

Zarqa Labour Market Assessment

Report



Employment in Jordan 2030 in Cooperation with Jordanian Ministry of Labour

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As at

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A labour market assessment has been conducted in Zarqa, in collaboration with Zarqa employment department. 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 employment offices and 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 Zarqa. 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 (food, and chemical), wholesale/retail trade, support services, education, and transportation. The data collection process involved surveys, focus group discussions, and interviews with businesses and jobseekers. A total of 65 firms and 386 jobseekers participated in the surveys, and data from 4 focus groups and 22 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 six sectors in Zarqa, with around 10 businesses surveyed from each sector, balancing between SMEs and large businesses. Additionally, 16 KIs with businesses and 6 with key stakeholders were conducted. On the supply side, data from jobseekers was gathered through surveys and FGDs, ensuring equal representation of both genders (50% female, 50% male) and various age groups (72% 18-29 age bracket, 25% 30-44 age bracket). Education level was also considered, with 58.5% having a university degree. Four FGDs were held with jobseekers, split by gender, totaling 35 participants of diverse ages and educational backgrounds.

The survey and KIs with businesses indicated that around 43% of businesses had job vacancies in the upcoming three months, predominantly seeking skilled (67.7%), vocational and specialist level workers (19.0% and 38.5% respectively). The average proportion of Jordanian employees was 92%, varying by sector due to foreign employment limitations. Larger businesses (67%) were more likely to have vacancies compared to small businesses (33%). Sectors like wholesale and food manufacturing had the highest reported vacancies, while education and transportation sectors had the lowest. Over the next 12 months, businesses aimed to hire an average of 5 employees, with expectations varying by sector and size; larger businesses projected hiring more (average 17 employees) than smaller ones (average 3 employees).

The assessment analysed the available vacancies in each of the covered sectors. In the food manufacturing sector, blue-collar roles like production line workers dominate, with seasonal employment linked to product types. Sales positions are also noteworthy. Similarly, the chemical manufacturing sector primarily offers short-term vacancies in production, with varying requirements. In the wholesale sector, a broad range of roles exists, while salaries align with the minimum wage. The transportation sector in Zarqa predominantly offers driver positions, with salaries typically near the minimum wage, and requirements dependent on vehicle type.

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



In the education sector, positions mainly center around teaching roles, with salaries near the minimum wage, though international schools offer higher pay. Various requirements exist, including qualifications, teaching experience, and strong communication skills.

The study also examined female labour employment in the targeted sectors. The surveyed businesses, on average, have a female workforce comprising 23% of their total employees, with a consistent pattern regardless of business size. However, significant variations are evident across sectors, with education having the highest female representation at 84%, while sectors like transportation exhibit low percentages (3%). These discrepancies stem largely from the suitability of job functions within each sector for female workers, influenced by factors such as transportation, shift schedules, physical labour requirements, and workplace culture, as reported in key informant interviews (KIIs). When queried about the availability of female-friendly job vacancies, 41.5% of businesses responded affirmatively, varying widely by sector. The education sector, with its reasonable working hours, is particularly attractive to female jobseekers. Conversely, the transportation sector shows the least suitability to hire females, mainly due to cultural barriers and the absence of female drivers.

In addition to female employment, the study examined the employment of Persons with Disabilities (PwDs) across sectors. Only 4.6% of surveyed businesses reported employing PwDs, with an average of 0.8% in their workforce. The wholesale sector had the highest percentage of PwD employees. Business size influenced PwD employment due to labour laws, with larger businesses meeting the 4% target. Physical disabilities were the most hired (66%), followed by behavioral/emotional disabilities (33%). Challenges of PwDs employment include costs of workplace modifications, lack of awareness about PwD capabilities, absence of government incentives, low fines for non-compliance, and workplace conduct towards PwDs.

Businesses encounter various challenges in their hiring processes. The most prevalent challenges across surveyed businesses include employees' lack of commitment/work ethic (50.8%) and high employment costs (40.0%). Insufficient skills among jobseekers represent another major issue, especially in sectors like food manufacturing and education.

