Mafraq 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 Mafraq, in collaboration with the Mafraq employment office. The main objective is to analyse labour supply and demand in the governorate, including open job vacancies, jobseekers' profiles, and potential employment measures. This assessment serves as a practical example for the directorates to understand how to conduct labour market studies. The assessment will also assist the employment office in their decision-making and work planning by providing insights into employment trends, prominent sectors, and active employers.

A mixed methodology combining quantitative and qualitative approaches was employed to conduct a comprehensive labour market assessment in Mafraq. The assessment began with a desk review of secondary data and online resources to identify relevant sectors, establish initial market dynamics, and create data collection tools. A sector selection methodology based on several key criteria was developed to select and prioritise employment sectors. In addition to this methodology, qualitative insights from employment directorates were also considered in sector selection. The chosen sectors were manufacturing (textile, and chemical), wholesale and retail trade, education, and transportation. The data collection process involved surveys, focus group discussions, and interviews with businesses and jobseekers. A total of 61 firms and 387 jobseekers participated in the surveys, and data from 4 focus groups and 16 key informant interviews were utilised for qualitative input.

The assessment aimed for a comprehensive understanding by targeting diverse samples for both quantitative and qualitative data. On the demand side, data was collected from businesses in five sectors in Mafraq, with around 10 businesses surveyed from each sector, balancing between SMEs and large businesses. Additionally, 10 KIIs with businesses and 6 with key stakeholders were conducted. On the supply side, jobseeker data was gathered through surveys and FGDs, ensuring equal representation of both genders (49.9% female, 50.1% male) and various age groups (64.1% 18-29 age bracket, 33.9% 30-44 age bracket). Education level was also considered, with 51.9% having a university degree. Four FGDs were held with jobseekers, split by gender, totaling 21 participants of diverse ages and educational backgrounds.

The survey and KIIs with businesses indicated that around 49.2% of businesses had job vacancies in the upcoming three months, predominantly seeking skilled (49.2%), vocational and specialist level workers (23.0% and 34.4% respectively)[1]. The average proportion of Jordanian employees was 84%, varying by sector due to foreign employment limitations. Larger businesses (87.5%) were more likely to have vacancies compared to small businesses (42.6%). The sectors of textile and chemical manufacturing had the highest reported vacancies, while transportation and wholesale and retail sectors had the lowest. Over the next 12 months, businesses aimed to hire an average of 16 employees, with expectations varying by sector and size; larger businesses projected hiring more (average 102 employees) than smaller ones (average 2 employees).

Among the 61 surveyed businesses, only 31 reported short-term vacancies (within the next three months), totaling 309 vacancies across sectors. Notably, the textile manufacturing sector primarily offers production line blue-collar positions like tailors, sewers, cutters, and knitters, with salaries often exceeding the sector's minimum wage of JOD 220. Jobseekers with vocational training and experience can provide them with an advantage when applying for these positions. In the chemical manufacturing sector, blue-collar jobs dominate, including production workers and technicians, with variable salaries and additional rights and benefits such

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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/

as social security and transportation allowance. The wholesale and retail sector offers diverse positions, with shelf organisers being the most prevalent, salaries typically aligned with the minimum wage. Soft skills are essential for certain positions within the sector, while most positions within the sector have no specific technical requirements.

In the transportation sector, drivers and loading/unloading workers are in demand, with salaries close to the minimum wage, varying based on vehicle type. Driver requirements include driving experience and a license, while loading/unloading workers require physical strength. Finally, the education sector is predominantly in demand for teachers, with varying salaries and benefits, focusing on requirements such as communication skills, qualifications, and teaching experience.

The study also examined female labour employment in the targeted sectors. On average, surveyed businesses have a female workforce comprising 33%, with larger businesses showing higher female employment rates. Sector-wise, education and textile sectors exhibit higher female representation (86.9% and 64.3% respectively), while chemical manufacturing, wholesale and retail, and transportation have lower female employment, as low as 10.5% on average. These variations are primarily driven by the suitability of job roles within each sector for female workers, influenced by factors like family commitments, transportation, and culture. Only 41% of businesses reported having vacancies they consider suitable for females, with the education and textile sectors offering the most opportunities for female employment. In the textile sector, production line roles are predominantly filled by females, but challenges such as harsh working conditions and low salaries contribute to high turnover. In the chemical manufacturing sector, female employment depends on the safety of products manufactured. The wholesale and retail sector in Mafraq has low female participation, influenced by the absence of large malls, societal stigma, and limited job openings for women. The education sector, with its reasonable working hours, stands as a preferred choice for female jobseekers. Conversely, the transportation sector faces cultural barriers and minimal female representation.

The employment of persons with disabilities (PwDs) in Mafraq is relatively limited, with only 18% of surveyed businesses reporting the hiring of PwDs, primarily to meet Labour law quotas. However, the predominance of small and medium-sized enterprises (SMEs) in the region limits the application of these quotas, resulting in an average of only 0.4% of employees being PwDs across surveyed businesses. The textile manufacturing sector leads with 0.7% PwD employees, while some sectors, such as education, reported having no PwD employees. Business size influences PwD employment, as Labour law requirements only apply to organisations with more than 25 employees, resulting in smaller businesses having 0.5% or fewer PwD employees, compared to around 1.3% in larger organisations. Physical disabilities individuals are the most commonly employed, followed by hearing and visual impairments, while communication and behavioral/emotional disabilities have fewer opportunities.

Businesses in Mafraq encounter several employment challenges, with the most prevalent being the shortage of skilled jobseekers (54%). The second major challenge is low commitment from employees, resulting in high turnover rates (36.1%). Another challenge is salaries not aligning with jobseekers' expectations (16.4%). These challenges vary by sector, with the education sector experiencing the most significant shortage of skilled jobseekers (84.6%), while low commitment is more common in manufacturing and wholesale and

retail sectors. The average turnover rate across all sectors is 13.4%, with higher rates in sectors like textiles (23.3%) due to low salaries and harsh working conditions. Reasons for employees leaving their jobs include finding better opportunities (39.3%), harsh working conditions (23%), and personal or family commitments (common among female employees).

The assessment also investigated jobseekers' perspective on the labour market. Through surveys and discussions, the top sectors targeted by jobseekers were the services sector (29.5%), education (23.8%), and agriculture (12.4%). Most jobseekers desired full-time employment (86.8%), driven by stability and benefits. Expected salaries were generally below JOD 450/month (96%), reflecting jobseekers' knowledge of the market norms. Key rights expected by jobseekers include social security (87.9%), Sick leave (25.3%), and maternity leaves (17.1%). Key benefits expected include health insurance (68.2%), and transportation allowances (55.0%), reflecting high health costs and transportation expenses. Females leaned towards education (36.8%), services sector (28.0%) sectors, and admin (21.2%) sectors, with similar rights and benefit expectations and preferences.

In Mafraq's labour market, jobseekers face multiple challenges. High unemployment periods are common due to limited opportunities, with 76.0% being jobless for over 6 months. Contract terminations, downsizing, and company closures caused 21% of job losses. Obstacles in job seeking included difficulty finding desired sector roles (54.4%) and lack of experience for fresh graduates (34.1%). Female jobseekers face distinct challenges such as long commutes, bullying, harassment in some sectors, inadequate childcare support, bias against married females, wage disparity, and preference for office jobs.

Although jobseekers preferred professional roles, only 24.4% of businesses offered such positions. There is demand for elementary and technician/associate roles, yet jobseekers showed little interest (8.7% and 12.0%, respectively). 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 contribute to the disconnect between businesses and jobseekers, potentially affecting job matching and hiring outcomes.

The following recommendations have emerged from the analysis:

- **First, employment services providers should prioritise engagement with sectors displaying higher job opportunities, focusing on entry-level positions.**

- **Efforts should be made to increase the employability of Jordanians in middle-level and white-collar jobs within these sectors, reducing the reliance on foreign workers.**

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. Vocational training institutes and TVET skill councils should collaborate with employment services providers to offer demand-driven training programs. Moreover, continuous skills improvement strategies should be integrated into employment programs, expanding outreach, and improving marketing strategies for services. 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.

From a sectoral lens, in the Wholesale and Retail Sector, businesses seek candidates for various positions with minimal requirements, emphasising the need for employment strategies focused on career counseling to enhance jobseekers' employability and job sustainability. The sector's downturn, attributed to the rise of e-commerce, necessitates a shift towards e-commerce-related opportunities. Additionally, the sector holds potential for employing Persons with Disabilities (PwDs) in roles such as shelf organising and warehousing, urging employment initiatives to raise employer awareness and share success stories.

In the Education Sector, seasonal employment calls for increased efforts during specific periods, with a focus on diverting students and jobseekers away from saturated teaching roles. The Transportation Sector faces limited presence, necessitating collaboration between educational institutes and the private sector to create specialised programs for logistics and marine logistics, along with emphasizing the importance of English language skills and promoting women and PwDs in suitable roles. In the Manufacturing Sector, the lack of defined career paths for blue-collar positions highlights the need for collaboration to establish occupational standards and progression paths. Dissatisfaction with vocational training graduates underscores the importance of feedback and curriculum reforms. Efforts to effectively employ PwDs and promote satellite units for increased employment, particularly of women, are crucial. Textile Manufacturing requires enhanced technical and soft skills for sustainable employment, while addressing the low commitment of Jordanians and the sector's reliance on foreign workers. Awareness sessions, upskilling programs, and prompt vacancy filling are recommended. Chemical Manufacturing demands the enhancement of soft skills for production workers and technical skills for technicians, emphasising collaboration with vocational training institutes. Furthermore, understanding core skills and updating training curricula are necessary for effective employment strategies.

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
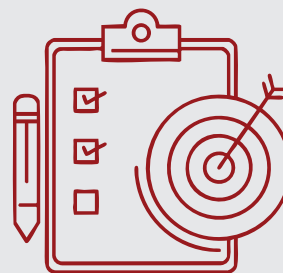
The main objective is to conduct a labour market assessment in Mafraq, in cooperation with the employment office, to identify and analyse the governorate labour supply and demand (e.g., open vacancies, prominent companies' profile of jobseekers, matching potential). This assessment would act as a practical example for the employment directorates to understand the implementation process of labour market assessments. The employment offices plan on conducting similar labour market assessments in the future to aid them in their decision-making process and in designing their work plans. In cooperation with the employment directorate, the research team 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 the employment offices and directorates.

Methodology

2

2.1
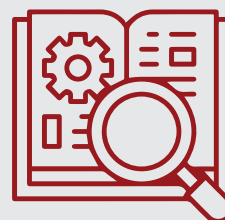
Approach

A mixed methodology (quantitative and qualitative) approach has been utilised to conduct the labour market assessment and comprehensively understand the labour market in Mafraq. 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
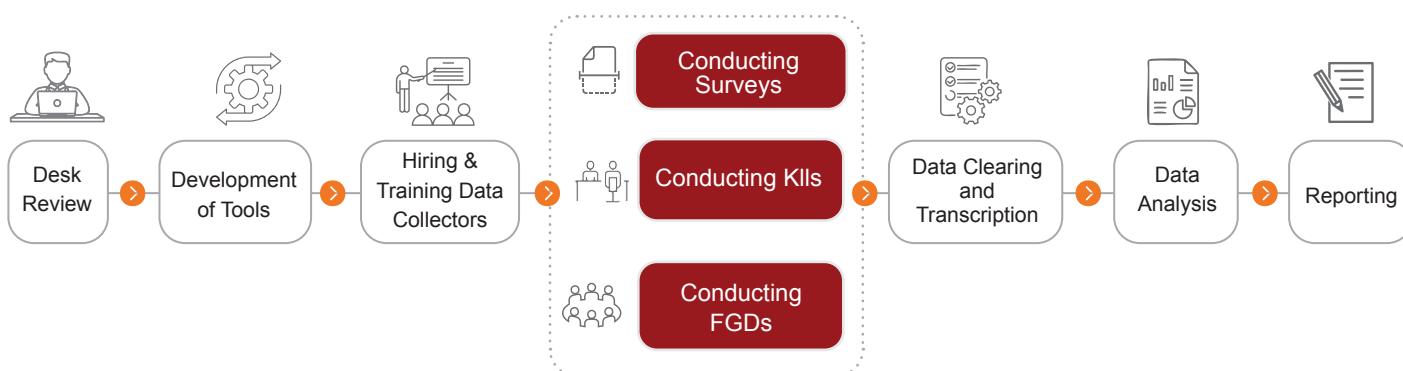
2.2

Desk Review

The assessment began with an examination of the accessible secondary data through a desk review. 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 dynamics, and develop the qualitative and quantitative data collection tools.

2.3

Sector Selection

To concisely capture the labour market, a sector selection methodology was established to prioritise economic sectors within the country, aiming to guide this assessment. The Department of Statistics in Jordan uses the ISIC-4 classification system to categories the economic activities. In total, there are 20 official economic activities. To streamline sectors selection process, a mechanism was developed based on the following seven criteria:

Criteria (clockwise from top):
- GDP contribution of each sector
- The compound annual growth rate (CAGR) of GDP contribution of each sector
- Total number of employees in each sector
- The number of females working in each sector
- The number of Syrian workers in each sector
- The net jobs produced in each sector
- If the sector is an export sector or not
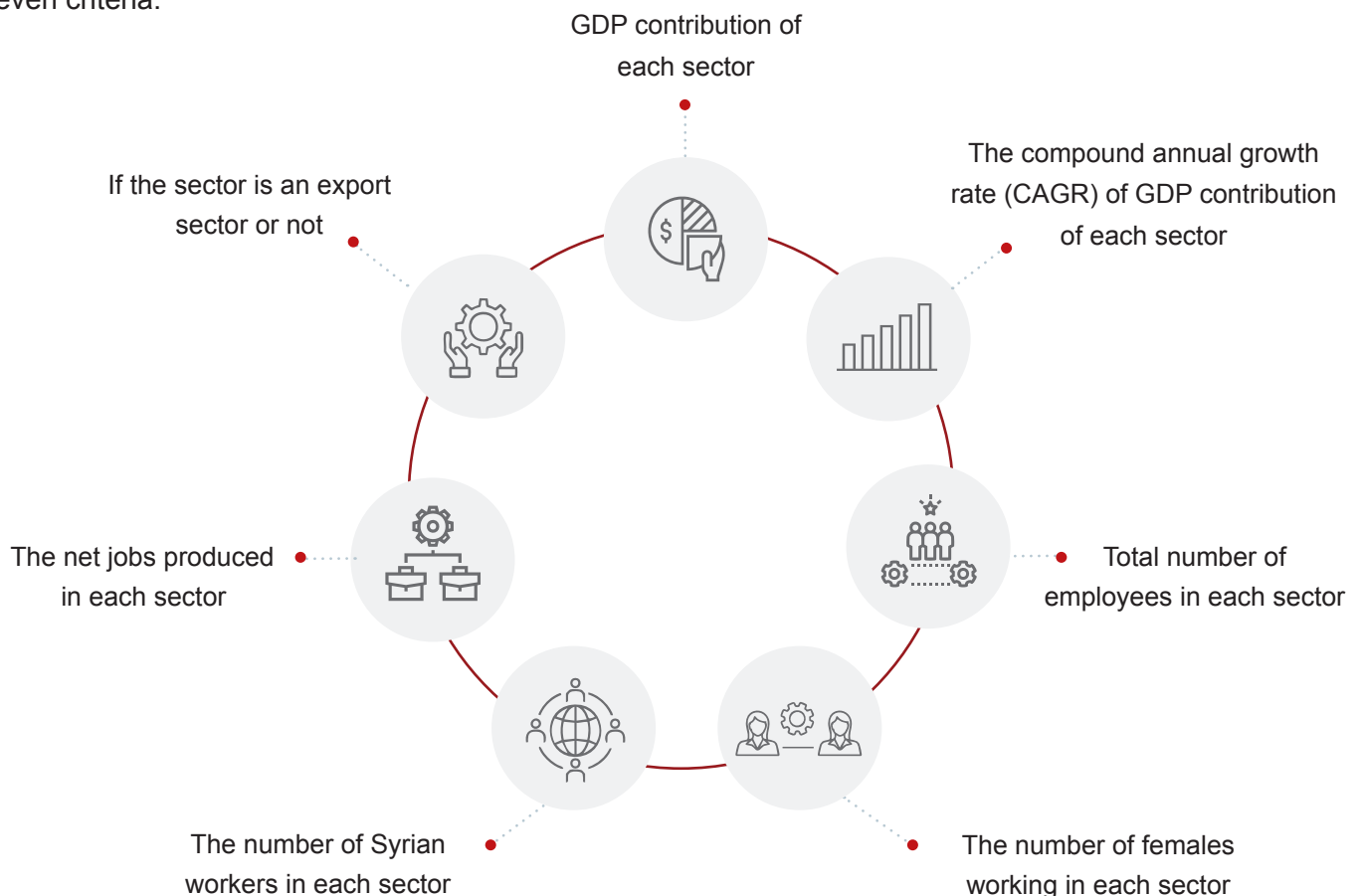
To enable meaningful comparisons, the data for the various criteria, which are measured in different units, need to be standardised. This can be achieved through the concept of normalisation, which ensures a unified unit of analysis for all datasets. After the data was normalised and sectors were prioritised according to their scores, several sectors were chosen for Mafraq's governorate (the data tables used for the selection is available in Annex I). In addition to this quantitative selection methodology, 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: Manufacturing Sector (textile, chemical), Wholesale and retail trade; repair of motor vehicles and motorcycles, Transportation, Education).

2.4

Sample
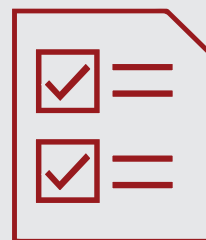
There were five data collection points in this study: A survey for businesses, a survey for jobseekers, focus group discussions with jobseekers, Key Informant Interviews with relevant stakeholders, and Key Informant Interviews with businesses to cover quantitative and qualitative data points (Annex III 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, 61 firms were contacted and completed the survey. For the survey for jobseekers, the research team contacted 387 jobseekers and filled out the survey. For qualitative data collection, the research team conducted 4 focus groups and 16 KIIs were conducted. Table1: Sample Summary below highlights the sampling summary.

