currently looking to hire employees in? (Repeat for every category chosen in 3.3) (Choices according to ISCO-08 sub-working group)

3.4 [Section to be repeated for every choice in 3.3]

3.4.1 What type of work mode is in high demand for this job title?

☐ Full-time ☐ Part-time ☐ Daily/hourly ☐ Nighttime or Seasonal

3.4.2 Do you hire women in this occupation?

☐ Yes   ☐ No (why?)

3.4.3 Is this occupation suitable/in demand for PwD?

☐ Yes   ☐ No (why?)

3.4.4 What is the average salary for this occupation?

3.4.5 When hiring new staff for this job title, which of the following selection criteria are considered?

☐ Soft Skills ☐ Technical Skills ☐ Experience ☐ Language ☐ Qualification, incl. training certificate

☐ Gender ☐ Age ☐ Other (Please specify) ☐ No Requirements

3.4.6 What type of incentives/benefits do you provide workers for this job title?

☐ Overtime pay ☐ Transportation (or transportation allowance) ☐ Social Security ☐ Health insurance.

☐ Meals ☐ Training ☐ Maternity Leave ☐ Flexible hours ☐ On-site childcare (or childcare allowance)

☐ Sick leave ☐ Paternal leaves (to take care of children and family members) ☐ Other (Please specify)

☐ No benefit

3.4.7 for this occupation how many employees are you looking to hire

4.Long-term Demand Questions

4.1 Approximately how many new employees are you planning to hire within the next 12 months?

4.2 Approximately how many of them are women?

4.3 What skill levels are you looking to hire in the next 12 months?

☐ Unskilled ☐ Semi-skilled ☐ Skilled

5.Challenges

5.1 What are the challenges you experience when recruiting new staff? (Can choose multiple answers)

☐ Not many individuals apply for the posted jobs. ☐ Lack of skilled candidates

☐ Low commitment levels ☐ Working conditions (hours, facilities, benefits, etc.) not suited to their needs/ preferences.

☐ Salaries offered do not meet their expectations. ☐ I can't reach jobseekers easily.

☐ Cost of recruitment ☐ Time taken for recruitment. ☐ Work in informal sector is more attractive.

☐ Other (please specify)

5.2. If you have hired Syrian Refugees, what are the challenges you experienced when recruiting this person groups? (Skip if 2.6 is 0)

☐ Lack work permits ☐ Registration to social security ☐ Fear of losing benefits from UNHCR.

☐ Skill requirements ☐ Difficulties to work in mixed working environments.

☐ Other (please specify) ☐ I don't have Syrian Refugees workers

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5.3 Approximately what is the turnover ratio in your organisation?

5.4 Why do individuals usually leave their jobs at your firm?

☐ They find other better paying opportunities. ☐ Working conditions ☐ Transportation/location issues.

☐ Cultural barriers ☐ Downsizing/layoffs ☐ Other (please mention)

5.4 Do the reasons for leaving a job differ between Syrian Refugees or Vulnerable Jordanians compared to your other staff? (Skip if 2.6 is 0)

☐ Yes (☐ They find other better paying opportunities. ☐ Working conditions ☐ Transportation/location issues.

☐ Cultural barriers ☐ Downsizing/layoffs ☐ Other (please mention))

☐ No

Outreach

6.1 How do you usually conduct your hiring? (Can select multiple answers)

☐ In-house human resources department (including Company website)

☐ Newspaper advertisements   ☐ Employment platforms (e.g., Akhtaboot, Bait)

☐ Word of mouth   ☐ Collaboration with donor/NGO implemented programs

☐ Advertisements in local CBOs.

☐ Social Media Advertisement (e.g., Facebook/LinkedIn)   ☐ Training/internship programs

☐ Other (mention)

6.2 Which of these labour market measures do you think are most effective to facilitate job matching between your company and jobseekers?

☐ Job Fair (a large event bringing together several companies with jobseekers)

☐ Career Day (an event focused on job matching and career advisory to jobseekers)

☐ Interview Day (an event for a single company usually held at the companies' premises brining interested jobseekers to interview)   ☐   Core Employability Skills Training followed by placement.

☐ Technical Training followed by placement (please specify) ☐ Job matching via institutions (CBO / UNHCR)

☐ Direct Job Matching   ☐ Other (please specify) ☐ None of the above (why?)