The assessment also investigated jobseekers' perspective on the labour market. Through surveys and discussions, top sectors targeted by jobseekers were education (30.1%), admin (18.9%), and services (12.4%), which were all perceived as financially rewarding and office-based roles. Most jobseekers desired full-time employment (87%), driven by stability and benefits, while only 13% preferred part-time due to limited benefits. Expected salaries were generally below JOD 450/month (93%), reflecting jobseeker's knowledge of the market norms. Key rights expected by jobseekers include social security (88.3%), Sick leave (40.2%), and maternity leaves (17.4%). Key benefits expected include health insurance (74.9%), and transportation allowances (38.1%), reflecting high health costs and transportation expenses. Females leaned towards education (48.7%) and admin/support (28%) sectors, with similar rights and benefit expectations and preferences.

In Zarqa's labour market, jobseekers face multiple challenges. High unemployment periods are common due to limited opportunities, with 64% 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 (34.2%). 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 8% of businesses offered such positions. There is demand for elementary and technician/associate roles, yet jobseekers showed little interest (5.8% and 5.6%, 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 contributes to the disconnect between businesses and jobseekers, potentially affecting job matching and hiring outcomes.

The following recommendations have emerged from the analysis:

- **Efforts should be directed toward engaging in economic sectors that provide greater job opportunities, particularly for entry-level positions. Priority should be given to sectors demonstrating higher potential for job creation, with a focus on entry-level roles. Awareness campaigns should be designed to target both businesses and jobseekers, highlighting the benefits of employing Persons with Disabilities (PwDs) across a range of disability types, especially 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 National Sector Skills Councils should collaborate with employment services providers to offer demand-driven training programs. 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 perspective, the wholesale and retail sector is experiencing a downturn, partly driven by the growing influence of e-commerce. To address this challenge, jobseekers should be encouraged to explore e-commerce-related opportunities, with an emphasis on promoting women in sales and cashier roles and fostering the inclusion of Persons with Disabilities (PwDs) in diverse capacities.

In the support services sector, active engagement with businesses is crucial, particularly given the fluctuation in job opportunities tied to secured contracts. The education sector, characterized by seasonal hiring patterns, requires intensified efforts during peak periods. There is also a need to address the oversaturation of certain teaching roles, especially those predominantly filled by females.

In the transportation sector, the lack of specialized programs in logistics and marine logistics highlights the need for stronger collaboration between educational institutions and the private sector. Additionally, the importance of English language proficiency and the potential for women and PwDs in specific roles must be underscored.

The manufacturing sector faces challenges due to the absence of clear career pathways for blue-collar workers. Collaborative efforts among various stakeholders are needed to develop occupational standards and career progression frameworks. Employers have expressed dissatisfaction with the quality of vocational



training graduates, indicating the need to bridge the gap between educational institutions and industry expectations. Sharing success stories to encourage the employment of PwDs and replicating satellite units to enhance job opportunities in remote areas are recommended.

Within food manufacturing, aligning jobseekers' expectations with available roles and promoting the sector among women can yield significant benefits. In chemical manufacturing, efforts should focus on enhancing soft skills for production workers and technical competencies for technicians, along with a deeper understanding of the core skills required to improve employment outcomes.

1

Introduction

1.1 | BACKGROUND

1.2 | ASSESSMENT OBJECTIVES



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

The capacities of the MoL to design a future-oriented employment policy are strengthened.



2

Cooperation between the state, the private sector and civil society in employment policy is improved.



3

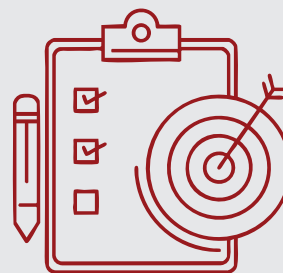
The conditions for scaling up approaches to promote sustainable employment are improved.

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

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

1.2

Assessment Objectives



To conduct a labour market assessment in Zarqa, in cooperation with Zarqa employment department, 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 in order 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 employment directorates, the research team has developed the methodology under section 2 to complete the following tasks:



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

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



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

2

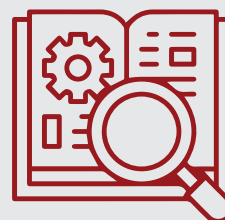
Methodology

- 2.1 | APPROACH
- 2.2 | DESK REVIEW
- 2.3 | SECTOR SELECTION
- 2.4 | SAMPLE
- 2.5 | CHALLENGES AND LIMITATIONS



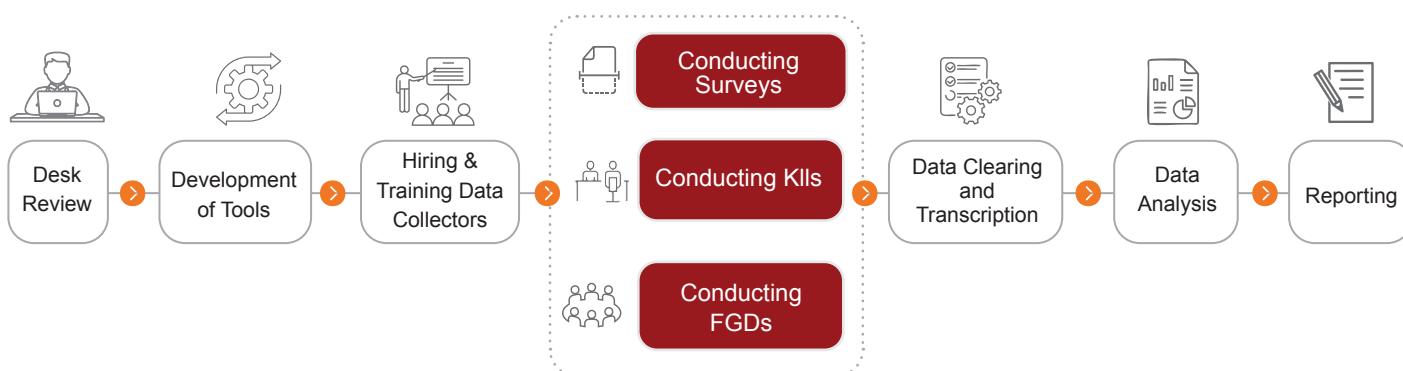
2.1

Approach



A mixed methodology (quantitative and qualitative) approach has been utilised to conduct the labour market assessment and comprehensively understand the labour market in Zarqa. Figure1: Labour Market Assessment below shows the project flow.

Figure1 | Labour market assessment structure



2.2

Desk Review



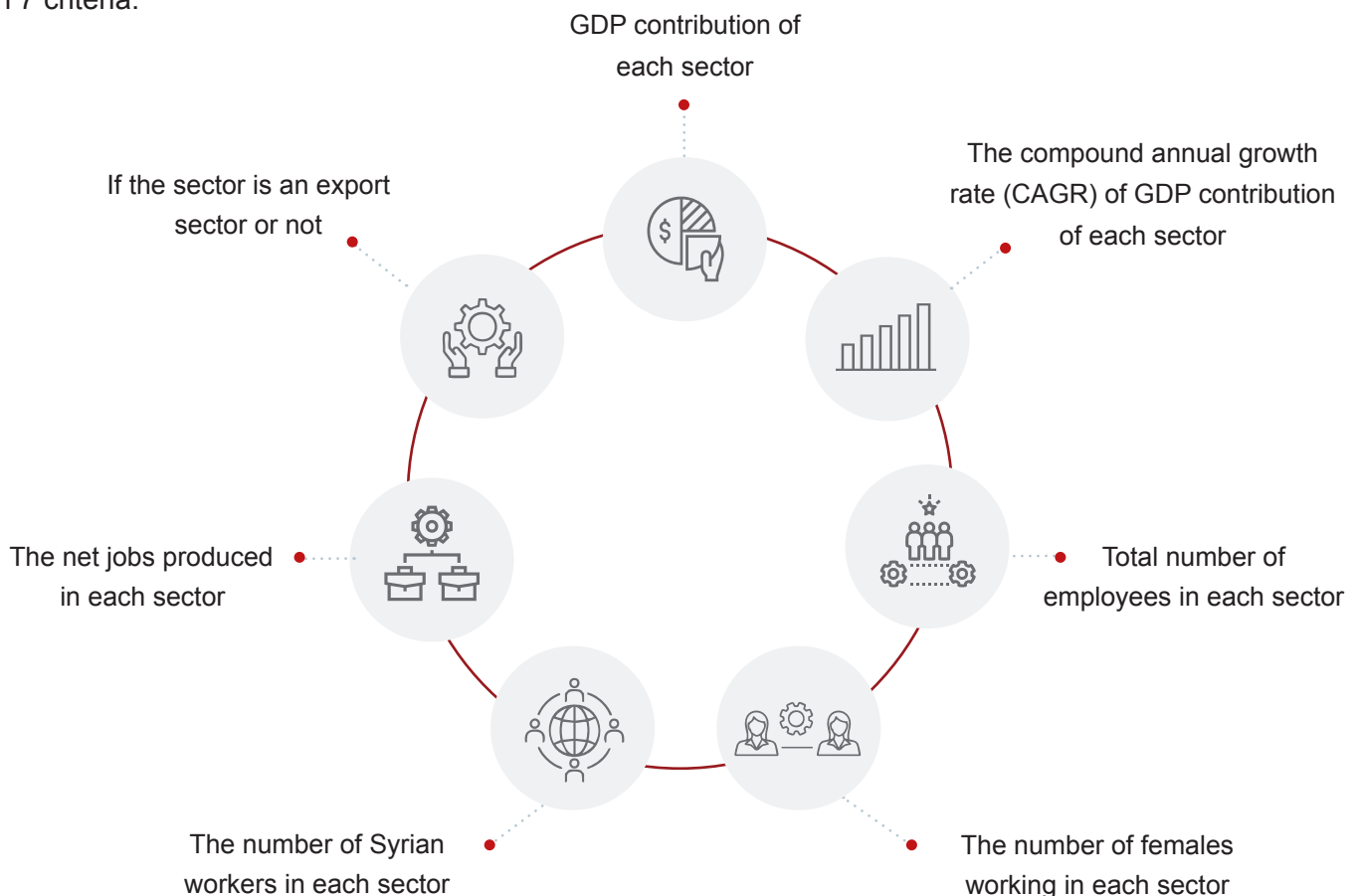
The assessment started with a desk review to analyse the available secondary data. A comprehensive analysis was conducted through several resources available online (listed in the reference list) to select relative sectors for the assessment, understand the initial market dynamic, and develop the qualitative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