Table 1 | List of respondents

Data Collection Method	Responding Sample
Survey-Businesses	61
Survey-Jobseekers	387
FGD- Jobseekers	4
KIIs- Business	10
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 following points:

Several businesses refused to participate in the survey. Due to the presence of numerous international development and public sector actors currently conducting labor-focused studies in Jordan, many businesses did not perceive the significance of completing the questionnaire. They felt that their participation would be redundant or repetitive.

In response, the research team clarified the objectives of the assessment and how participating could help the employers in the long term. Additionally, the team contacted as many businesses as possible within the assessment's timeframe until the target sample was successfully achieved.

Scheduling interviews with stakeholders was challenging, as many key stakeholders (especially public entities) usually follow a long clearance procedure before agreeing to hold an interview with their staff. And even after the procedure is completed, several entities still declined to participate.

The research team worked closely with the EJ2030 team to prioritise the stakeholders list and to contact the target interviewees through multiple channels.

Upon verifying data received from businesses with the PEOs, businesses provided different responses to PEO staff members, especially in terms of current available vacancies. This limitation stems from the incentive structure in place for businesses when it comes to collaborating with GIZ versus the PEOs, where the former offers a more attractive option for businesses than the latter. As such, vacancy numbers reported by businesses in this study might be overestimated.

To address this limitation, verification of data with PEOs was conducted to correctly assess the accuracy of the reported data. These verification exercises also guided the selected employment measures, workshop topics and targeted sectors for GIZ to focus on moving forward.

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
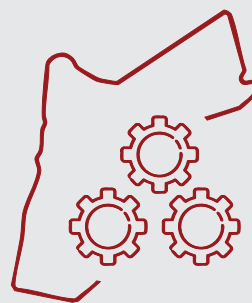
Below are briefs of the key economic sectors in Jordan:

3.2.1 Manufacturing Sector

Jordan's manufacturing sector is broad and includes many subsectors, such as the textile, food processing, engineering, and chemical sectors. With a (17.5%) GDP contribution in 2021, the sector significantly contributes to the country's economy. A total of 233,848 people were employed in this sector in 2021, with (21%) females and (2.5%) Syrians. The sector's net employment creation rate was (18%) in the same year (DoS, 2021).

648 million Jordanian Dinars were invested in the manufacturing sector in 2022, making up 58% of all investments made in the entire country. With an estimated 11.5 billion Dollars in investments by 2033, the sector is predicted to add 314 thousand new jobs. Additionally, 7.7 billion Jordanian dinars were exported in the form of industrial goods in 2022. Furthermore, the sector has about 16,000 officially registered establishments in Jordan. In 2021, the Jordanian industrial index recorded a score of 113.7, reflecting the sector's expansion. The score increased to 127.6 by 2022, indicating a bright future for the industry (Jordan Chamber of Industry, 2022).

The manufacturing sector is a significant source of employment, with a total of 233,848 individuals working in this industry. Out of these employees, 49,840 are females (21.3%), reflecting the sector's efforts to promote gender inclusivity in the labour market. The sector is divided into several sub-industries, with a substantial number of individuals employed in each sub-sector. Specifically, 42,115 individuals work in engineering manufacturing, 59,646 in food manufacturing, 68,489 in textile manufacturing, and 16,933 in chemical manufacturing (Jordan Chamber of Industry, 2022). The creation of net new jobs is also showing a favorable trend in the sector. The difference between new hires and departing employees, or the net jobs percentage, was 18% in 2022 (DoS, 2022). This percentage shows the sector's favorable employment potential, with a net growth increase.

The manufacturing sector is supported by a considerable number of firms across different industries. There are 5,552 firms in engineering manufacturing, 2,924 in food manufacturing, 1,042 in textile manufacturing, and 743 in chemical manufacturing (Jordan Chamber of Industry, 2023).

3.2.2 | 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.

3.2.3 | Transportation Sector

Jordan's transport sector plays a critical role in facilitating the movement of people and goods across the country. According to DoS, 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 (DoS, 2022). 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.

3.2.4 Education Sector

The education sector in Jordan significantly influences the nation's future. With 2,177,307 students enrolled in various educational institutions throughout the kingdom, Jordan's education system caters to a sizeable student population. This reflects the substantial demand for education and the significance of the sector in promoting the growth of human capital. There are 2,943 private schools out of the 7,127 total schools in the sector (Ministry of Education, 2022). The availability of private schools expands the range of available educational options and adds to the diversity of Jordan's educational sector.

Nationally, numerous individuals are employed in the education sector, especially in private schools, where 226,782 individuals work. Notably, 57.9% (131,245) of these employees are women (DoS, 2022). The difference between workers entering and exiting this sector, or the net jobs percentage is 10.4%. This suggests that the education sector is experiencing a good labour market situation, with a net rise in job possibilities. With a 6.8% GDP contribution, the education sector notably contributes to the nation's GDP. The sector has maintained a compound annual growth rate (CAGR) of 2% for the previous 14 years, showing its steady growth and economic importance.

3.3

Key Labour Market Challenges
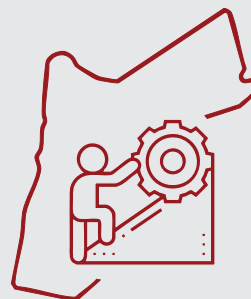
Jordan's population is around 11 million, of which 48.6 percent is female. A safe haven in the region and among the most welcoming to refugees with its open border policy, Jordan has endured waves of migration influxes since its independence in 1946. By estimates of the United Nations Department of Economic 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

Emigration of skilled workers

main challenges facing the Jordanian labour market

1   2   3   4   5   6

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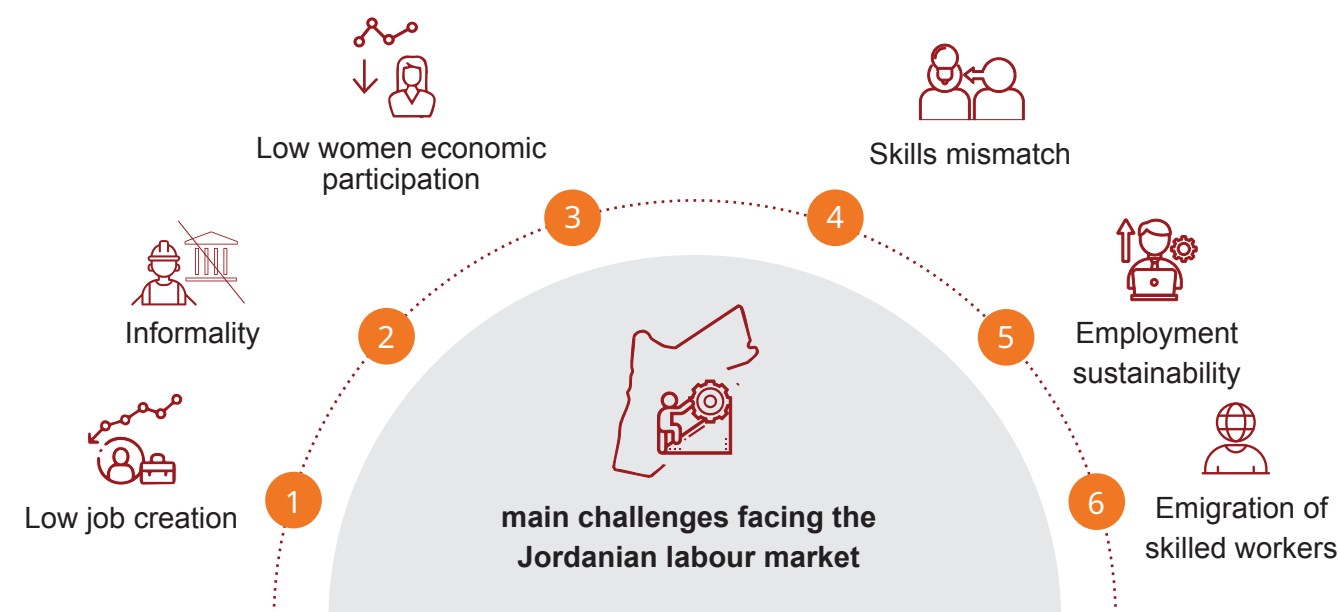
(7) http://dosweb.dos.gov.jo/DataBank/JordanInFigures/Jorinfo_2021.pdf

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_58_%D9%88%D8%A7%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 Mafraq
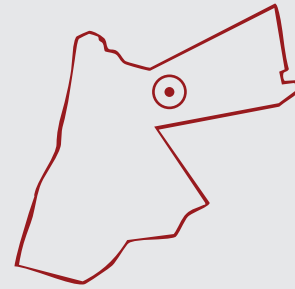
Mafraq governorate is located close to the Syrian and Iraqi borders. The governorate's capital, Mafraq, is a key transportation center thanks to its advantageous position. Mafraq is one of the biggest in Jordan in terms of size, with a total area of roughly 26,551 square kilometers. Large desert expanses, rugged terrain, and sporadic oases make up the geography.

The population of Mafraq is estimated to be around 5.8% of the total population of Jordan.

Females 48.4%

Males 51.5%

651,100

in 2022

315,400

females

335,700

males

Mafraq is home to Jordanians as well as refugees from nearby nations, particularly those escaping the conflicts in Syria and Iraq. This has led to a rise in population and pressure on the region's resources. Mafraq governorate's economy is based on a number of businesses, including agriculture, trade, services, and light manufacturing. The local economy depends heavily on trade and transportation because of its proximity to the borders.

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
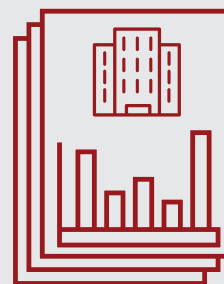
For the sample, the research team gathered quantitative and qualitative data through structured surveys and KIIs. Since the study covers a total of nine sectors and subsectors in Mafraq, the team aimed to collect the data from all sectors evenly. Approximately 10 businesses from each sector were surveyed. Figure 2 highlights business representation from each sector.

Figure 2 | Sample's Economic Sectors Representation

11.5	18	16.4	21.3	32.8
Textile	Chemical	Wholesale	Education	Transportation
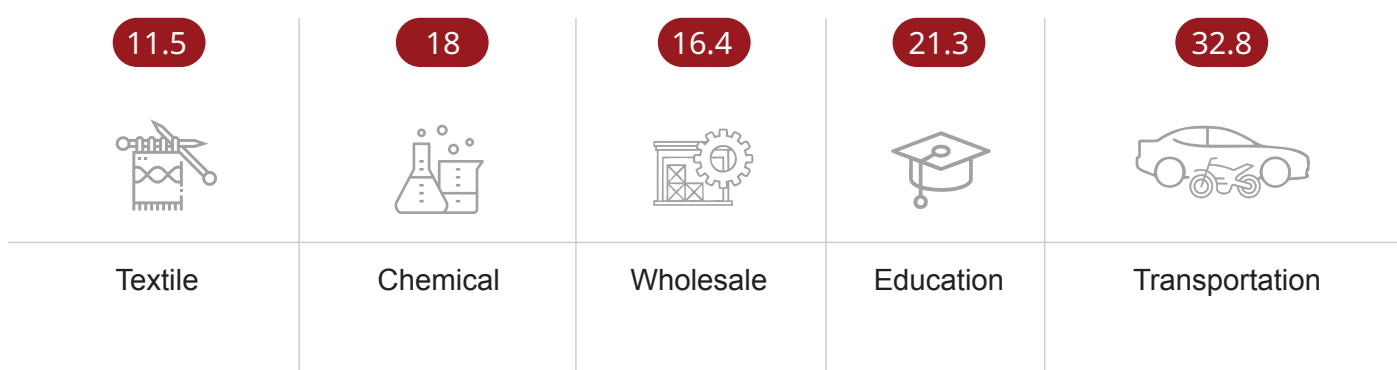
Figure 3 | Distribution of surveyed businesses by size

77%	9.8%	13%
Small	Medium	Larg
20-1	99-21	100<
Employee	Employee	Employee

Source: Survey conducted for this report
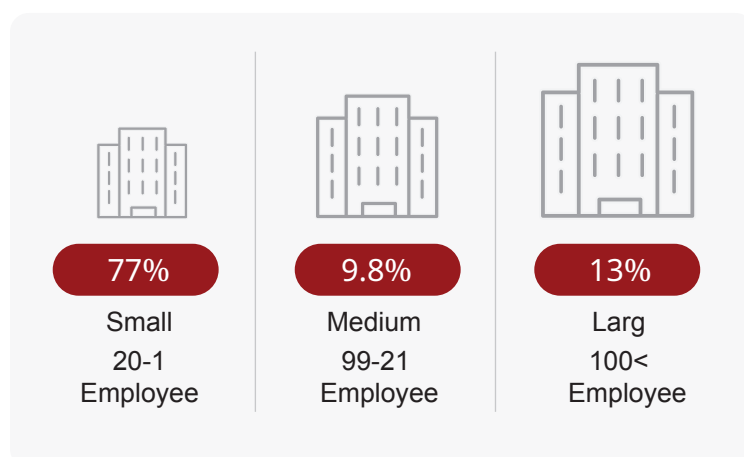
Businesses' size is another critical factor to consider as part of the sampling. Therefore, the targeted sample aimed to reflect the reality of the business sizes. Since the majority of the businesses in the governorate are SMEs, the sample consisted of a majority representation of SME businesses (~87%) and less representation of large businesses with 13%. Figure3: Sample's Size Representation highlights the businesses' size representation.

In parallel to the survey, 10 KIIs with businesses and 6 KIIs with key stakeholders were conducted. Two businesses from each sector were interviewed, predominantly large businesses, to be able to fully understand the dynamics of the market.

4.2

Jobseekers Sample Demographics

In terms of the supply side, the research team conducted surveys and FGDs to collect data from jobseekers. The survey sample ensured a well-balanced representation of both genders. Out of the total 387 jobseekers surveyed, 50.1% of the sample were females, while 49.9% of were males.

The survey also targeted various ages of jobseekers: 64.1% of the sample fell within the 18-29 age bracket, 30.0% between 30 and 44, and only 2.0% were above 45. The education level is also another key factor that was considered when surveying jobseekers.

More than half of the surveyed jobseekers, 51.9% have a university degree, 37.2% have school level education (middle and high school), and the remaining participants have academic diploma or vocational certificates. Figure4: Sample Gender , Figure5: Sample Age , and Figure6: Sample Education highlight the demographics of the supply survey sample.

Figure 4 | **Distribution of surveyed jobseekers by gender**

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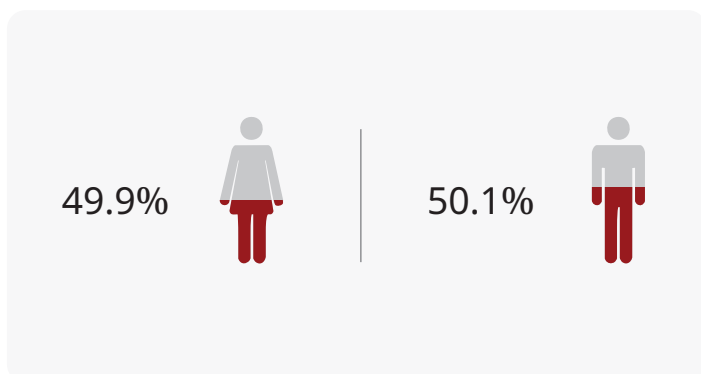
Figure 5 | **Distribution of surveyed jobseekers by age**

More than 45	40-44	35-39	30-34	25-29	18-24
2%	3.9%	10.1%	19.9%	35.7%	28.4%
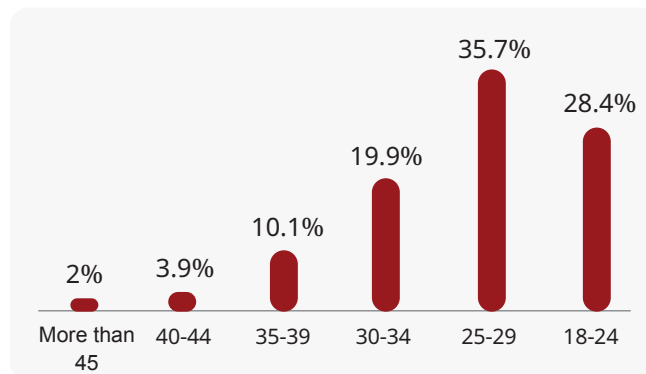
Figure 6 | **Distribution of surveyed jobseekers by educational level**

University degree (Bachelor's, Master's, PhD)	Middle school (1st to 10th grade)	Highschool	Academic diploma	Certificate/ diploma	Elementary school or below
51.9%	11.9%	25.3%	4.4%	6.5%	0%
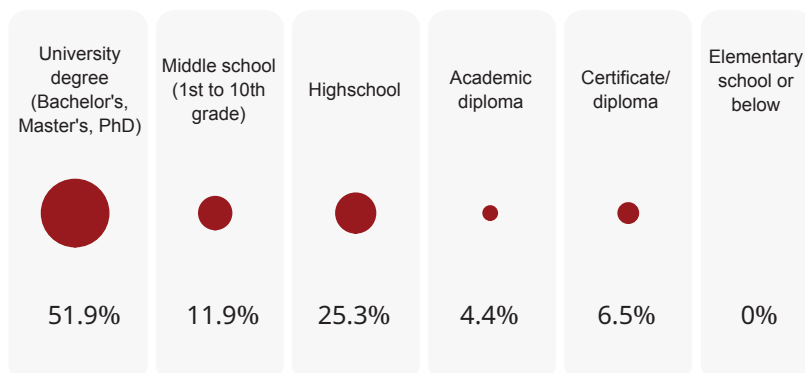
The team has conducted a total of 4 FGDs targeting jobseekers in Mafraq. Two of these discussions targeted female jobseekers and the other two targeted male jobseekers. In total, 21 jobseekers participated in the group discussions, and each focus group included participants from different ages and educational backgrounds.