7.PwD Employment

7.1 Do you have any employees with disabilities in your business?

☐ Yes   ☐ No (Why? skip to 5.3)

7.2 What type of disability do they have? (Can select multiple answers)

☐   Intellectual (including communication) ☐   Physical   ☐   Sensory (Seeing) ☐ Sensory (Hearing)

☐   Psychosocial (including mental health)

I will now read for you a series of statements, please choose one of the following for each statement:

1.Strongly Disagree,   2.Disagree,   3.Neutral,   4.Agree, or   5.Strongly Agree

Statement	Strongly Disagree	Agree	Neutral	Disagree	Strongly Agree
7.3 My organisation is willing to employ individuals with Sensory (seeing) disabilities who are skilled or have experience in the job	1	2	3	4	5
7.4 My organisation is willing to employ individuals with intellectual (including communication) disabilities who are skilled or have experience in the job	1	2	3	4	5
7.5 My organisation is willing to employ individuals with Sensory (hearing) disabilities who are skilled or have experience in the job	1	2	3	4	5
7.6 My organisation is willing to employ individuals with psychosocial disabilities who are skilled or have experience in the job	1	2	3	4	5
7.7 My organisation is willing to employ individuals with physical disabilities who are skilled or have experience in the job	1	2	3	4	5

8.Job Profiling

In this section we will profile a job title in your business from your choosing that is in great demand in the sector your business is in

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8.1 Job title

8.2 Prior experience required (yes/no)

8.3 Education level required

☐ No requirement ☐ High school ☐ Technical degree from a TVET college
☐ University degree

8.4 Expected soft skills

8.5 Expected Technical Skills

8.6 Salary Range

Would you like to add another job profile?

☐ Yes (repeat section 6) ☐ No (skip to section 7)

END OF SURVEY

Labour Market Assessment

Protocol for Key Informant Interview (KIIs) – Businesses/Employers

Part One: Introduction

Introduction: Good morning/afternoon/evening. My name is … from (MMIS Management Consultants // PEM / Dajani Consortium). We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment (T4E) focusing on: "Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour" and on the understanding on the employment trends in selected Governorates in Jordan.

The findings from the survey will be used to produce a study on labour market in Jordan. The interview will take around 1 hour to complete, all results are confidential and will only be used for study purposes. Moreover, all responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study. As such, we appreciate your full honesty and openness in your answers. This interview will be recorded, if you do not wish this interview to be recorded, please let me know, and if you have any questions about the recorded data and how will it be used, please do not hesitate to ask.

If you have questions at any time about the study or the procedures, you may contact the research supervisor … via email at info@mmis.net.

Part Two: General Information about the Interviewee

2.1 Name: _____

2.2 Organization:: _____

2.3 Sector\economic activity: _____

2.4 Position/Title:_____

Part Three: Discussion

Introduction

3.1   Can you please introduce yourself?

3.2   Take us briefly through what your organization does, and what your role is within your organization.

3.3   Does your services include working with Syrian refugees or vulnerable Jordanians (PwD, School Dropouts, other vulnerable people). If yes, what is the percentage of these target-group for your institution?

Demand

3.4   What economic sectors are in high demand in the targeted area/governorate (Amman/Mafraq/Zarqa/Ma'an/Irbid)? What's driving this?

3.5   What jobs are in high demand in these sectors?

3.6   What type of technical skills are in high demand in the targeted area? Why?

3.7   What type of soft skills are in high demand in the targeted area? Why?

Challenges

3.8   What type of challenges are facing businesses in employing jobseekers in general? Why?

3.9   Are there any challenges facing businesses relating to employing women? What are they and why?

3.10   What are the challenges facing businesses in employing Syrian refugees? Why?

3.11   What type of challenges are facing businesses in employing PwDs? Why?

3.12   For jobseekers, what are the challenges they face while seeking employment in the area/governorate? why?

3.13   Are there specific challenges facing Syrian refugees in finding employment.

3.14   Are there any kind of recent government regulations that you think is going to affect the labour market?

Outreach

3.15   Out of the following labour market measures (job fairs, career days, interview days, social media, and direct job matching) which from your organisation experience you think is the most successful (or if you prefer other means, please specify)? Why?

3.16   Which of the previously mentioned measures you do not recommend? Why? If none of the options are effective, then what measure would you suggest?

Questions for Vocational Training Centers

3.17   What training programs are in great demand in the targeted area?

3.18   What training programs have the highest employment rates? Why?

3.19   What training programs have the lowest employment rates? Why?

Labour Market Assessment

Focus Group Discussion (FGD) Protocol – Jobseekers / employees

Preamble (15 minutes)

1. Welcome and thank participants for coming.

2. Introduce self and note-taker (assistant moderator)

3. Ask the participants to fill out the attendance sheet (list of participants)

4. Give a brief overview of the assignment: We are currently conducting a study for the GIZ implemented projects Employment in Jordan 2030 and Trade for Employment focusing on "Conducting Rapid Labour Market Assessments and Implementing Active Labour Market Measures in Cooperation with Employment departments and directorates within the Ministry of Labour". The findings from the survey will be used to produce a study on labour market in Jordan and on the understanding on the employment trends in selected Governorates in Jordan.