2.3

Sector Selection



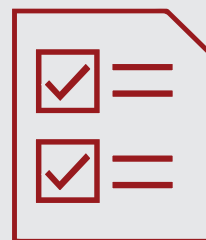
To capture the labour market more concisely, a sector selection methodology was established to prioritise the economic sectors within the country to guide this assessment. The Department of Statistics in Jordan uses the ISIC-4 to classify the economic activity within the country. In total, there are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



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

2.4



Sample



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, 65 firms were contacted and completed the survey. For the survey for jobseekers, the research team contacted 386 jobseekers and filled out the survey. For the qualitative data collection, 4 focus groups and 16 KIIs were conducted. Table 1: below highlights the sampling summary.

Table 1 | List of respondents

 Data Collection Method	 Responding Sample
Survey-Businesses	65
Survey-Jobseekers	386
FGD- Jobseekers	4
KIIs- Business	16
KII- Stakeholders	6

2.5

Challenges and Limitations



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

Several businesses 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
- 3.2 JORDAN'S KEY ECONOMIC SECTORS
 - 3.2.1 MANUFACTURING SECTOR
 - 3.2.2 WHOLESALE AND RETAIL SECTOR
 - 3.2.3 TOURISM SECTOR
 - 3.2.4 ICT SECTOR
 - 3.2.5 SUPPORT SERVICES SECTOR
 - 3.2.6 HEALTH SECTOR
- 3.3 KEY LABOUR MARKET CHALLENGES
- 3.4 ABOUT ZARQA



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

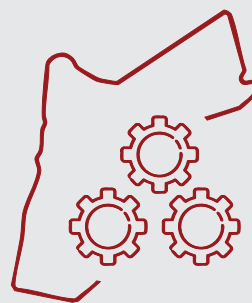
**Economic Modernisation Vision**

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, 2022).

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

3.2.4 Education Sector

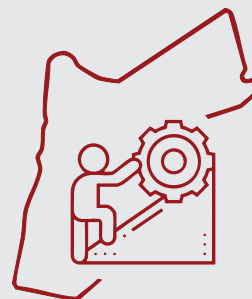


The education sector in Jordan significantly influences the nation's future. With 2,177,307 students enrolled in various educational institutions throughout the kingdom, Jordan's education system caters to a sizeable student population. This reflects the substantial demand for education and the significance 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. The availability of private schools expands the range of available educational options and adds to the diversity of the Jordan's educational sector.