Source: Survey conducted for this report

Labour Market Analysis:

5 Demand

5.1

Overall Demand

Businesses were asked several questions in the survey and KIIs about their projected demand levels for labour over the short term (upcoming three months) and the long term (following twelve months). 49.2% of the businesses surveyed reported having job vacancies in the short term. For the businesses that reported that they are looking to hire during the coming three months, 49.2% are looking for skilled workers. Specialists and vocational skills come in next in demand with 34.4% and 23.0%. Whereas there is low demand for unskilled labour (5%), and none of the businesses are asking for semi-skilled workers. Figure7: Percentage of businesses reporting having vacancies in the short term (3 months)illustrates the percentages of businesses with vacancies, and businesses highlights the skill level for these vacancies.

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

Yes
49.2%

50.8%
No
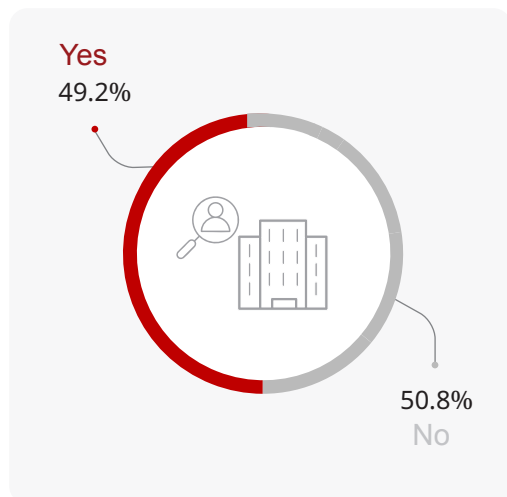
Source: Survey conducted for this report

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

49.2%   Skilled workers

34.4%   Vocational

23%   Specialist level

21.3%   Technical level

0%   Semi-skilled

4.9%   Unskilled
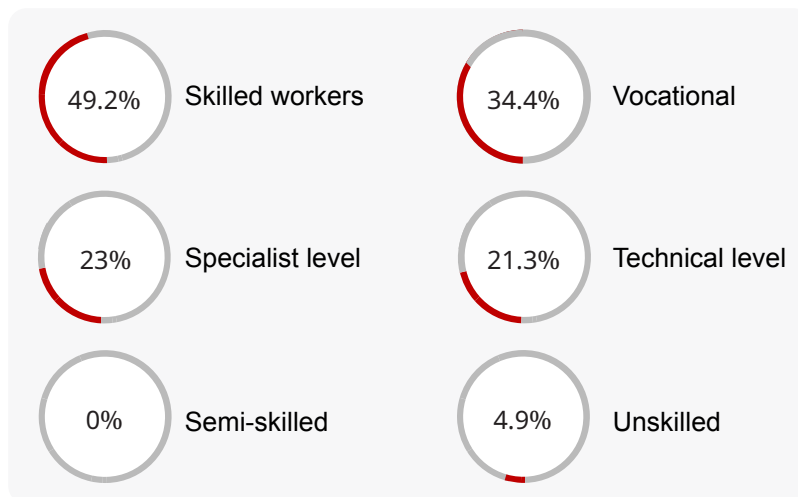
Source: Survey conducted for this report

On average, 84% of the employee in the surveyed businesses are Jordanian, making them the majority. However, it is important to mention that the percentage of Jordanian employees is heavily dependent on the sector. Certain sectors, such as textile manufacturing, are legally permitted to hire foreign workers. Therefore, the textile sector has the lowest employment rates for Jordanians (55.3% on average). On the other hand, other sectors are currently closed to foreign workers[11], such as the education sector, with the highest employment for Jordanians (99.2%), followed by the transportation sector (97.0%). When analysing

(11) 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_58_%D9%88%D8%A7%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

the data based on size, it is evident that larger businesses with over 100 employees predominantly belong to the manufacturing sector. Consequently, it is expected that these businesses would have relatively lower percentages of Jordanian workers, as the manufacturing sector permits the employment of foreign workers. Small and medium businesses on the other hand have much higher percentages of Jordanians.

Whether targeting Jordanians or foreign labour, 49.2% 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. Larger businesses have a much higher probability of having vacancies, with 87.5% of large businesses having vacancies open for the next three months.

On the contrary, only 42.6% of small businesses have open vacancies for the same period. From a sectoral lens, available vacancies also vary significantly across the different sectors. The sectors with the highest reported percentages of vacancies are textile manufacturing 85.7%, chemical manufacturing 63.6%, and education 53.8%. As for the sector with the lowest rates, the transportation sector reported only 30% of their businesses' vacancies.

The survey also prompted businesses regarding the number of employees they expect to hire over the next 12 months. Surveyed businesses expect to hire 16 employees, on average, through the coming 12-month period. Businesses in different sectors have different expectations of future hiring. The highest sector which predicts hiring employees in the next 12 months is the textile manufacturing businesses who are expected to hire 110 employees.

The education sector had the least expectations of hiring with an average of 2.1 employees in the next 12 months. Larger businesses expect to employ on average 102 employees (per establishment), while smaller businesses expect to hire on average 3. Table 3: Jordanians percentages and future hiring according to 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	% 84.0	% 49.2	16
Textile	% 55.3	% 85.7	110
Chemical	% 86.8	% 63.6	9
Wholesale	% 76.0	% 35.0	3
Transportation	% 97	% 30.0	4
Education	% 99.2	% 53.8	2
Small	% 87.0	% 42.6	3
Medium	% 94.2	% 50.0	5
Large	% 58.4	% 87.5	102

Sector / Size

Source: Survey conducted for this report

5.2

Available Vacancies & Active Employers Map

Implementing effective employment measures is one of the expected deliverables of the labour market assessment. To effectively implement these measures, it is crucial to pinpoint employers who are currently actively hiring in Mafraq. Out of the 61 businesses surveyed, only 31 reported having vacancies over the short term (in the upcoming three months). These 31 businesses have a total of 309 vacancies available. Table 4: provides an overview of the number of businesses in each sector that have vacancies in the next three months along with the number of vacancies available. Annex IV provides detailed information on the requirements 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
Chemical Manufacturing	7	35	Technicians, Production Workers, Sales, Loading/Unloading
Textile Manufacturing	6	351	Sewers, Production Workers
Wholesale and Retail	7	19	Marketing, Butcher, loading/unloading, butcher, tidiness officer, mechanic, car painter
Transportation	3	13	Loading/Unloading and Drivers
Education	8	21	Teachers

Source: Survey conducted for this report

To understand the specific types of jobs that are in demand within each sector, several questions through the survey and KIIs with businesses targeted the short-term vacancies available in the businesses. These vacancies would highlight types of jobs, usually businesses in each sector demand and what are the characteristics of these jobs. Each sector has a unique set of vacancies; therefore, the vacancies are classified below according to the sector:

5.2.1 Textile Manufacturing Sector Vacancies

The textile manufacturing sector in Jordan mainly consists of: manufacturing leather products, garments, and wearing appeal. Employment, like other manufacturing sectors, consists of both blue and white-collar jobs. Analysis of collected data revealed that most businesses in the sector have vacancies in for production line specific blue-collar jobs in the production line, such as tailors, sewers, cutters, or knitters.

Unlike most manufacturing sectors in Jordan, the textile manufacturing sector has an exception from the government regarding the minimum wage. As per the Jordanian labour law, the sector has the minimum wage set at JOD 220, instead of the standard JOD 260 . However, the average salary for the vacancies collected during the survey is JOD 260, indicating that some businesses are willing to provide a salary that is slightly higher than the set minimum. Most production line workers get several rights and benefits, including paid overtime, transportation, social security, and sick leave.

The majority of interviewed establishments, both in the KIIs and the survey, stated that they do not usually expect production workers to have advanced technical skills when hiring them, as they all undergo on-the-job training once employment.

Having vocational training in the field of textile manufacturing can be an advantage for jobseekers as mentioned by an ILO representative working on projects focused on the textile sector mentioned that having vocational training would give an advantage to jobseekers. Moreover, experience in similar factories also provides the jobseekers with a great advantage. Table 5: Textile manufacturing job vacancies and their characteristics below details available vacancies from the surveyed businesses and their characteristics.

Table 5 | Textile manufacturing job vacancies and their characteristics

Job Title	Sewer/ Production line workers
ISCO CODE- Level 3	753 932
Work Modality	Full-time
Employs Females	Yes
Employs PwD	Yes
Average Salary Range	260
Employment Requirement	Personal and Technical Skills
Benefits /Rights	Paid Overtime, Transportation, Social Security, Training, Sick Leave
*No. of Vacancies Available	351

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

5.2.2 Chemical Manufacturing Sector Vacancies

The chemical manufacturing sector includes manufacturing various chemical products, such as soaps, detergents, fertilizers, paints, and pesticides. Like other manufacturing sectors, the labour force mainly consists of blue-collar employees in the production lines, and some white-collar employees who work at the company's offices.

As such, most available vacancies within the sector over the short term (3 months period) are blue-collar jobs. Surveyed businesses in the sector have reported having vacancies for production workers (15 vacancies), technicians (10 vacancies), packaging (3 vacancies), loading/unloading (3 vacancies), and sales (3 vacancies).

Reported vacancies have a variety of salary ranges. Packaging workers have the lowest salaries (minimum wage), while other job titles such as production workers, technicians and sales have higher salaries ranging from JOD 325-425. Although the salaries are relatively low, the majority of the surveyed businesses offer paid overtime, social security, transportation, and sick leaves, with some factories offering health insurance and clinics within the factory depending on the products they manufacture, as these products might cause health issues. The requirements for hiring blue-collar jobs in this sector are straightforward and minimal; none of the surveyed businesses asked for any clear/particular qualifications for workers joining the production line vacancies, but they only reported requirements in relation to personal and technical skills required to perform their jobs. However, Job titles such as accountant and technicians do require prior experience and qualification. Table 6: Chemical manufacturing job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 6 | Chemical manufacturing 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	Yes	260	Experience, ,Qualification	Paid Overtime, Transportation, Health ,Insurance	1
Technician	311	Full-time	Yes	Yes	425	Personal and Technical Skills, ,Experience	Paid Overtime, Transportation, Social Security, Health ,Insurance	10
Sales	332	Full-time	Yes	Yes	350	Personal and ,Technical Skills	Paid Overtime, Social Security	3
Production Worker	932	Full-time	Yes	Yes	325	Personal and ,Technical Skills	Transportation, Social Security, Training, ,Sick Leave	15
Packaging Worker	933	Full-time	Yes	No	260	No Requirements	Paid Overtime, Social Security	3
Loading/ Unloading Worker	933	Full-time	No	Yes	300	No Requirements	Paid Overtime, Social Security	3

5.2.3 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) as in wholesale or retail formats. Examples of businesses in this sector include malls and brand shops that may have several branches in the governorate. As businesses in this sector usually have various functions within it, the available positions captured were also diverse and wide ranging, including sales, cashiers, warehouse employees, drivers, accountants, human resources, and many others.

The sector is very attractive for the labour force since it is unlike the manufacturing sector, it requires much less physical effort, and the work environment is usually perceived as decent. Based on the data collection from the KIIs with businesses from the sector, vacancies are usually open due to normal attrition rates or business expansion. Based on the data collected, it was found that the majority of job vacancies were for shelf organizers, with a total of seven vacancies. Additionally, there were four vacancies for sales positions, three vacancies for loading and unloading roles, and two vacancies for butchers. Similar to the other sectors covered by the study, most of the available job vacancies have salaries close to the minimum wage except for the sales has higher salary average (JOD 400). The businesses surveyed in this sector reported providing their employees with rights and benefits varying depending on the position, for example sales position have paid overtime and social security but other positions such as loading/unloading workers do not have any benefits.

The requirements for hiring employees in this sector are minimal. Sales and butcher positions require soft skills to interact with customers and technical skills to perform their tasks. On the other hand, shelf organisers and loading/unloading workers do not have any requirements for getting hired. Table 7: Wholesale and retail sector job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 7 | **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*
Sales	332	Full-time	Yes	Yes	400	Personal & Technical Skills,	Paid Overtime, Social Security	4
Butcher	524	Full-time	No	No	260	Personal & Technical Skills,	Training	2
Shelf Organiser Loading/	542	Full-time	Yes	Yes	260	No Requirement	Social Security	7
Unloading	933	Full-time	No	No	260	No Requirement	No Benefits	3

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

5.2.4 Transportation Sector Vacancies

The chemical manufacturing sector includes manufacturing various chemical products, such as soaps, detergents, fertilisers, paints, and pesticides. Similar to other manufacturing sectors, the labour force mainly consists of blue-collar employees in the production lines, and some white-collar employees who work at the company's offices. As such, most available vacancies within the sector over the short term (3 months period) are blue-collar jobs. The businesses surveyed in the sector have reported having vacancies for production workers (22 vacancies) and technicians (18 vacancies).

All the reported salaries for the vacancies were within the national minimum wage (JOD 260) range. Although the salaries are relatively low, the majority of the surveyed businesses offer social security, transportation, and sick leaves, with some factories offering health insurance and on-site clinics (within the factory premises), depending on the products they manufacture, and the associated health risks.

The requirements for hiring blue-collar jobs in this sector are straightforward and minimal; none of the surveyed businesses asked for any clear/particular qualifications for workers joining the production line vacancies, but they only reported that they require the applicants to have the personal and technical skills required to perform their jobs.

Table 8: List of chemical manufacturing job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 8 | Transportation 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*
Manager	121	Full-time	No	No	800	Experience	Health Insurance	1
Loading/ Unloading Worker	933	Part-time	No	No	300	Age	No Benefits	10
Driver	832	Part-time	No	No	300	Personal & Technical Skills, Experience, and Age	No Benefits	2

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

5.2.5 Education Sector Vacancies

The country's education sector mainly consists of establishments ranging from preschool to higher education. This study mainly focused on educational establishments from preschool to high school. Although schools have a variety of jobs within them, including teachers, administrators, human resources, accounting, cleaning, and much more, the surveyed businesses reported only having open vacancies for teachers with a total of 17 vacancies. This is because office jobs in the sector are much less in volume than teachers and there is stability in these positions. Additionally, with low salaries provided to teachers, teachers opt to search for better opportunities in other schools. According to the interview with the employment office, the summer is considered the schools' main employment season.

Teachers, especially those with little experience, usually receive salaries around the minimum wage (JOD 260). Schools usually provide teachers several rights and benefits, including social security, sick leave, transportation and maternity leave. However, benefits may vary depending on the schools' capabilities.

Schools and kindergartens expect teachers to have strong communication skills and the ability to deal with children when their jobs require. Additionally, education establishments require teachers to have a suitable qualification (usually a university degree) to get hired. Experience in teaching is also considered a requirement, especially in large schools. Table 9: Education sector job vacancies and their characteristics highlights available vacancies from the surveyed businesses and their characteristics.

Table 9 | **Education 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*
Teacher	234	Full-time	Yes	No	260	Personal & Technical Skills, Experience, Qualification,	Social Security, Transportation, Sick Leave,	17

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

5.3

Women Employment - Demand Side

Several questions were dedicated to businesses inquiring about women employment characteristics through the different data points. On average, surveyed businesses have 33% of their total workforce are females. This percentage varies between businesses of different sizes, as larger businesses tend to hire more females than SMEs.

The percentages vary significantly when it is disaggregated by sector, for example, sectors such education and textile, higher percentages of female representation (86.9% in education and 64.3% in textile). In contrast, other sectors, such as chemical manufacturing, wholesale and retail, and transportation have much lower number of female employees, reaching as low as 10.5% averagely for some sectors. This large variation in employment of females is mostly driven by the "suitability" levels of the typical functions within a sector for female workers. The suitability element contributing to low female participation in some sectors include factors such as family commitments, transportation, and culture, as reported by participants through KIIs.

Through the surveys, businesses were asked if they currently have vacancies suitable for women from their perspective. Only 41% of the businesses reported that they do have vacancies they consider suitable for females (Figure9: Percentage of businesses that have vacancies they consider suitable for women). When disaggregated by establishment size, the percentage appears to be higher in large businesses (38.3%). Furthermore, the percentage also varies significantly cross sectors; the education (84.6%) and textile (71.4%) sectors have the highest percentage of vacancies they consider suitable for females, while sectors such as sectors such as wholesale, and retail (10%) ranked the lowest.

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

Yes
41%

59%
No
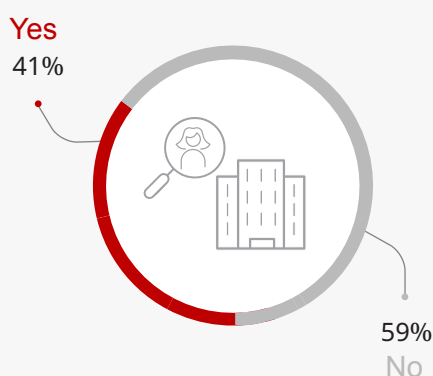
Source: Survey conducted for this report

Based on the analysed data, it appears that the textile manufacturing sector has the highest number of female employees. The majority of production line workers in this sector are females, and interestingly, in some factories, the production line consists entirely of female workers, including supervisors. Therefore, the sector has high potential to employ women. However, representative from the ILO working with sector for almost a decade mentioned that the harsh working conditions, low salaries, and the presence of Gender Based Violence (GBV) situations in multiple factories leads to high turnover rates especially among female Jordanians in the sector.

Females in the chemical manufacturing sector work mainly in production lines. However, female employment in this sector vastly depends on the nature of products manufactured within the factory. As mentioned by businesses from the sector during the KIIs, some factories produce chemicals that females are not allowed to be exposed to , as they present a safety risk on future pregnancies. Therefore, factories do not hire females in such roles.

The wholesale and retail sector in Mafraq have very low female participation rates compared to the sector in other governorates. Unlike Amman and Zarqa, Mafraq do not have big malls and retail shops that females usually perceive as safe and therefore work in.