5. Assure confidentiality and anonymity of responses.

6. Explain that there are no right or wrong answers – everyone's ideas will be respected.

7. Encourage free-flowing conversation among participants (feel free to expand upon, or disagree with, others' comments, etc.).

8. Convey MoL and GIZ sincere desire to hear the perspective of everyone.

9. Give participants information about the FGD time (1 hour), breaks, bathrooms, and so forth.

10. Ask participants to help self to refreshments throughout the discussion.

11. Read the informed consent form to the participants and ask them to sign it.

12. Ask for any questions or concerns.

List of Participants

Name	Contact Information

Discussion (60 minutes)

Introduction

1. Could you please introduce yourselves, your names, and tell us about yourself?

Educational background, skills, and experience

2. What is your educational background?

3. How many years of experience do you have?

4. What type of skills (technical/soft) do you have?

5. How many months have you been unemployed?

Employment

5. What economic sector are you currently looking to work in? Why?

6. What type of work mode do you prefer (full-time. Part-time, daily)? Why?

7. What type of incentives/benefits do you look for in the job you are seeking? Why?

8. What qualification/skill do you think you are lacking that is preventing you from getting employed?

9. What is your expected salary?

Challenges

10. What type of challenges do you face when searching for a job?

Outreach

11. How are you currently looking for a job? Why do you use these methods and no other channels? (Probes: online, personal contacts…etc.)

12. What type of job searching method do you think is most effective?

13. Have you ever attended any job fairs or career days? What do you think of them? What are they lacking?

Sector: Accommodation and food service activities

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Nomades hotel	1	Accountant	Yes	No
	2	Room service attendant	Yes	No
Petra Heaven	1	Room service attendant	Yes	No
Petra Family hotel	1	Room service attendant	Yes	No
Petra Casablanca	1	Room service attendant	Yes	No
Tetra Tree Hotel	4	Fitness coach	Yes	No
Bukhari Rice Restaurant	4	Waiter	No	Yes

Sector: Wholesale

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Trust Industrial Supplies & Services	1	Accountant	No	Yes
Hashem Alaffouri Sweets	1	Pastry chef	No	No

Job Title	Truck driver
Sectors	Transportation
Is previous experience required?	Yes
Education level required	No Education is required
Expected soft skills	Takes job seriously, Punctuality
Expected technical skill	Knowledge of Truck driving and maintenance
Salary average	590JDs

Job Title	Driver
Sectors	Transportation
Is previous experience required?	Yes
Education level required	No Education is required
Expected soft skills	Takes job seriously
Expected technical skill	Knowledge of driving and car maintenance
Salary average	550JDs

Job Title	Room service attendant
Sectors	Tourism
Is previous experience required?	Yes
Education level required	No Education is required
Expected soft skills	Speed, integrity, and ability to deal with customers
Expected technical skill	English language, and to be tactful
Salary average	340JDs

Job Title	Chef
Sectors	Tourism
Is previous experience required?	Yes
Education level required	No education level required
Expected soft skills	Works well under pressure, personal hygiene, cleanliness, and communication skills
Expected technical skill	Speed, knowledge in the domain
Salary average	480JDs

Job Title	Receptionist
Sectors	Tourism
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Tactful
Expected technical skill	speed
Salary average	350JD

Job Title	Restaurant manager
Sectors	Tourism
Is previous experience required?	Yes
Education level required	High School certificate
Expected soft skills	Works well under pressure, takes the job seriously
Expected technical skill	-
Salary average	350JD

Job Title	Accountant
Sectors	Multiple
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Speed, precision
Expected technical skill	Computer skills
Salary average	300JDs

Job Title	Shop Manager
Sectors	Wholesale
Is previous experience required?	Yes
Education level required	Highschool Certificate
Expected soft skills	Tactful, fast
Expected technical skill	Computer Skills
Salary average	270JDs

Job Title	Cargo loader and unloader
Sectors	Transportation
Is previous experience required?	Yes
Education level required	No Education required
Expected soft skills	-
Expected technical skill	-
Salary average	350JDs

Job Title	Logistics officer
Sectors	Transportation
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Communication skills
Expected technical skill	Computer Skills
Salary average	400JDs

Job Title	Reservations Officer
Sectors	Tourism
Is previous experience required?	Yes
Education level required	Highschool certificate
Expected soft skills	Tactfulness
Expected technical skill	English language
Salary average	1000JDs

Job Title	Data entry
Sectors	Multiple
Is previous experience required?	No
Education level required	Highschool certificate
Expected soft skills	Communication skills
Expected technical skill	Knowledge in computers
Salary average	330JDs