On a national level, 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. 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

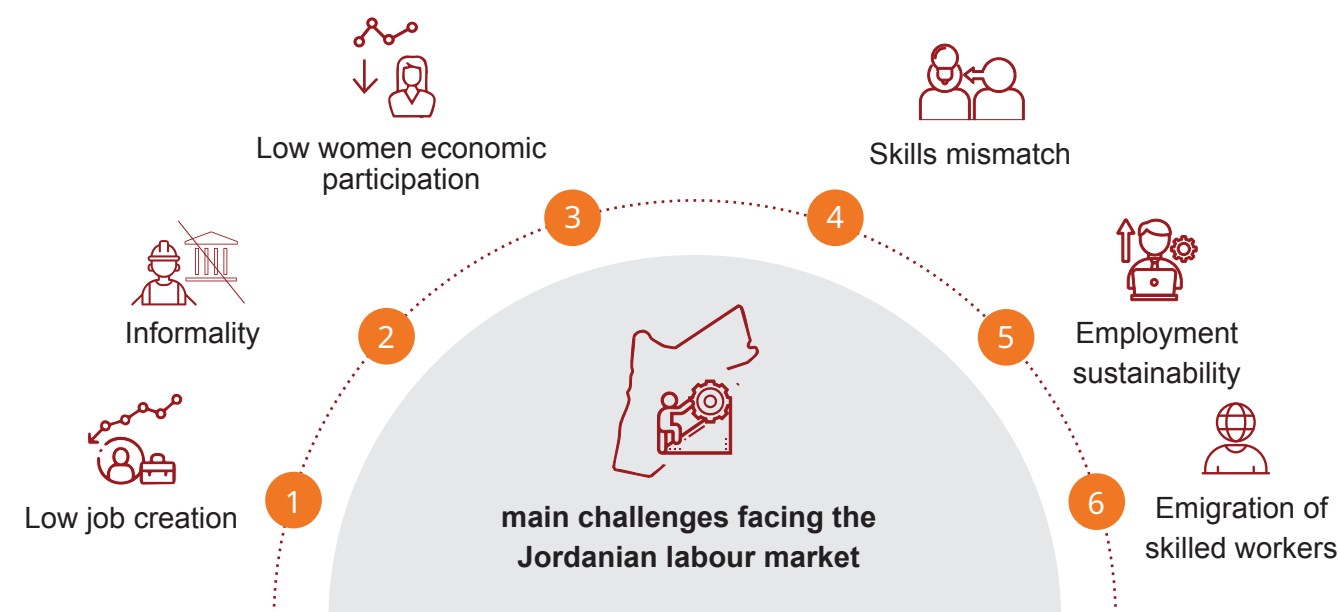
Key Labour Market Challenges



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:



(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.

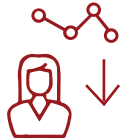
The challenges of informality reside in the quality of the jobs created. Apart from the weak ability to create jobs, the jobs created have largely fallen outside the realms of decent work. This translates to heightened vulnerability for workers and employers. Workers' protection and safety net are undermined, 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%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.



Concentration 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

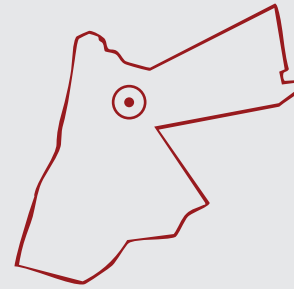


The emigration of high-skilled workers is a pressing issue facing Jordan's labour market, particularly among males, as evidenced that 63 percent (approximately 815,000 individuals) out of the total 1,293,650 emigrants in 2020 being male skilled Jordanians seeking opportunities abroad.

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 Zarqa



The centrally located Zarqa Governorate borders the Kingdom of Saudi Arabia to the east, Amman Governorate to the southwest, Balqa and Jerash Governorates to the west, and Mafrqa Governorate to the north. The governorate's capital and main city is Zarqa, which also acts as the region's administrative hub. There are roughly 4,761 square kilometers in the governorate. Given its proximity to the capital, Zarqa is one of the most inhabited regions in the nation, with an estimated population of 1.6 million in 2022. The population is made up of Jordanians from diverse communities and backgrounds as well as a sizeable population of Palestinian refugees.