Most shops are SMEs and usually hire only males. According to KIIs with businesses and stakeholders, the community also have certain stigma for women working in shops in the governorate which makes many females do not apply for the jobs. Through the interviews it was mentioned that some women work in shops related to women garment, cosmetics, and pharmacies, but not the majority of retail shops in the governorate.

The education sector is one of few sectors in the country that provides numerous job opportunities dedicated for females and is widely preferred by female jobseekers. Female teachers are usually hired in schools for elementary grades (from KG1 to year 4) and for the female section in the schools. With schools usually having reasonable working hours (8 am- 2pm) this contributes to the attractiveness of the sector to females, especially given women's family responsibilities in addition to work responsibilities.

The transport sector is the lowest sector among the targeted sectors to hire females. Due to cultural barriers, female truck and heavy vehicle drivers are almost non-existent in the governorate and the country. However, in logistic companies, females have the chance to work in admin portions, sales, and data entry but very few businesses reported vacancies in these positions.

Table 10: Female employment according to business size and sector illustrates female employment percentages and vacancies suitability according to the business size and the sector.

Table 10 | Female employment according to business size and sector

Avg. %	% of female employees in the business	% of businesses have vacancies they consider suitable for females
Overall	% 33.0	% 41.0
Textile	% 64.3	% 71.4
Chemical	% 10.5	% 36.4
Wholesale	% 7.3	% 10.0
Transportation	% 17.5	% 30.0
Education	% 86.9	% 84.6
Small	% 31.9	% 38.3
Medium	25%	33.3%
Large	% 45.6	% 62.5

Sector

Size

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

5.4

Employment of Persons with Disabilities (PwDs)
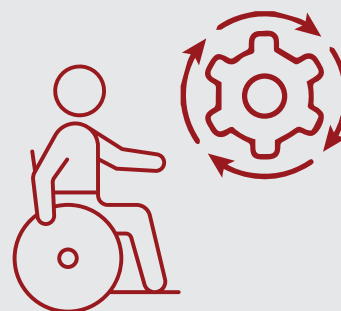
According to the Jordanian law for people of disabilities (2017) a person with disability is defined as a person who has a long-term deficiency in physical, sensory, mental, psychological, or neurological functions, which, as a result of his interference with physical and behavioral barriers, prevents 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]

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 18% of the overall employers' sample reported employing PwDs. Most of the businesses employ PwDs to reach the target set by the labour law . However, the governorate economy consists of many SMEs compared to large businesses which makes the application of this quota minimal compared to other governorates.

On average, only 0.4% of the employees from the surveyed businesses are PwDs. The textile manufacturing sector has the highest percentage (0.7%) of PwD employees, while several sectors have percentages lower percentages reaching 0%, such as the education sector.

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

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

The business size also contributes to the percentage of PwD employees. This is mainly due to the labour law for hiring PwDs being applied only to organisations with more than 25 employees leading to small and medium businesses having 0.5% or less of their employees with disabilities, while larger organisations having around 1.3% of their employees PwDs. Table 11: People with disability employment according to business size and sector illustrates the percentages of PwDs employment per sector and business size.

▎ **Table 11 | People with disability employment according to business size and sector**

	Avg. %	of PwD employees in % the business
	Overall	% 0.4
Sector	**Textile**	% 0.7
	Chemical	% 0.6
	Wholesale	% 0.5
	Transportation	% 0.2
	Education	0%
Size	**Small**	% 0.2
	Medium	% 0.5
	Large	% 1.3

Source: Survey conducted for this report

The type of disability plays a significant role in influencing the employment of Persons with Disabilities (PwDs). According to the survey, businesses primarily hired individuals with physical disabilities, indicating that physical disabilities were the most common type of disability among the employed PwDs in the participating companies, with 72.7% of businesses hiring PwDs with physical disabilities, followed by hearing disabilities (63.6%), and then by visual disabilities (45.5%).

Very few businesses hire people with communication disabilities or behavioral/emotional disabilities (9.1%). When asked about their willingness to hire competent employees with different kinds of disabilities, the agreement levels corresponded to the current PwDs employment percentages, where physical disabilities come first, followed by hearing, visual, behavioral, and communication disabilities, respectively.

Figure 10 | Percentages of employed PwDs by type of disability

Physical	Visual	Mental	Hearing	Behavioral/ Emotional
9.1%	45.5%	9.1%	63.6%	72.7%
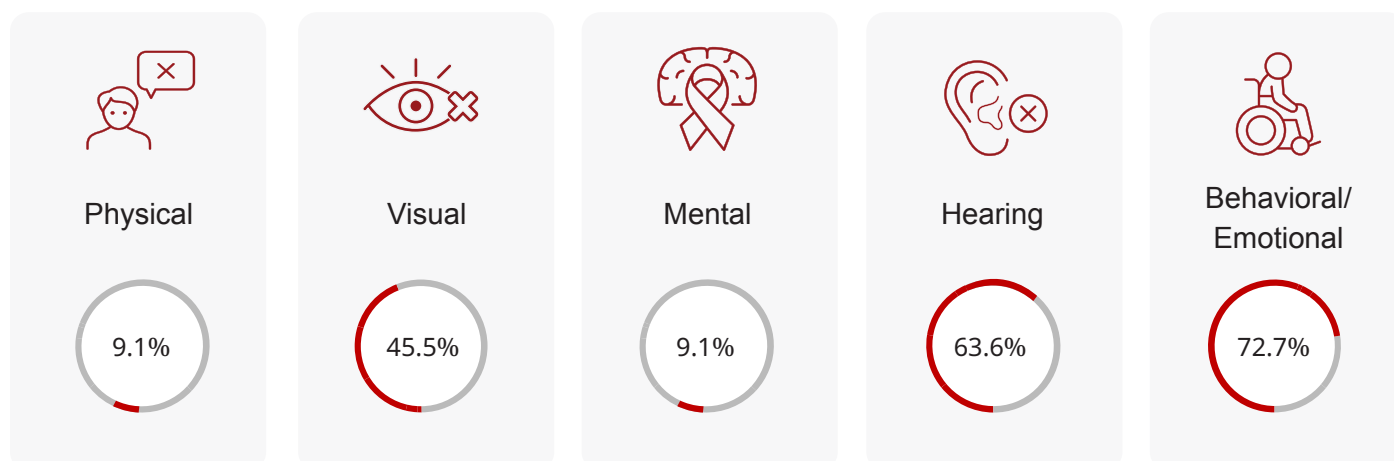
Source: Survey conducted for this report

Figure 11 | Percentages of businesses that have the willingness to employ skilled PwDs

	Agree	Neutral	Strongly Disagree
Physical	41%		44%
Hearing	10%		77%
Mental	30%		56%
Visual	15%		71%
Behavioral/ Emotional	20%		69%
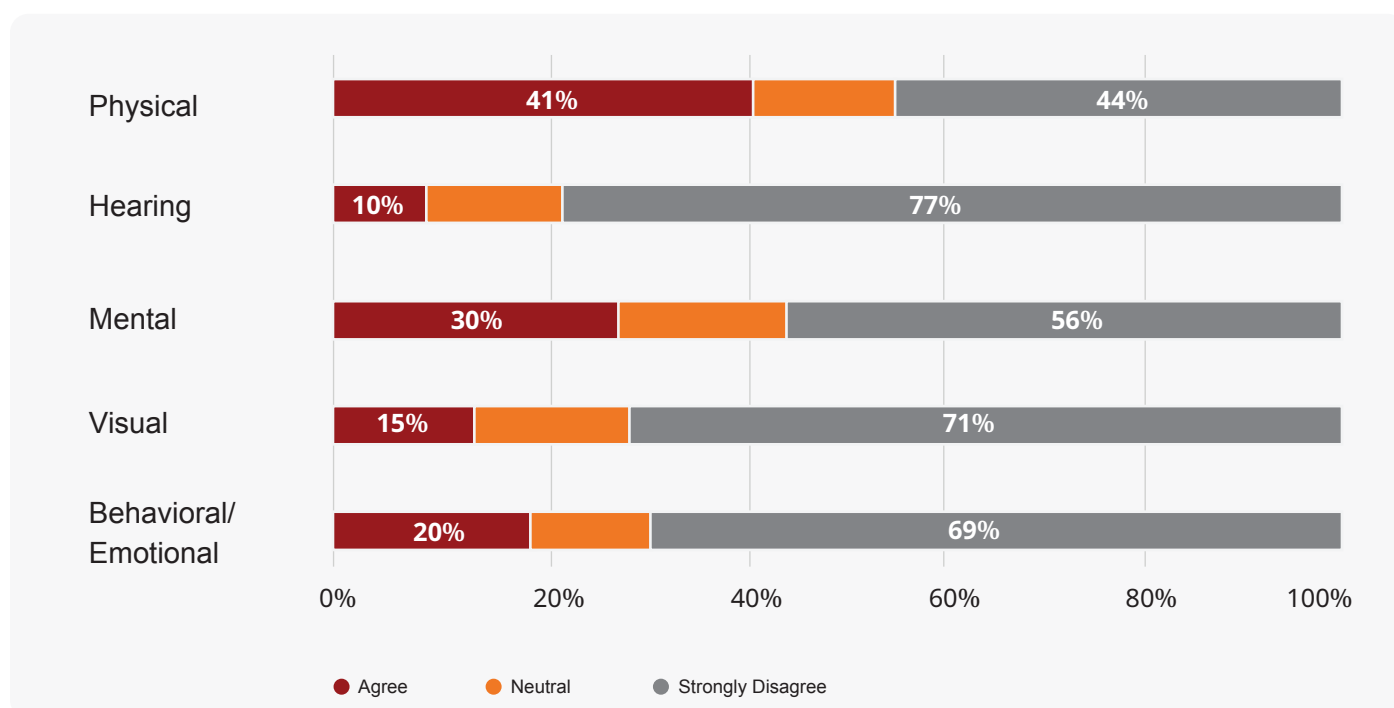
Source: Survey conducted for this report

In most sectors, the employment of PwDs remains relatively low. According to the feedback from businesses and stakeholders, the primary motivation behind hiring PwDs is often driven by humanitarian reasons and the need to comply with quotas set by regulations or policies. Businesses reported through KIIs that there are already very scarce vacancies available in the labour market and they prioritise hiring competent individuals. They also mentioned that there are no incentives from the government to motivate them to hire PwDs except by forcing them through quotas. Some businesses reported not having issues with hiring PwDs if they can perform the task properly. Some sectors, such as education, reported not having PwDs, as they thought PwD teachers might not fit well.

5.5

Employment & Outreach Methods

One aspect of comprehending market demand is investigating the strategies employed by businesses to recruit and advertise job openings. Around 52.5% of the surveyed businesses use social media to advertise their vacancies. The second most common method businesses use is verbal recommendation from current employees and/or personal network 50.8%.

Businesses in different sectors have different preferences for employment methods. But across all sectors, the top three methods are similar. However, some methods are more common in some sectors than in others. For example, verbal recommendations from current employees and personal network are more common in the wholesale and retail sector than other sectors. Another example is social media, where it is very common among the education sector with 92.3% of the schools using this employment method.

Figure 12 | Percentages of most common employment methods

Digital Platforms	HR department	Verabl recommendation	Social Media
1.6%	13.1%	50.8%	52.2%

NGOs	Training Programs	Newspaper Ad
3.3%	4.9%	8.2%
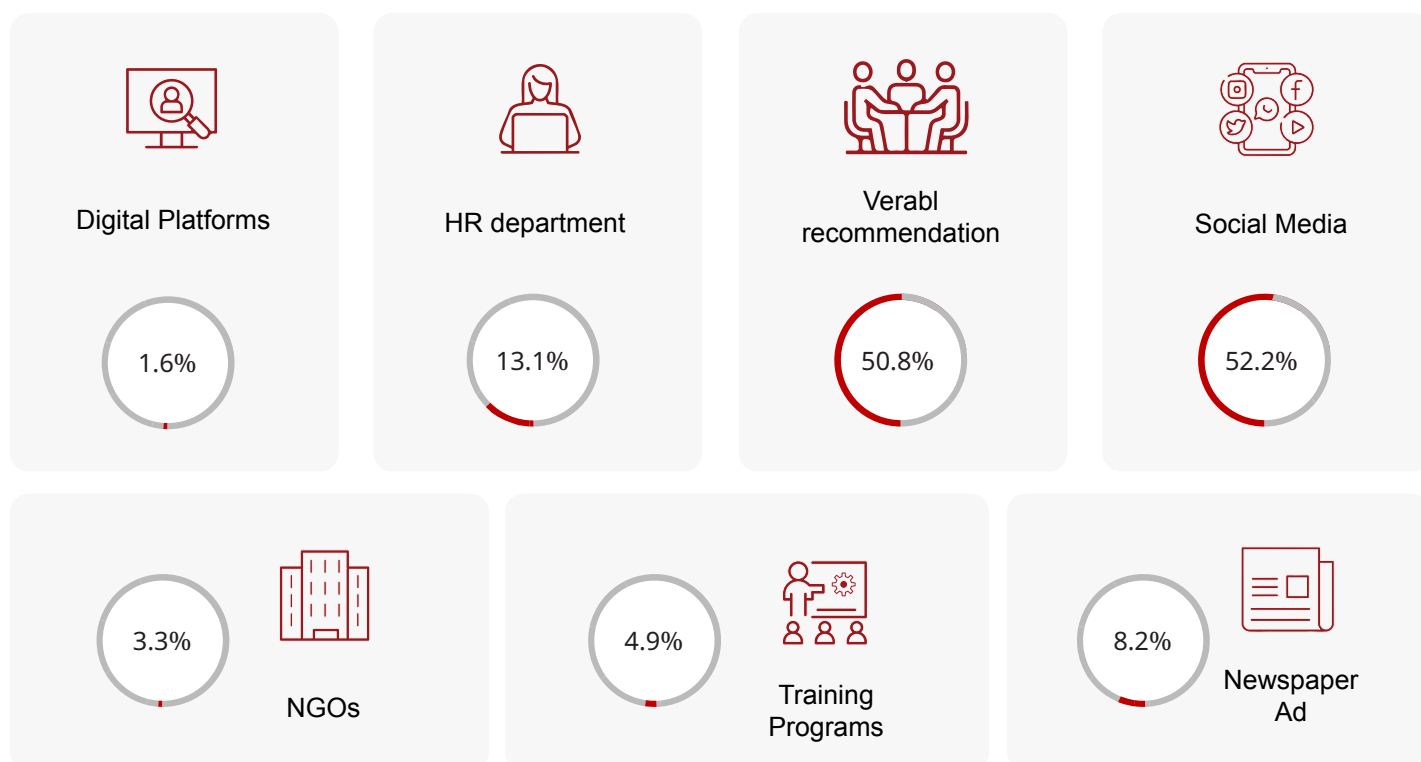
Source: Survey conducted for this report

Table 12 | **Percentages of employment methods by sector and business size**

Employment Methods	Social Media %	Verbal recommendation %	HR department %	Digital Platforms %	Training Programmes %
Overall	% 52.5	% 50.8	% 13.1	8.2%	% 4.9
Textile	% 28.6	% 28.6	% 14.3	% 28.6	% 42.9
Chemical	% 45.5	% 27.3	% 36.4	% 9.1	% 0.0
Wholesale	% 30.0	% 80.0	% 0.0	% 5.0	% 0.0
Transportation	% 70.0	% 50.0	% 0.0	% 10.0	% 0.0
Education	% 92.3	% 38.5	% 23.1	% 0.0	% 0.0
Small	% 55.3	% 59.6	% 8.5	% 4.3	% 0.0
Medium	% 33.3	% 50.0	% 33.3	% 16.7	% 0.0
Large	% 50.0	% 0.0	% 25.0	% 25.0	% 37.5

Sector (rows: Textile, Chemical, Wholesale, Transportation, Education)
Size (rows: Small, Medium, Large)

(*) Discrepancies in number of vacancies in this table and the active employers map is attributed to the fact that data sources are separate. Active employers map reflects results from qualitative data collection efforts (KIIs), while this table represents survey responses.

Source: Survey conducted for this report

Recently, many government and non-government entities have been focusing on employment, and part of their support has been 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	**Career Day**	**Direct Placement**
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.	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.	Comparing jobseeker profiles with the available vacancies to identify matching profiles and job placement opportunities.

The survey inquired about the employment measures that businesses consider to be the most effective. The most methods selected was soft skills training then employment (36.1%), followed by interview days (24.6%) and the rest of the employment methods were deemed effective by less than 10% of the sample. Businesses favor having an interview day for a specific job where all applicants are aware of the type of job they are applying for, as opposed to attending a job fair where jobseekers are not sure where exactly they want to work and what type of vacancies they are looking for. With jobseekers lacking the required soft skills to enter the job market, businesses prefer employees to have some soft skills training before applying for the job. This usually happens through internship programmes or training programmes through NGOs which are very active in Mafraq.