The population of Zarqa is estimated to be around

1,600,000

in 2022



Females 47.1%

761,600

females



Males 52.8%

854,400

males

Manufacturing and Wholesale and retail trade; repair of motor vehicles and motorcycles sectors are the main economic drivers of the Zarqa Governorate. The governorate is home to numerous industrial zones and factories, contributing to the country's manufacturing sector. It is known as a major industrial hub and plays a vital role in Jordan's economy, generating employment opportunities and supporting economic growth.

4

Field Research

4.1 | BUSINESSES SAMPLE DEMOGRAPHICS

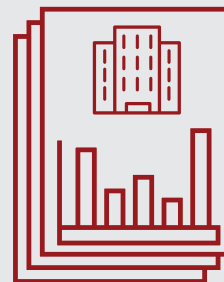
4.2 | JOBSEEKERS SAMPLE DEMOGRAPHICS

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



4.1

Businesses Sample Demographics



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

Figure 2 | Sample's Economic Sectors Representation

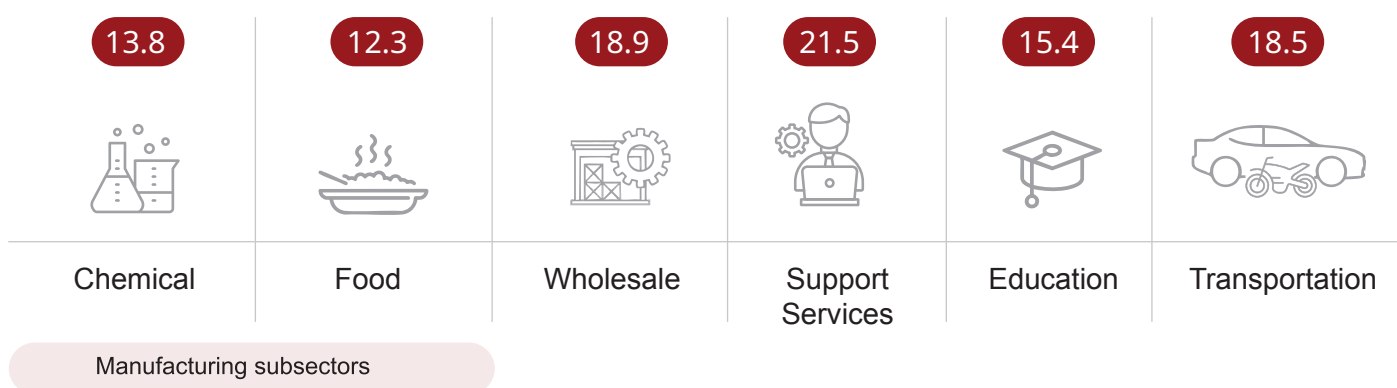
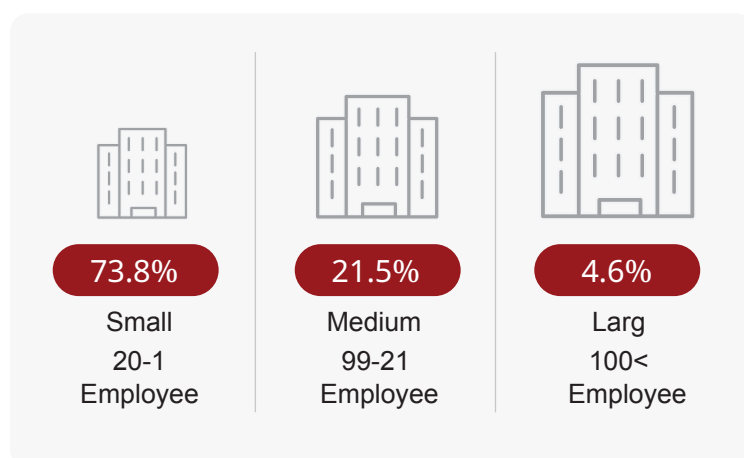


Figure 3 | Distribution of surveyed businesses by size



Businesses' size is another critical factor to consider as part of 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 also consisted of a good representation of SME businesses (74% small businesses and 22% medium businesses) and less representation of large businesses with 5%.