Figure 13 | **Effective employment measures according to businesses**

Career Day — 9.8%

Interview Day — 24.6%

Direct Placement — 8.2%

Soft skills training followed by employment — 36.1%

Technical training followed by employment — 9.8%
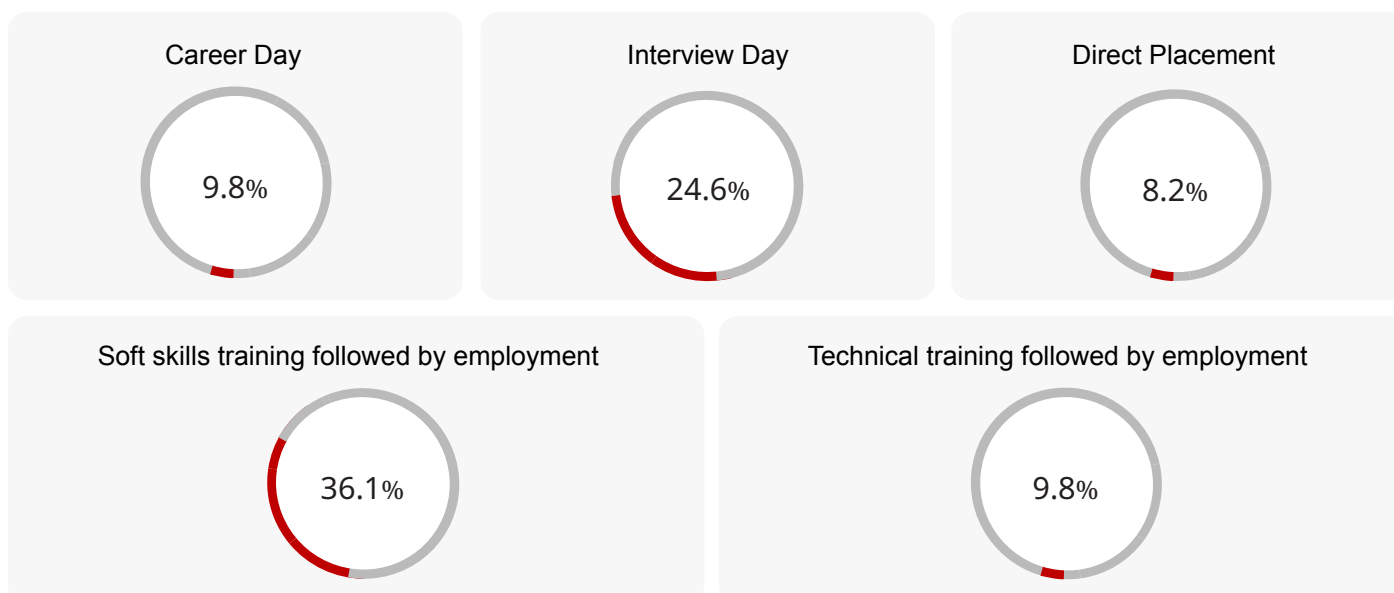
Source: Survey conducted for this report

5.6

Employment Challenges

Businesses face several challenges while conducting the employment process. Throughout the primary data collection, businesses were asked about the most common challenges they face while employing. The most common challenge across the sample was the lack of skilled jobseekers (54%).

The second most common challenge was the low commitment (36.1%) as many leave their jobs shortly after being employed. The third most common challenge is that salaries do not meet the jobseekers' expectations (16.4%). Other challenges mentioned are much less frequent, such as employment costs and unsuitable or harsh working conditions.

Figure 14 | Faced employment challenges by businesses

Lack of enough applications\applicants	Lack of Skilled Jobseekers	Low commitment	Employment Costs
1.6%	54%	36.1%	4.9%

Salaries do not meet expectations	Unsuitable/harsh working conditions	No Challenges
16.4%	1.6%	9.8%
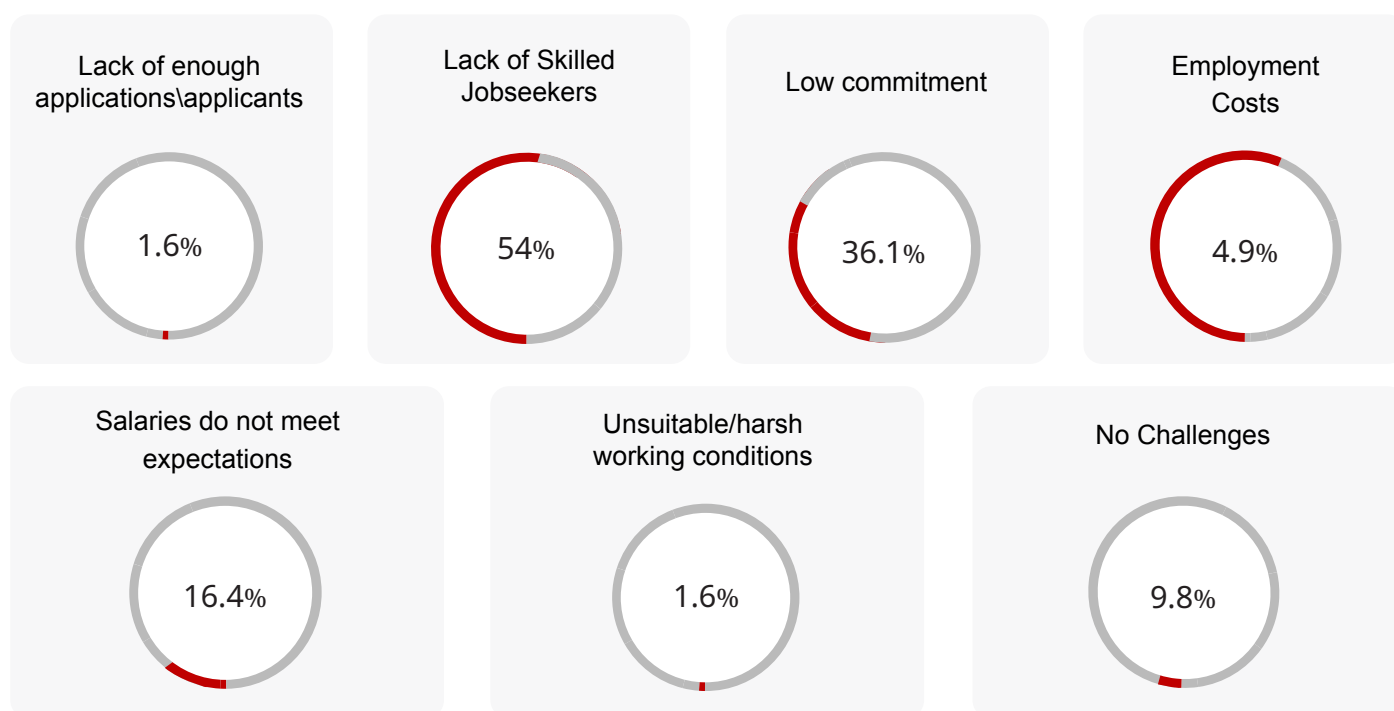
Employment challenges differ from one sector to another depending on the sector's characteristics. Lack of skilled jobseekers is the most common challenge in the education sector with 84.6% of the sample reporting it. This is due to the sector requiring both soft and technical skills in order to perform their tasks in addition to qualification and experience.

Low commitment is more visible in sectors such as manufacturing and wholesale and retail. Low salaries, not meeting the expectations of jobseekers, is also more common in the manufacturing and wholesale and retail sectors compared to education and transportation. Table 13 shows the top employment challenges for businesses according to sector and size.

Table 13 | **Percentages of employment challenges by sector and business size**

Avg. %	Lack of skilled jobseekers	Low commitment	Salaries do not meet expectations
Overall	% 54	% 36.1	% 16.4
Textile	% 42.9	% 28.6	% 14.3
Chemical	% 45.5	% 54.5	% 18.2
Wholesale	% 50	% 40	% 25
Transportation	% 40	% 50	% 10
Education	% 84.6	% 7.7	% 7.7
Small	% 55.3	% 31.9	% 14.9
Medium	% 50	% 66.7	% 33.3
Large	% 50	% 37.5	% 12.5

Sector

Size

Source: Survey conducted for this report

The average turnover rate from the sample is 13.4%. Some sectors, such as the textile sector, have much higher turnover rates (average of 23.3%), while others, such as the chemicals, have a lower turnover rate (average of 9.5%). This variation depends on specific characteristics for each sector. The textile manufacturing sector offers very low salaries (even compared to other manufacturing sectors). It usually has longer working hours and requires more physical work leading to high turnover rates. Table 14: Turnover rates according to sector and business size illustrates the turnover rates across different economic sectors and businesses size.

▌ Table 14 | Percentages of turnover rates by sector and business size

Avg. %	% Average turnover rate (%)
Overall	% 13.4
Textile	% 23.3
Chemical	% 9.5
Wholesale	% 12.5
Transportation	% 14
Education	% 12.3
Small	% 12.2
Medium	% 18.3
Large	% 17

Source: Survey conducted for this report

When businesses were asked about the reasons why employees leave their jobs. The most common reason was finding better job opportunities 39.3%. This challenge was highlighted by a representative from the Jordan chamber of Industry.

With wages in the kingdom being relatively low, the labour force continuously looks for better opportunities to cover the high living expenses in the country. The second most common reason is the harsh working conditions (23%). Sectors such as manufacturing are physical Labour-intensive sectors.

Employees might not bear the harsh working conditions and long working hours. The third most frequent reason was personal reasons or family commitments, which is more common among female employees. Table 15: Reasons for employees leaving their jobs according to the sector and business size highlights how they are different according to the sector and business size.

Table 15 | **Reasons for employees leaving their jobs according to the sector and business size**

Avg. %	Found better working opportunity	Working conditions	Personal/ Family reasons	Location	Downsizing/ layoffs
Overall	% 39.9	% 23.0	% 18.0	% 9.8	% 8.2
Textile	% 42.9	% 28.6	% 42.9	% 0.0	% 0.0
Chemical	% 27.3	% 27.3	% 0.0	% 27.3	% 9.1
Wholesale	% 40.0	% 20.0	% 0.0	% 5.0	% 15.0
Transportation	% 60.0	% 30.0	% 10.0	% 0.0	% 0.0
Education	% 30.8	% 15.4	% 7.7	% 15.4	% 7.7
Small	% 38.3	% 23.4	% 4.3	% 10.6	% 10.6
Medium	% 66.7	% 16.7	% 0.0	% 0.0	% 0.0
Large	% 25.0	% 25.0	% 37.5	% 12.5	% 0.0

Source: Survey conducted for this report

5.7

58

Job Profiling

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 job profiles. In total, 11 jobs were being profiled. Details of each job profile are shown in Annex V.

Labour Market Analysis:

6.1
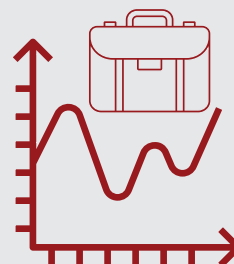
Overall Supply

This assessment also aims to understand the supply side of the labour market. Through surveys and FGDs, the assessment endeavors to comprehend the sectors that jobseekers are inclined to pursue and their overall expectations when entering the labour market. According to the survey findings, the sectors that were most preferred by jobseekers were services sector (29.5%), education (23.8%), and agriculture (20.7%).

Figure 15 | Percentages of targeted sectors by jobseekers

Sector	Percentage
Services	29.5%
Education	23.8%
Agriculture	20.7%
Admin and Support Services	14.5%
Finance and Insurance	14%
Professional Scientefic and technical activities	11.9%
Health	11.4%
Wholesale	9.8%
Construction	9%
Public Sector	6.7%
ICT	6.5%
Electricity, Gas, and AC	5.4%
Restaurants and Hotels	5.2%
Manufacturing	4.9%
Water Supply	2.8%
Arts and entertainment	2.3%
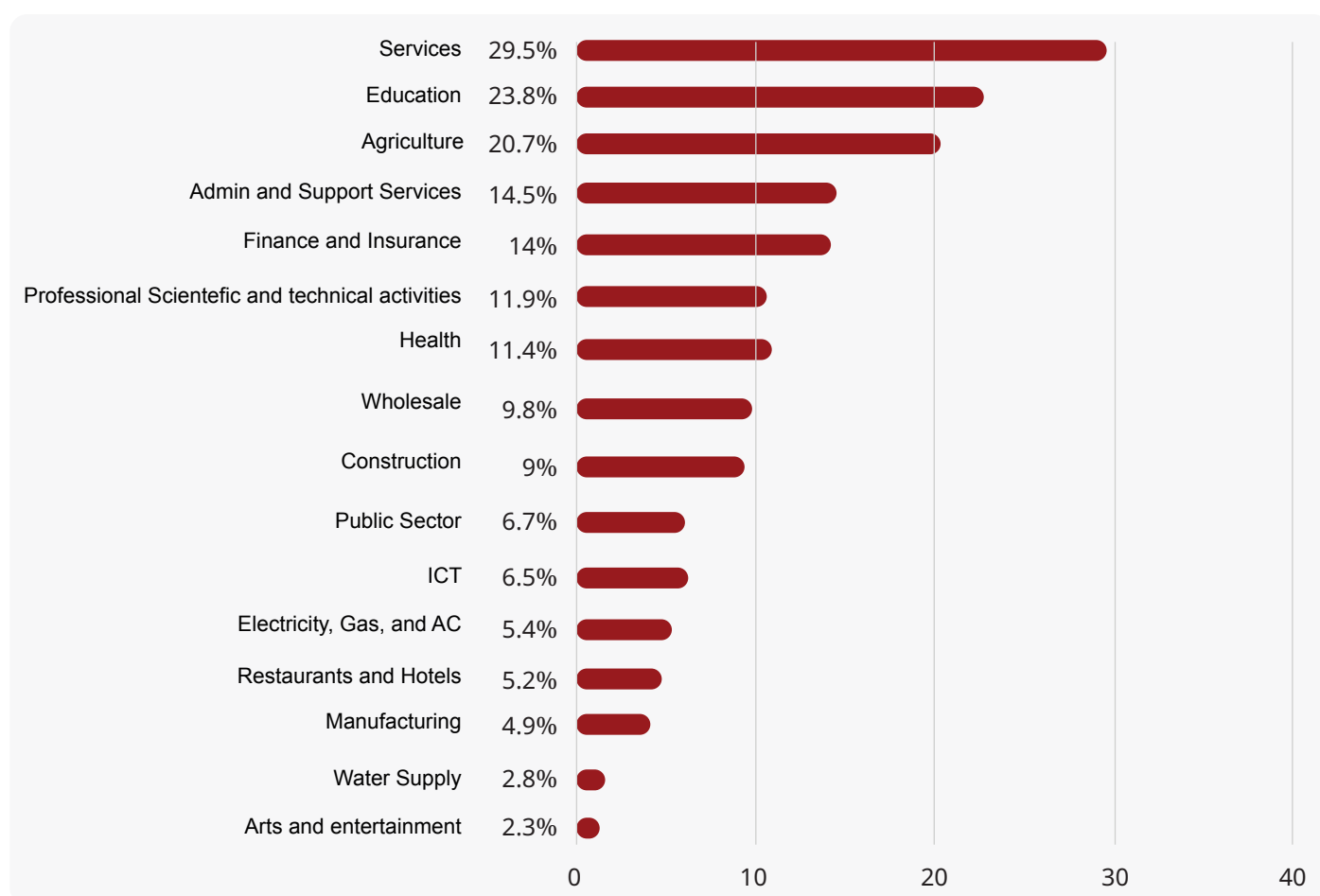
Source: Survey conducted for this report

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

Table 16 | Percentages of jobseekers targeted sectors by educational level

Sector	Overall	Education Level	
		Without higher education degree	Higher education degree
Services	29.5%	47.9%	15.1%
Education	23.8%	0.6%	41.7%
Agriculture	20.7%	36.1%	8.7%
Admin & Support	14.5%	1.2%	24.8%
Finance and Insurance	14.0%	2.4%	22.9%
Health	11.4%	3.6%	17.4%
Wholesale and Retail	9.8%	20.7%	1.4%
Construction	9.0%	18.3%	1.8%
Public Sector	6.7%	3.6%	9.2%
ICT	6.5%	6.5%	6.4%

Source: Survey conducted for this report

Jobseekers were also asked about their preferred mode of employment. Most surveyed jobseekers aim to have full-time jobs (86.8%), while only 43.7% 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. However, the part-time working mode is widespread in Mafraq due to the agriculture sector's availability that offers part-time seasonal jobs. Moreover, from the data analysed, very few jobseekers target working from home (3.4%). Jobseekers' working mode preference slightly do not differ significantly according to their education level.

Figure 16 | Percentages of preferred working mode by jobseekers

Seasonal	Freelance	Work from home	Part-time	Full-time
0.3%	1.8%	3.4%	43.7%	86.8%
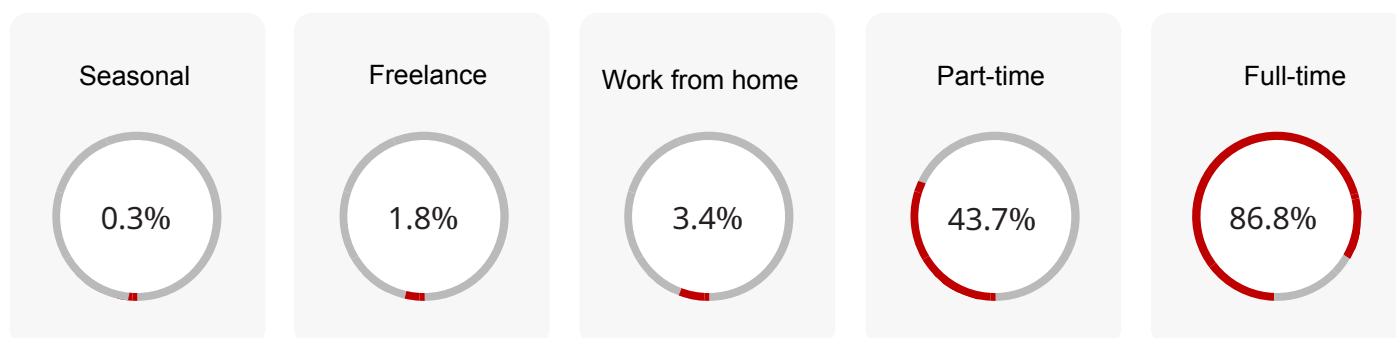
Source: Survey conducted for this report

Table 17 | Percentages of jobseekers preferred working mode by educational level

Work mode preference	Overall	Education Level	
		Without higher education degree	Higher education degree
Full-time	86.8%	89.3%	84.9%
Part-time	43.7%	45.4%	43.7%

Source: Survey conducted for this report

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

The survey also asked about the jobseeker's expected rights/benefits. Social security was the most expected right, with 87.9% of the sample choosing it. Although this is mandatory by the Labour law, many businesses do not offer social security, especially small and medium businesses, as reported by jobseekers.

Health insurance was the most expected benefit (68.2% of the sample chose it). Due to the country's high costs of health services, jobseekers display a strong preference for health insurance coverage. The second most frequent choice of benefits was transportation allowances (63.5%).