In parallel to the survey, the team also conducted 16 KIs with businesses and 6 KIs with stakeholders. Two businesses from each sector were interviewed, predominantly large businesses, to be able to fully understand the dynamics of each sector.

Source: Survey conducted for this report

4.2

Jobseekers Sample Demographics



Regarding the supply side, the research team gathered information from jobseekers through surveys and FGDs. The survey sample ensured a well-balanced representation of both genders. Out of the total 386 jobseekers surveyed, the sample was split evenly between males and females. The survey also targeted various ages of jobseekers; 72% of the sample fell within the 18-29 age bracket, 25% were between 30 and 44, and only 2% were above 45.

The education level is also another key factor that was considered when surveying jobseekers. More than half of the surveyed jobseekers 58.8% have a university degree, 31.4% have school level education (middle and high school), and the remaining participants have academic diplomas or vocational certificates. A negligible proportion of the sample was illiterate or did not complete elementary school.

Figure 4 | Distribution of surveyed jobseekers by gender

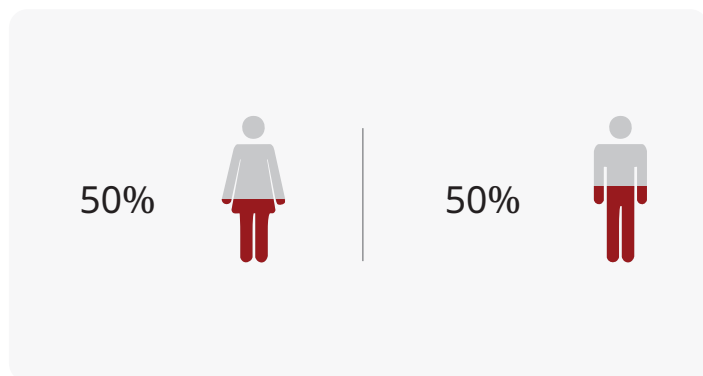


Figure 5 | Distribution of surveyed jobseekers by age

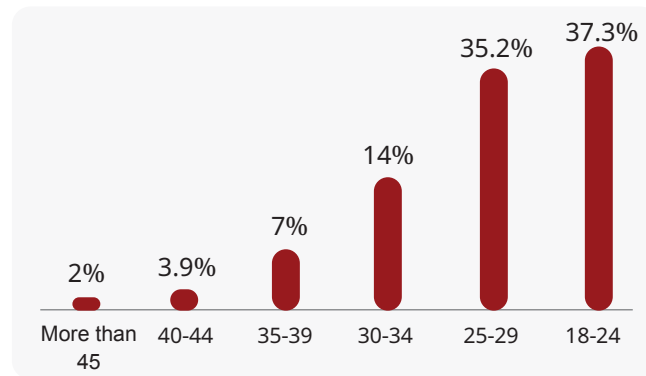
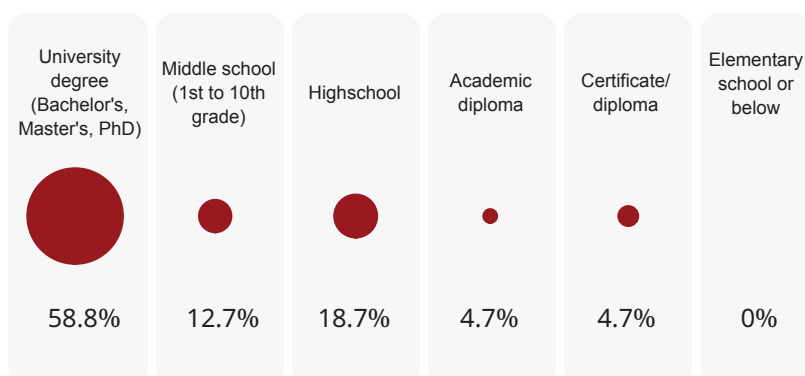


Figure 6 | Distribution of surveyed jobseekers by educational level



The team has conducted a total of 4 FGDs targeting jobseekers in Zarqa. Two of these discussions targeted female jobseekers and the other two targeted male jobseekers. In total, 35 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
- 5.2 AVAILABLE VACANCIES AND ACTIVE EMPLOYERS MAP
- 5.3 WOMEN EMPLOYMENT – DEMAND SIDE
- 5.4 EMPLOYMENT OF PERSONS WITH DISABILITIES (PWDS)
- 5.5 EMPLOYMENT AND OUTREACH METHODS
- 5.6 EMPLOYMENT CHALLENGES
- 5.7 JOB PROFILING