With the high transportation costs (due to fuel costs) and limited infrastructure for public transportation (55.0%), many jobseekers expect businesses, especially in remote locations, to cover their transportation expenses or provide transportation. Other benefits the jobseekers reported include flexible hours (44.7%), and Training (42.1%). Figure17: Jobseeker's expected salarie.

Figure 17 | Percentages of expected salaries by jobseekers

- 3.6% — 600-451 JOD
- 0.3% — 600 and more JOD
- 24% — 450-301 JOD
- 72.1% — 300-250 JOD
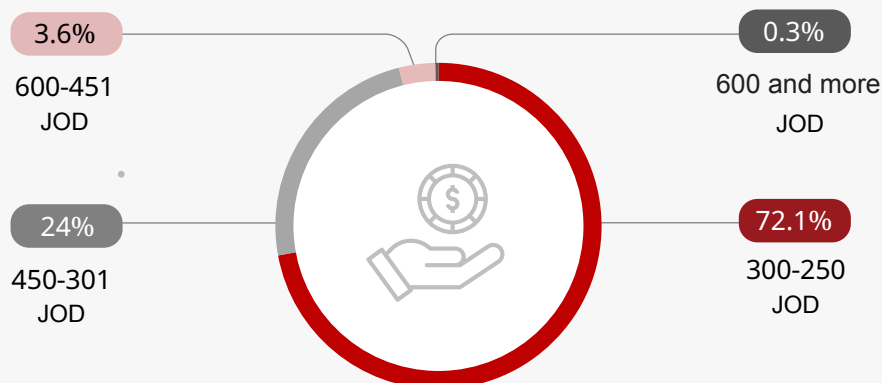
Figure 18 | Percentages of expected rights and benefits by jobseekers

Benefits Rights
- Health Insurance — 68.2
- Transportation — 55%
- Flexible hours — 44.7%
- Training — 42.1%
- Meals — 4.1%

Rights
- Social Security — 87.9%
- Sick leave — 55%
- Maternity leave — 44.7%
- On-site childcare — 42.1%

0   25   50   75   100
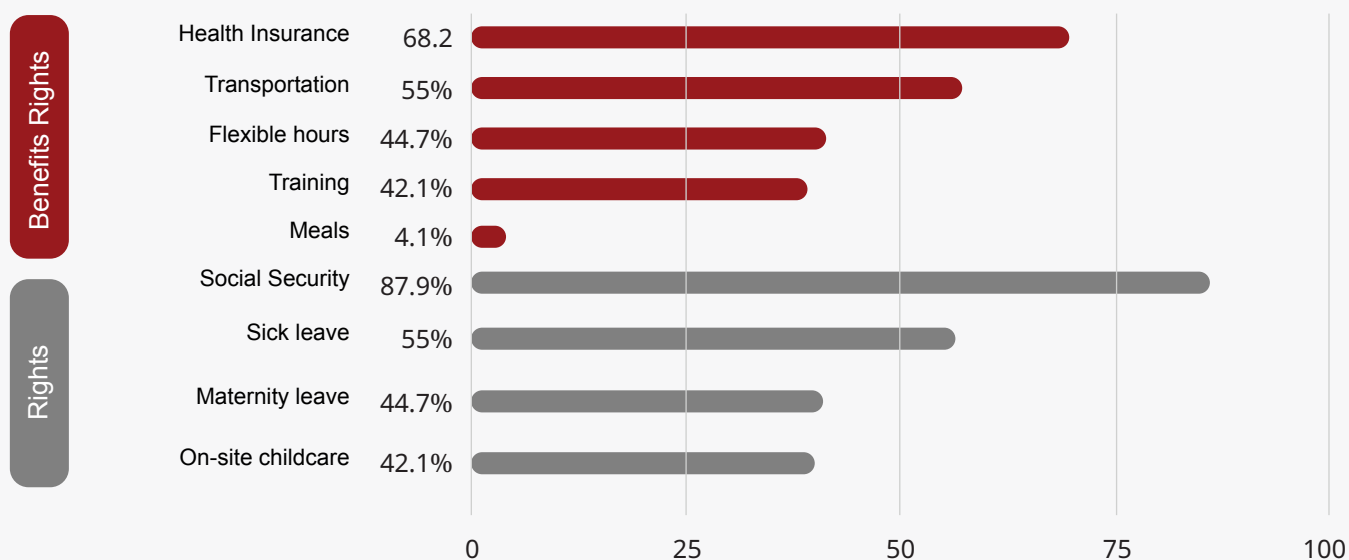
6.2

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 2 targeted sectors remained similar with 36.8% choosing education, and 28% choosing services; however, women tend to not choose the agriculture sector as preferred sector compared to men. Females targeting these sectors is possibly due to their educational background, as 63% of the females in the sample have academic diploma or above.

Most of the sectors with physical labour are not chosen by females. The salary expectation for females is lower than the whole sample, as 81.9% of the female sample expects JOD 150-300, 17.6% expect JOD 301-450, and 0.5% more than JOD 450.

Expected rights/benefits priorities are similar for both females and the whole sample. Social security is still the most frequent choice, with 91.2%, followed by health insurance (72.5%) and Transportation (64.8%). The female participants gave similar reasons for these choices in the FGD as the male participants. Figure19: Female Jobseeker's and Figure20: Female Jobseeker's expected rights and benefits highlight the females' targeted sectors and expected benefits.

Figure 19 | Percentages of targeted sectors by female jobseekers

Sector	Percentage
Education	36.8%
Services	28%
Admin and Support Services	21.2%
Professional	6.7%
Finance and Insurance	13.5%
Health	15.5%
Agriculture	15.5
ICT	6.2%
Public Sector	2.1
Restaurants and Hotels	7.8%
Wholesale	1.6%

Source: Survey conducted for this report
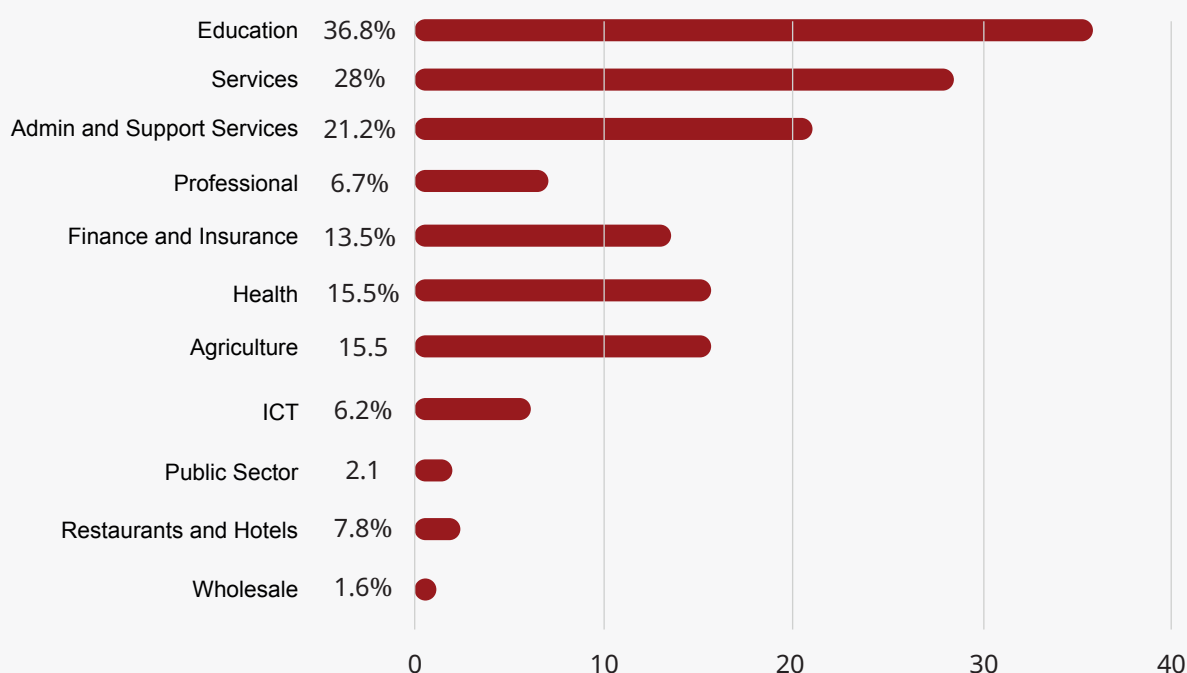
Figure 20 | Percentages of expected rights and benefits by female jobseekers

Benefits Rights	Health Insurance	72.5%
	Transportation	64.8%
	Flexible hours	60.6%
	Training	56.5%
	Meals	1.6%
Rights	On-site childcare	91.2%
	Maternity leave	40.9%
	Sick leave	34.2%
	Social Security	18.1%
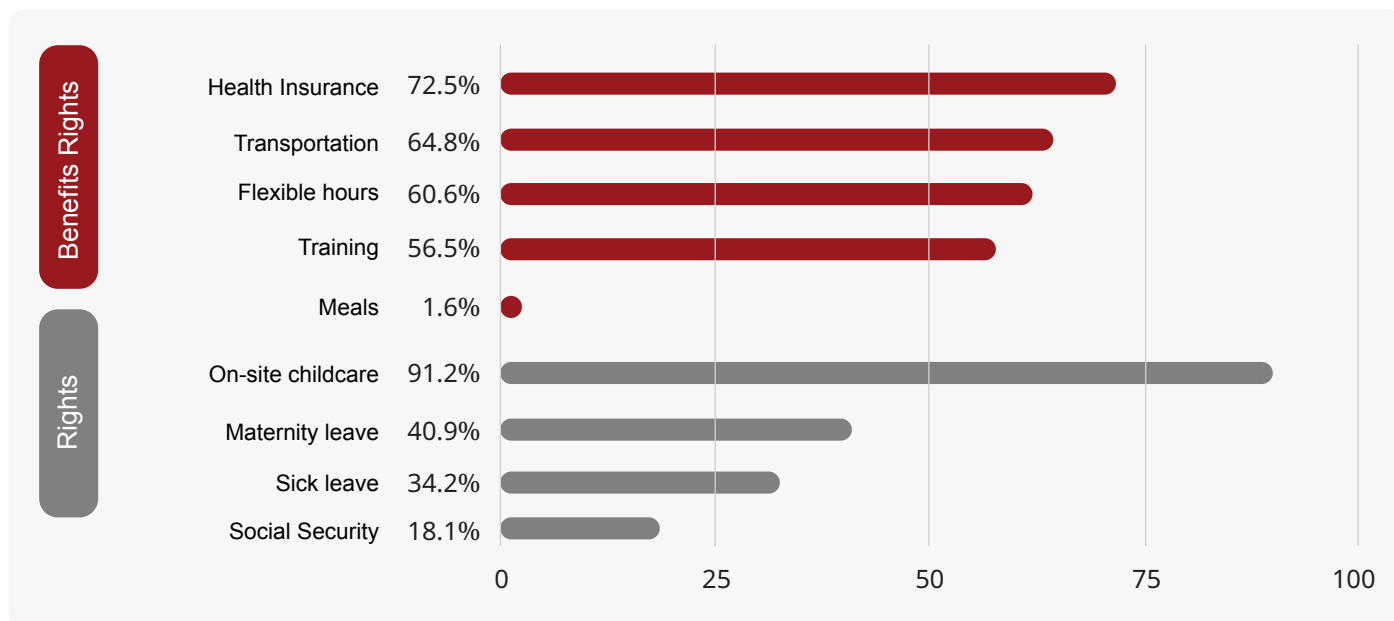
Source: Survey conducted for this report

6.3

Jobseekers' Job Search Methods

Jobseekers were asked how they currently search for and apply for job vacancies. Most respondents chose social media as a means of job search (73.6%). 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 reported job searching method reported was the company websites (59.0%). Jobseekers would target companies in their preferred sectors, visit their website, and apply for open job vacancies or send their CVs to HR department. The third most common way of job searching was verbal recommendations through personal network (37.0%).

Jobseekers would use their network of family and friends to recommend them to business owners or HR departments. Other job search means include online platforms and donors/NGOs with 25.8% each.

Figure21: Methods of job searching according to jobseekers shows the means of job searching preferred by jobseekers.

Figure 21 | Percentages of job searching methods used by jobseekers

| 37% | Verbal reccommendations | 58.9% | Company website | 73.6% | Social media |
| 25.8% | Platforms (Akhtaboot,Bayt) | 4.7% | Newspaper | 11.9% | Donor / NGOs |
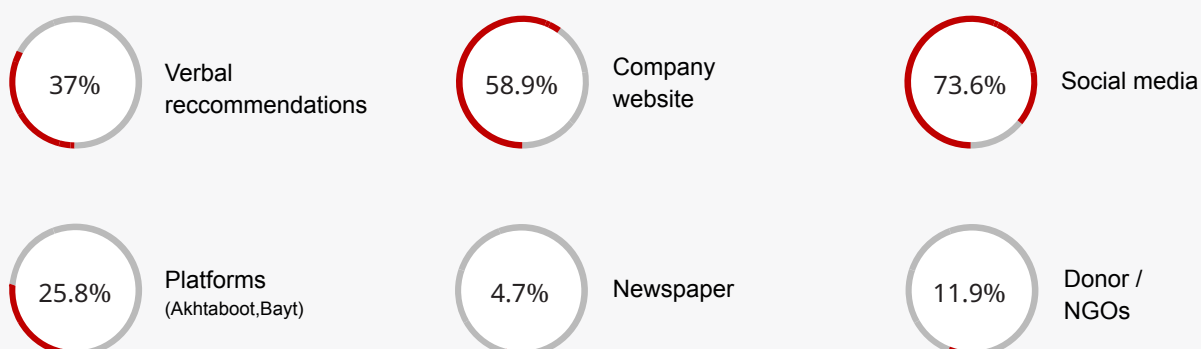
Jobseekers' job searching methods vary in accordance with their level of education. Jobseekers with higher education degrees tend to use online methods such as social media and company websites more often. On the other hand, jobseekers without higher education degrees tend to use verbal recommendations from friends and family more often than their counterparts.

Jobseekers were asked what employment measures they attended, and thought they were effective. According to them, the most effective employment measure was on-the-job training followed by direct placement (37.5%).

According to several stakeholders interviewed, this method shows potential in closing the skills gap between education graduates and job requirements. However, such measures usually require financial support from government and NGO projects.

Direct placement was the second most common method chosen by jobseekers (24.5%). Interview days come third, with 10.3% of the sample choosing them.

Participants in FGDs and interviews with employment offices pointed out that interview days are usually direct, with clearly defined expectations for both employers and job seekers. This clarity contributes to their overall effectiveness. 14.2% of the sample did not participate in any measure before and hence did not provide feedback regarding the effectiveness of employment measaures. Figure22: Effective employment measures according to jobseekers highlights effective employment measures according to the jobseekers.

Figure 22 | Percentages of effective employment measures by jobseekers
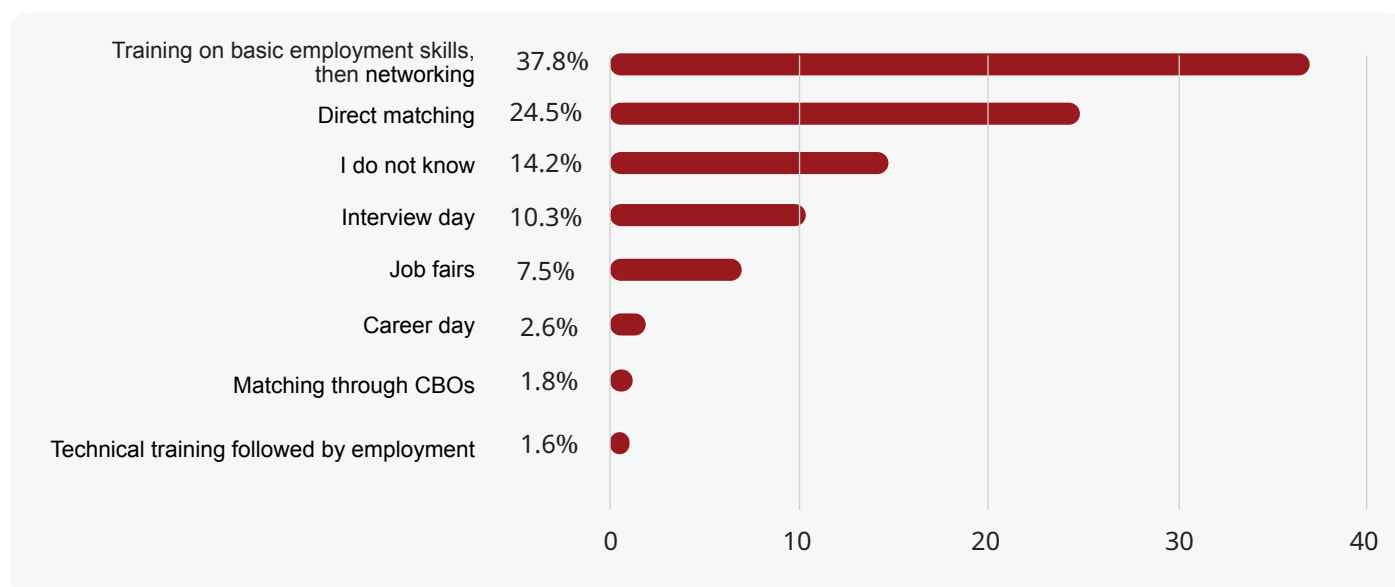
Source: Survey conducted for this report

6.4

Jobseekers Challenges

With the labour market dynamics and post-pandemic situation, jobseekers in Mafraq face several challenges. First, the lack of job opportunities has caused a remarkable increase in the period of unemployment for jobseekers. 76% of surveyed jobseekers have been unemployed for more than 6 months, and 54% for more than a year. When asked about reasons for leaving their previous jobs, 34.1% of the sample responded to losing their job due to termination, downsizing, or company closure. Only 20.4% of the sample have no previous experience, while small proportions had challenges such as low salaries, location, or the nature of work.

Figure 23 | Duration for jobseeker's unemployment

9% 3-6 months

22% months 6 - year 1

15% 0-3 months

54% More than one year

Figure 24 | Reasons for jobseekers leaving their previous jobs

Reason	%
Contract termination	34.1%
Never worked before	20.4%
Family obligations	12.9%
Nature of work is unsutable	8.3%
Low Slaries	7.2%
Company closure	6.5%
Other	5.9%
Resignation / reduction the number of employees in the company	4.7%
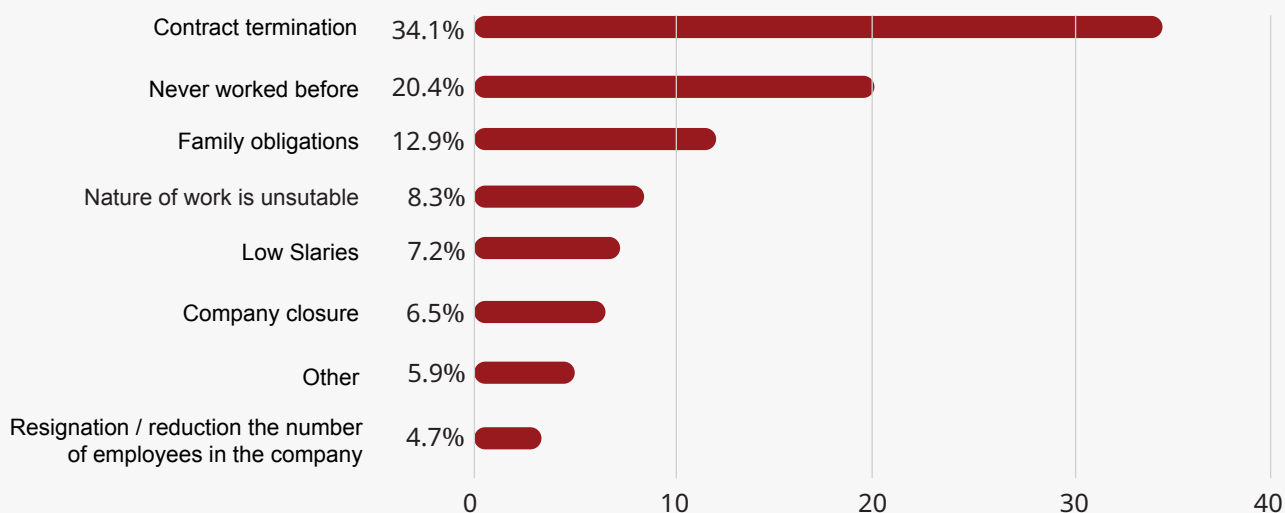
Jobseekers face numerous challenges while searching for jobs. One of which is their inability to find jobs in their targeted sectors (70.8%). Another challenge was jobseekers' belief that quality jobs are only available outside of Mafraq governorate (26.6%).

Additionally, another challenge that is associated with the previous one is transportation. 22.2% of the sample also pointed out that transportation is one of the main challenges they face in getting a job since many businesses, especially factories, are in remote areas that are very hard to reach.

Other challenges mentioned by jobseekers include their lack of education (19.1%), nepotism (14.2%) and low salaries (7.8%). Figure25: Challenges in searching for jobs highlights all the challenges mentioned by jobseekers through the survey.

Figure 25 | Challenges in searching for jobs

Challenge	Percentage
Not enough job opportunities	70.8%
All the jobs I can apply for are not in Mafraq	26.6%
Transportation and costs of transportation	22.2%
I do not have the required education/certificate	19.1
Low salaries	7.8%
Available sectors are not attractive	2.8%
Do not have experience	2.6%
I cannot find companies with vacancies	2.6%
Do not have technical skills	2.6%

Source: Survey conducted for this report

Through FGDs, an additional challenge was raised by the respondents. Since Mafraq's governorate is the biggest host of the Syrian refugees, many jobseekers have raised the concern that Syrians are taking many of their job opportunities. Jobseekers also mentioned that most of the employment projects in the region are focused on Syrians, offering them training, and allowances for employment while fewer proportions of these projects targets Jordanians.

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.

Several stakeholders have pointed out that there are more than 230,000 individuals graduating from educational institutes but only around 50,000 jobs are created in the market in the same period. Given that, a large proportion of jobseekers are expected to seek jobs with the "professionals" classification. However, only 24.4% of the surveyed businesses have vacancies for this job classification. On the other hand, very few jobseekers target elementary occupations (only 8.7%) and technicians\associate professions occupations (12%). While it is evident from the sample that these two job classifications are currently in demand.

Other job classifications such as clerks are targeted by 16% of jobseekers but none of the surveyed businesses have vacancies for them. The lack of professionals' jobs demand and abundant supply creates a huge gap in the Labour market. While the market is in great demand for vocational jobs, there is a scarce competent supply. Figure26: Job Classification Supply Vs. Demand illustrates the difference between targeted job classifications by jobseekers and job classifications by demand from businesses.

Figure 26 | Job classification supply Vs. demand

Elementary occupations	**Plant and machine operators and assemblers**	**Craft and related trade workers**	**Skilled agricultural and fishery**
24.2% / 8.7%	3.4% / 3%	5.3% / 21.2%	7.3%
Service workers and shop and market sales workers	**Clerks**	**Technicians and associate professionals**	**Professionals**	**Legislators, senior officials, and managers**
8.4% / 9.1%	١٦%	12% / 15.2%	38.3% / 24.4%	3%

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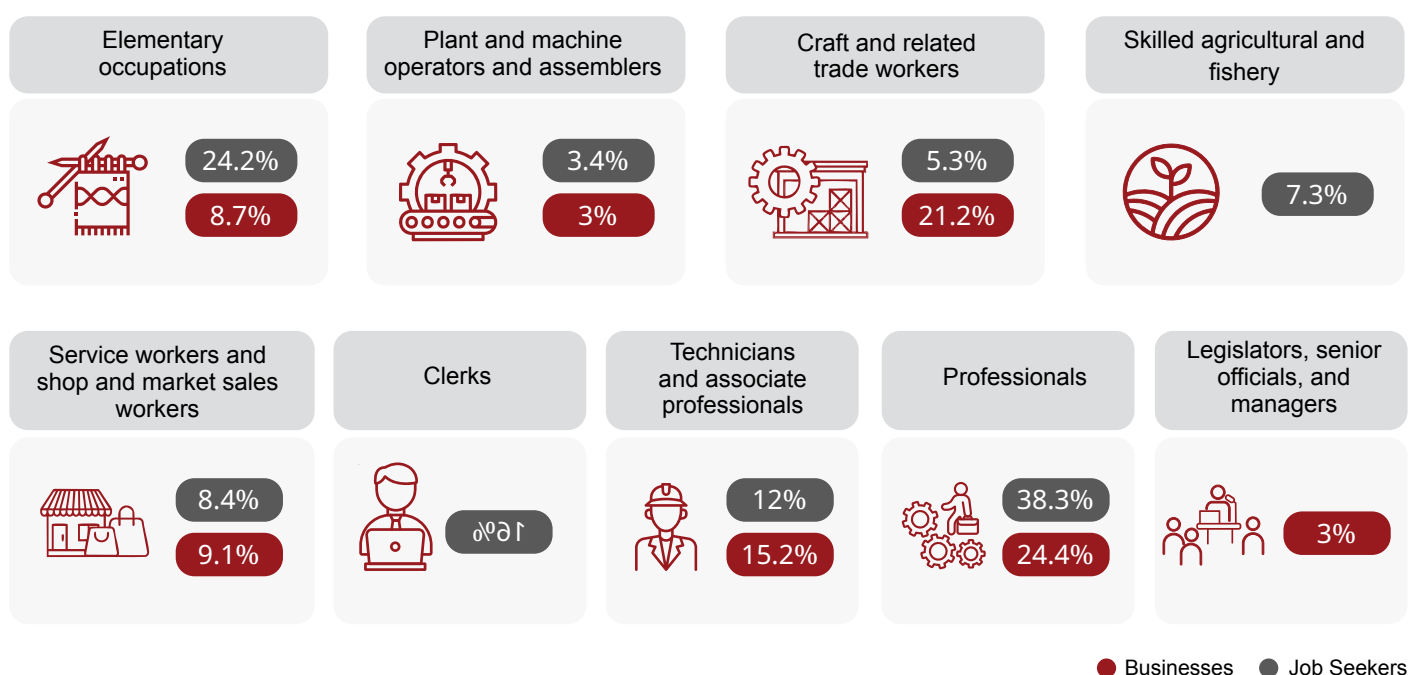
Another aspect worth comparing is the rights and benefits jobseekers expect businesses to offer versus what businesses offer in reality. Social security is one of the rights that is provided by the majority of businesses and is expected by the majority of jobseekers. Most of the other benefits have a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

Regarding benefits, 68.2% jobseekers expect health insurance and 55.0% expect transportation allowances, but only 24.2% of businesses offer health insurance. Although health insurance is not mandatory by the labour law, they are essential for jobseekers as the health costs in the country are very high. Other benefits, such as on-site childcare/allowance and flexible hours, are majorly mentioned by female jobseekers.

Married female workers with children face great issue in their childcare, and hence joining the labour force is challenging if the businesses do not offer childcare services/allowances or flexible hours. Figure27: Job Rights and Benefits Supply Vs. Demand highlights the difference between targeted rights and benefits by jobseekers and those offered by businesses.

Figure 27 | **Job rights and benefits supply vs. demand**

Benefits

Meals	Training	Flexible hours	Transportation	Health insurance
4.1% / 6.1%	42.1% / 18.2%	44.7%	55% / 51.5%	68.2% / 24.2%

Rights

On-site childcare /allowance	Maternity leave	Sick leave	Social security
9%	17.1% / 6.1%	25.3% / 24.2%	87.9% / 75.7%

● Businesses   ● Job Seekers
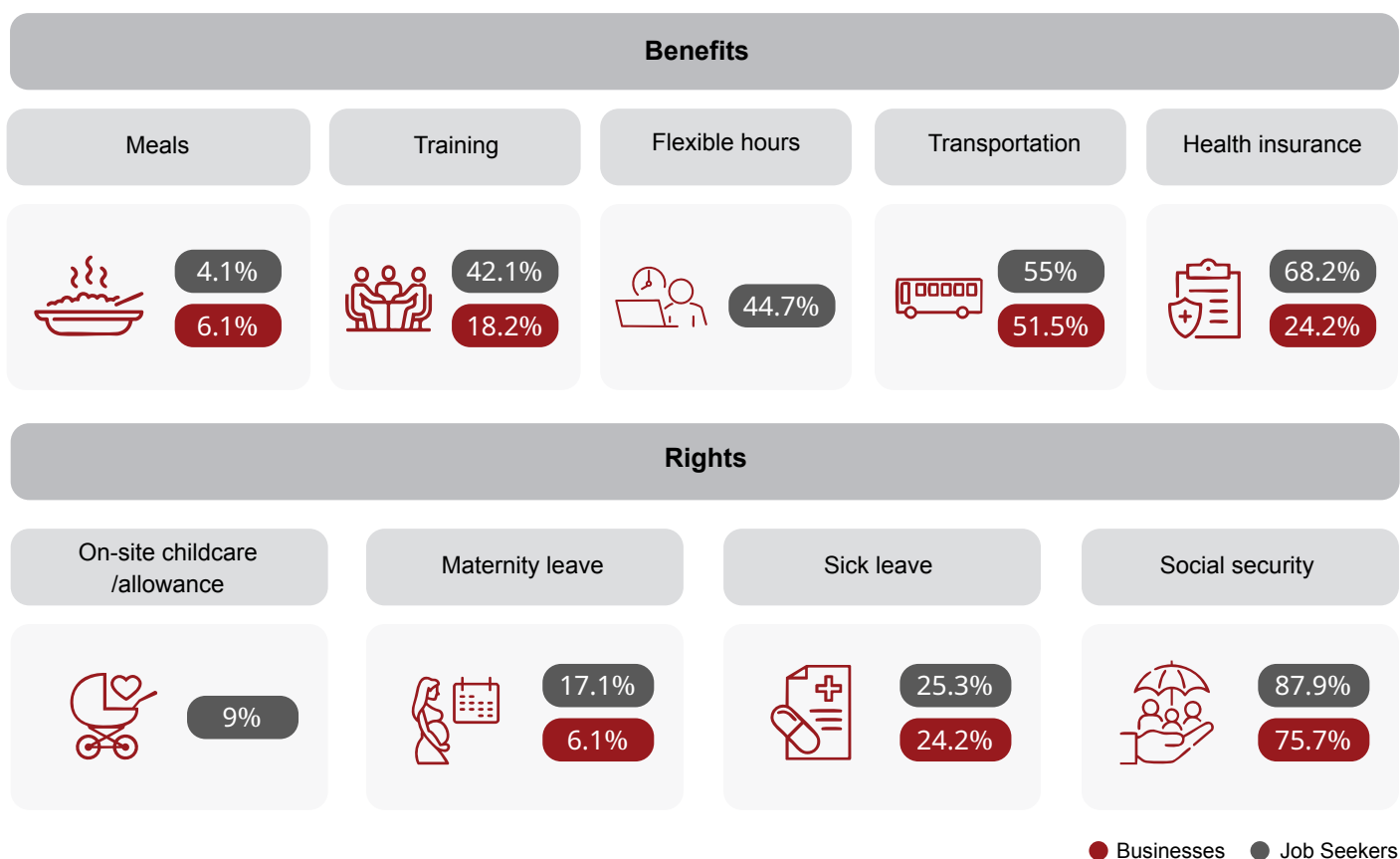
Another comparison is the difference between job searching channels by jobseekers compared to hiring channels by businesses. Most jobseekers search for vacancies through social media platforms such as Facebook groups and pages posting job vacancies and who are in direct linkages with most businesses, specially manufacturing firms. However, more than half of the jobseekers (59%) search for jobs on companies' websites, while only 13% of businesses post vacancies on their websites.

Another difference is verbal recommendations; half of the businesses (50.8%) ask their network (family, friends, and employees) for suitable jobseekers for vacancies, while only 37% of jobseekers utilise this method. This difference in job searching and advertisement methods could be one of the main reasons why many of the jobseekers in the FGDs mentioned they could not find suitable jobs, and businesses citing through KIIs that there are not enough competent applicants for the jobs. Figure28: Employment channels vs. Job Searching channels shows the difference between businesses' employment channels and jobseekers' job-searching channels.

Figure 28 | Employment channels vs. job searching channels

Newspaper	Donor /NGOs/ Universities	Platforms (Akhtaboot and Bayt)
4.7% / 8.2%	59% / 3.3%	25.8%

Verbal reccommendations	Company website	Social Media
37% / 50.8%	59% / 13.1%	73.6% / 52.5%

● Businesses ● Job Seekers
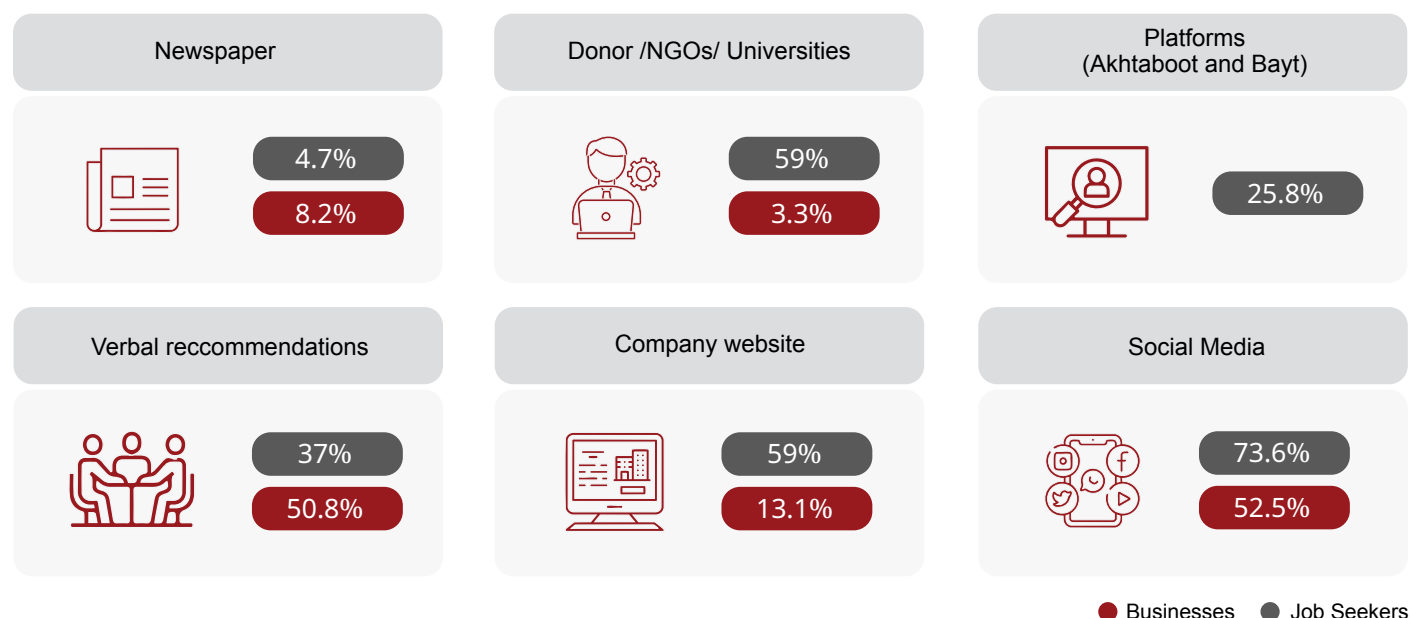
8

Conclusions & Recommendations

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

General Conclusions and Recommendations (Summary):

1	**Limited Immediate\Current Vacancies:** A considerable proportion of surveyed businesses have limited immediate job openings within the forthcoming three months, displaying a diverse demand for various skill levels, except for semi-skilled and unskilled workers.
2	**Gender Disparities in Employment:** Only a third of the surveyed businesses provide positions suitable for women, with varying levels of women's participation observed across different sectors. Promising sectors for women, such as education and textile manufacturing, warrant a shift in focus by employment services providers to effectively match women with suitable opportunities. Additionally, targeted employment measures, including interview days, career counseling, and soft skill training, should be tailored specifically for female jobseekers.
3	**Inadequate Representation of Persons with Disabilities (PwDs):** The study reveals a significantly low average representation of persons with disabilities (PwDs), accounting for less than 1%, with medium-sized enterprises demonstrating notably lower levels of compliance. To address this gap, relevant entities should prioritise raising awareness among businesses about the valuable contributions PwDs bring to the workforce and the importance of fostering inclusive practices that accommodate diverse types of disabilities.
4	**Jobseekers' Preferences and Challenges:** Jobseekers exhibit a preference for certain sectors, while the manufacturing sector receives minimal interest. Employment services providers should actively communicate sector-specific demands to redirect jobseekers towards employment-rich sectors, accompanied by soft skill training and counseling to ensure sustainable employment.
5	**Bridging Skill Mismatch and Enhancing Services**: It is crucial for employment services providers to collaborate closely with vocational training centers and National Sector Skills councils to develop demand-driven training and raise awareness among vocational training institute graduates about the essential skills required by the labour market. Furthermore, efforts should be intensified to promote employment services and expand their reach among businesses and jobseekers.

Sectoral Conclusions and Recommendations (Summary):

1   Wholesale and Retail Sector: The wholesale and retail sector presents diverse job opportunities, with businesses seeking candidates for sales, loading/unloading, and shelf organisation roles. To enhance job sustainability, relevant entities should emphasise career counseling for jobseekers. Given the sector's current downturn due to the expansion of e-commerce, jobseekers should be guided toward e-commerce-related opportunities through targeted counseling and skill development initiatives. Additionally, efforts should be made to raise awareness among employers about the potential for employing Persons with Disabilities (PwDs) in roles such as shelf organising and warehouse positions, with success stories serving as inspirations for inclusive hiring practices.

2   Education Sector: Employment in the education sector follows a seasonal pattern, emphasising the need for intensified efforts during peak hiring periods. Furthermore, it is crucial to address the saturation of certain teaching roles, particularly those that are oversupplied for females. Career counselors should guide students away from these saturated roles by providing targeted awareness sessions to ensure a balanced workforce in the sector.

3   Transportation Sector: The transportation sector in the governorate is limited, primarily focused on individual transportation services rather than logistics. Collaborative efforts between the private sector and educational institutes are necessary to develop specialised programs for logistics and to address the shortage of marine logistics specialists. Strategies should also include promoting the importance of English language skills for jobseekers in the transportation sector, as well as emphasising office-based job opportunities for women and the potential for employing Persons with Disabilities (PwDs) in data entry and certain warehouse roles.

4   Manufacturing Sector (General): The manufacturing sector lacks well-defined career paths for blue-collar positions, emphasizing the need for collaboration among authorities to establish occupational standards and clear progression paths within factories. Addressing the sector's dissatisfaction with vocational training graduates requires collecting feedback from employers and sharing it with vocational training institutes to align curriculum with industry expectations. Moreover, efforts should focus on increasing awareness among employers about effectively employing Persons with Disabilities (PwDs) through success stories and tailored guidance.

5   Textile Manufacturing: Most businesses in this sector have job openings for tailors or knitters, which require strong technical skills. Employment strategies should focus on enhancing jobseekers' skill sets within the sector through coordination with vocational institutes for technical training and conducting counseling sessions for soft skills. Efforts should be made to increase Jordanian employment in the sector, improve commitment levels, and address low wages.

6

Chemical Manufacturing: In this sector, most businesses seek production workers and technicians with different skill requirements. Awareness sessions should be conducted to educate employers about employing people with disabilities, showcasing success stories, and addressing various degrees of disabilities. There's also an opportunity for employment services providers to collaborate closely with the Technical and Vocational Skills Development Council to understand core skills needed in the sector and communicate these to jobseekers.

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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

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	82

Employment Department - Mafraq

ILO- BWJ

Chemical Manufacturing Sector Skills Counsil

Jordan Chamber of Commerce

Jordan Chamber of Industry

CPF

Businesses (2 KIIs from each category)

Chemical manufacturing factories

Textile manufacturing factories

Wholesale and retail establishments

Transportation/Logistics establishments

Private Schools

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

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

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: Chemical industry

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
The Industrial Commerical & Agricultural Company LTD.- ICA	7	Chemical technician	Yes	No
	10	Factory workers	Yes	Yes
Golden Qamar Baghdad for detergent	3	Electrical technicians	Yes	Yes
GIG - Giant Industrial Group	5	Production workers	Yes	Yes
Frankfurt Manufacturing	1	Accountant	Yes	Yes
Al-Saif Chemical Manufacturing	3	Sales officer	Yes	Yes
Intermediate Petrochemical Industries	3	Loading workers	No	No
Fixtone Paints	3	Loading workers	No	No

Sector: Wholesale and retail trade; Repair of motor vehicles and motorcycles

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Nader Shawagfa Establishment for Nutritional Supplements Trade	2	Marketing officer	Yes	Yes
	2	Marketing officer for the medical sector	Yes	Yes
Siwar Building Materials Stores	1	Loading and unloading	No	No
Arabi Mall	2	Butcher	No	No
	2	Tidiness officer	Yes	No
Distinctive Italian shoes	5	Tidiness officer	Yes	No
Wadi Sarhan Market	2	Loading and unloading workers	No	No
Abu Saqer Center	2	Car Painter	No	No
Abu Omar Lotfi Center	1	Mechanic	No	No

Sector: Transportation and storage

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Amman's gate for transportation	1	Management role	No	No
Amalcom Logistics services	10	Loading and unloading workers	No	No
Zajil logistics services	2	Drivers	No	No

Sector: Education

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
School Calendar Modern Private Boys	2	Teacher	Yes	Yes
Alwali School	2	Teacher	Yes	No
Maather Private school	4	Teacher	Yes	No
Liqa Altofola Kindergarten	1	Teacher	Yes	No
Fajr Almafraq	4	Teacher	Yes	Yes
Nadi al Tefil kindergarten	2	Teacher	Yes	Yes
Nawat Alolama kindergarten	2	Teacher	Yes	Yes
Maather private school	4	Teacher	Yes	Yes

Sector: Textile and leather industry				
Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Al Housh Production Branch	6	Sewer	Yes	Yes
Hi Tech Textile Co. LLc	100	Sewers	Yes	Yes
Needle Craft	100	Sewers	Yes	Yes
Haifa for ready garments	30	Sewers	Yes	Yes
Althafer	5	Production workers	Yes	Yes
Elegance	10	Sewers	Yes	Yes

Job Title	Chemical Engineer
Sectors	Chemical industry
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Tactful
Expected technical skill	Knowing how to deal with equipment
Salary average	600 JDs

Job Title	Operators
Sectors	Multiple
Is previous experience required?	Yes
Education level required	No education required
Expected soft skills	Teamwork
Expected technical skill	Knowledge in the field
Salary average	330

Job Title	Production workers
Sectors	Multiple
Is previous experience required?	No
Education level required	No education required
Expected soft skills	Ability to learn, Work under pressure, communication
Expected technical skill	No technical skills required
Salary average	270JDs

Job Title	Marketing and sales officer
Sectors	Multiple
Is previous experience required?	Yes
Education level required	Highschool certificate
Expected soft skills	Communication with clients, English, tact
Expected technical skill	Computer skills, marketing skills
Salary average	310JDs

Job Title	Loading and unloading workers
Sectors	Multiple
Is previous experience required?	No
Education level required	No education required
Expected soft skills	Tact, communication skills, ability to learn
Expected technical skill	No requirements
Salary average	270JDs

Job Title	Butcher
Sectors	Food industry
Is previous experience required?	Yes
Education level required	No education is required
Expected soft skills	No requirements
Expected technical skill	Experience in their domain
Salary average	260

Job Title	Cashier
Sectors	Multiple
Is previous experience required?	Yes
Education level required	Highschool certificate
Expected soft skills	Tactful
Expected technical skill	Accounting skills
Salary average	290JDs

Job Title	Drivers
Sectors	Multiple
Is previous experience required?	Yes
Education level required	No Education required
Expected soft skills	Communication
Expected technical skill	Experienced driver, knowledge in traffic laws, Truck maintenance
Salary average	420JDs

Job Title	Sewer
Sectors	Textile and leather industries
Is previous experience required?	Yes
Education level required	No Education required
Expected soft skills	Manners, communication skills
Expected technical skill	Knowing how to use the sewing machines
Salary average	240JDs

Job Title	Teacher
Sectors	Education
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Good communication with students
Expected technical skill	Knowledge in teaching methods, knowledge in computers, the ability to convey information
Salary average	260JDs

Job Title	Mechanic
Sectors	Car Maintenance
Is previous experience required?	Yes
Education level required	No Education required
Expected soft skills	speed
Expected technical skill	Knowledge in his domain
Salary average	285JDs

General Conclusions and Recommendations:

Less than half the surveyed businesses reported having immediate vacancies within the upcoming three months. Businesses showed a diverse demand of skill levels except for semi-skilled and unskilled workers.

Only one third of surveyed businesses have positions they consider suitable for women. Expectedly, the distribution of women participation varies by sector. High-potential sectors for women include education and textile manufacturing, warranting a shift in focus by employment services providers when matching women to opportunities. Sectors like transportation, and chemical manufacturing (specifically white-collar jobs), with lower probabilities for women employment, should have less focus when matching opportunities for women. Employment measures should be tailored towards women including interview days, career counseling, and soft skill training.

The average representation of Persons with Disabilities (PwDs) within the surveyed businesses was less than 1%, with larger enterprises exhibiting higher compliance to Labour law 13 but still with an average response of less than 4%. Conversely, medium-sized businesses, subject to the same law, display a notably lower average representation (0.5%). The majority of employed PwDs pertain physical and hearing disabilities.

To address this disparity, it is essential to raise awareness among medium and large enterprises about the valuable contributions individuals with disabilities (PwDs) bring to the labour market across diverse disability categories. Highlighting success stories from larger organisations can serve as a powerful strategy for driving these awareness initiatives.

Low commitments, and the lack of skilled labour are among the top challenges facing businesses in employing individuals. Bridging these gaps necessitates sustained efforts from employment services providers, encompassing career counseling and soft skills awareness initiatives.

Surveyed jobseekers predominantly target the services and education sectors. However, the manufacturing sector, despite its substantial employment potential, garners less than 5% of their interest. Relevant entities should 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, they should be provided with soft skill training and counseling to ensure sustainable employment.

Collaboration should be fostered between employment service providers, Vocational Training Centers, and National Sector Skills Councils to ensure demand-driven training programs are developed to address available vacancies, particularly in the manufacturing and other vocational-based sectors. Efforts should also be intensified to raise awareness among graduates of vocational training institutes regarding labour market demands and the essential skills required.

A preference is expressed by female jobseekers for education, services, and administrative sectors, with limited interest shown in manufacturing. Notably, robust employment opportunities for women are offered in the textile manufacturing sector. To address this trend, awareness campaigns should be conducted to target female jobseekers and their families, aiming to dismantle stigma-related barriers.

Awareness sessions on Gender-Based Violence (GBV) should be organised for businesses and jobseekers. Additionally, jobseekers can be guided toward businesses identified as having low incidences of GBV, thereby promoting greater participation of women in sectors with significant employment potential for women.

Approximately one-third of surveyed jobseekers left their previous jobs due to contract termination as they lack the required knowledge and soft skills to stay in the job. Employment services providers and relevant entities should integrate continuous skills improvement strategies into their awareness programs, promoting continuous learning and job retention skills.

Although qualitative data suggests low salaries as a major challenge for jobseekers, quantitative data highlights differing perspectives. The primary reasons for unemployment reported by jobseekers are the scarcity of job openings in the Mafraq governorate and jobseekers' lack of experience.

A clear disparity is observed between the job classifications preferred by jobseekers and those sought by businesses. Counseling sessions should be tailored to encourage jobseekers toward elementary and technician roles, with an emphasis placed on the opportunities for progression and skill development within these classifications.

Discrepancies also exist between the anticipated 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.

Considering the analysed data, the research team proposes conducting an awareness-raising workshop targeting businesses to cover the following topics:

- Share the results and recommendation of the conducted labour market assessment.

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

- Support implementation of the National Employment Programme through identifying employers with high employment potential, locating training providers based on employers' needs and outreaching for suitable jobseekers.

- Career counseling session targeting jobseekers (with long-term unemployment) in the governorate.

Sectoral Conclusions and Recommendations:

Wholesale and Retail Sector:

1	Candidates are predominantly sought by businesses in this sector for positions such as sales, loading/unloading, and shelf organising. These roles, while encompassing a range of responsibilities, typically have minimal entry requirements. Employment strategies should be tailored to emphasise career counseling, ensuring that job sustainability is enhanced, and jobseekers' expectations are aligned with the realities of the job market.
2	A significant downturn is being experienced in the wholesale and retail sector, with numerous major stores across the kingdom closing their branches due to economic challenges, including the rapid growth of e-commerce. Counseling sessions should be designed to redirect jobseekers' focus away from traditional roles in the sector and toward opportunities in e-commerce. Emphasis should be placed on developing skills relevant to these evolving job roles.
3	Substantial potential for employing Persons with Disabilities (PwDs) is identified in roles such as shelf organising, bagging, and warehouse positions. Awareness among employers should be raised, and encouragement provided to support the employment of PwDs. Success stories from businesses that have successfully integrated PwDs into their workforce should be highlighted to promote such initiatives.

Education Sector

1	Since hiring in the sector is seasonal (following the academic year), increased efforts should be made during this period to implement targeted employment measures for the sector.
2	There are multiple fields of teaching that are saturated in the sector, especially for females. These saturated roles should be pinpointed, and high school students should be informed through awareness sessions to guide them away from specialising in these saturated roles.

Transportation 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 logistic sector. Close collaboration between the private sector and educational institutions 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 a 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 initiatives targeting women should be prioritised to match women with these positions, spreading awareness of the potential for women employment in the sector, and showcasing success stories to jobseekers and employers.
5	Significant potential for employing Persons with Disabilities (PwDs) is recognised in roles such as data entry and certain warehouse positions. Employment initiatives should be directed toward raising employers' awareness, encouraging the hiring of PwDs, and sharing success stories from businesses that have successfully integrated PwDs into their workforce.

Manufacturing Sector:

The Sector in General

1 The sector lacks well-defined career paths for blue-collar positions . Collaboration between the Ministry of Labour, Vocational Training Centers (VTC), Technical and Vocational Skills Development Council (TVSDC), and educational institutions is essential to establish occupational standards for blue-collar jobs and create clear career progression paths within factories. This initiative will enable blue-collar workers to potentially transition into white-collar roles.

2 In addition to occupational standards, employers in the sector express dissatisfaction with the quality of vocational training graduates from both private and public instites. Feedback from employers should be collected and shared with vocational training institutes in the governorate. This feedback can inform curriculum reforms to better align with employers' expectations.

3 The manufacturing sector lacks awareness of how to effectively employ Persons with Disabilities (PwDs). There is a noticeable scarcity of success stories to serve as inspiration for factories. Awareness sessions for employers should be conducted sharing success stories from other sectors with similar characteristics and providing guidance on the recruitment of PwDs. These sessions should also address the specific capabilities and limitations associated with each type of disability.

4 Satellite units have proven to be effective in employing many Jordanians, particularly women. These projects should serve as benchmarks for future initiatives. These units are branches of big and well-known factories. They are fully owned and managed by existing manufacturers but operate in remote areas outside of the QIZ or SEZ geographical base. The main objective of these branches is to encourage the employment of women and youth in remote areas. Factories with satellite units receive financial support from the government.

Textile Manufacturing

1 The majority of businesses in the sector have job openings for tailors and knitters, positions requiring strong technical skills and field experience. Employment strategies should be designed to enhance the skillsets of jobseekers within the sector to ensure effective and sustainable employment. Coordination with vocational institutes for technical training and the inclusion of counseling sessions to develop soft skills should be incorporated into these measures.

2 This sector is characterised by one of the lowest rates of Jordanian employment in the country, largely attributed to low commitment levels among Jordanians and the sector's low wages. Measures to improve the soft skills of jobseekers should be implemented to enhance job sustainability. Additionally, collaboration with businesses should be established to explore solutions for increasing Jordanian employment in white-collar roles, as many of these positions are currently held by foreign workers.

| 3 | The sector's production volume and hiring needs are unpredictable, often influenced by factories securing new export contracts that result in sudden demands for additional employees. Close collaboration with employers should be maintained to ensure databases are utilised effectively to fill vacancies promptly as demand arises. |

| 4 | Despite the low percentages of Jordanian employees in the textile manufacturing sector, awareness sessions should be conducted targeting businesses to promote the employability of Jordanians in middle-level and white-collar positions. Upskilling programs for Jordanians employees in the sector should be implemented to enhance their opportunities for securing white-collar roles. Open dialogue with sector representatives is recommended to understand the rationale behind the hiring of foreign workers in these roles and to provide actionable recommendations for increasing Jordanian employment in such positions. |

Chemical Manufacturing

| 1 | The majority of businesses with job vacancies in this sector seek production workers and technicians. Production workers are typically hired with minimal requirements, emphasising the importance of focusing on the enhancement of soft skills and the provision of counseling to improve employment sustainability. In contrast, technicians are required to possess strong technical skills and educational backgrounds, often holding vocational degrees. Collaboration with vocational training institutes should be established to design and implement effective employment strategies |

| 2 | A significant portion of positions in the chemical manufacturing sector (60%) depends on core skills. Close collaboration with the TVSDC is necessary to gain a comprehensive understanding of these skills. Training curricula should be updated accordingly, and the information should be communicated to jobseekers during counseling sessions to better prepare them for the sector's demands. |