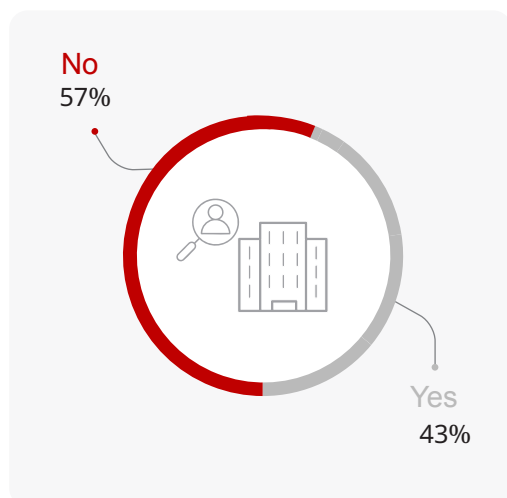
5.1

Overall Demand



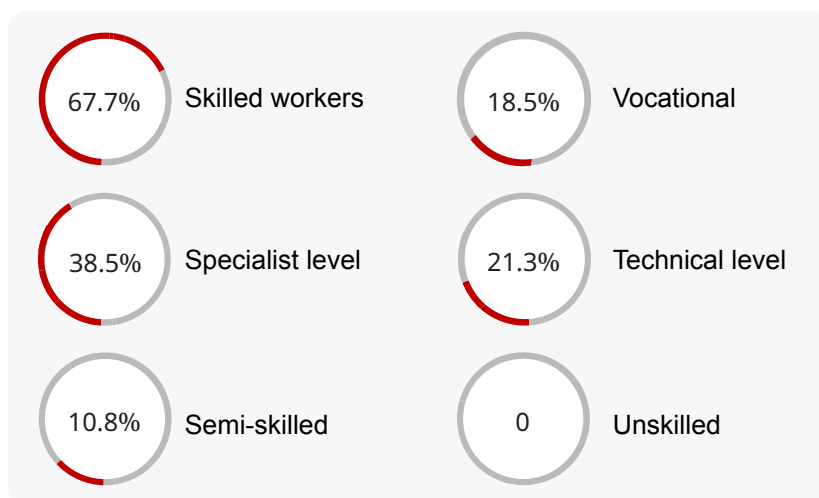
43% of the surveyed businesses reported having job vacancies in the short term (next three months). 67.7% of these businesses are looking for skilled workers. Specialist and vocational skills are second in demand, with 38.5% demanding specialists and 19.0% demanding jobseekers with vocational skills. There is low demand for semi-skilled jobseekers with a percentage of 10.8%, and there was no demand reported for non-skilled workers. Figure 7: illustrates the percentages of businesses with vacancies, and Figure 8: Skill-level demanded by surveyed businesses highlights the skill level for these vacancies.

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



Source: Survey conducted for this report

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



Source: Survey conducted for this report

The majority of the employees in the surveyed businesses are Jordanian (on average, 92% of employees are Jordanian). However, it is important to note that the percentage of Jordanian employees is heavily dependent on the sector. Some sectors, such as manufacturing, are allowed by law to employ foreign workers. Therefore, the chemical manufacturing has the lowest employment of Jordanians (on average 82%) and followed by the food manufacturing sector (84%). On the other hand, sectors currently closed to foreign workers, such as the transportation and support services sector, have the highest employment for Jordanians (100% and 99%,




(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_%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

respectively). When analysing the data according to size of business, there are no significant differences in the average representation of Jordanians.

One key factor relating to the availability of vacancies is business size; the business size is directly proportional to vacancies availability. Medium and large businesses have a much higher probability of having vacancies, with 67% of large businesses and 71% of medium businesses having open vacancies for the next three months. On the contrary, only 33% 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 percentage of vacancies are wholesale and retail (67%), followed by food manufacturing (50%), and support services (50%). The sectors with the lowest rates include transportation, chemical manufacturing (both at 33%) and education (at 20%).

The survey prompted businesses regarding the number of employees they expect to hire over the next 12 months. Surveyed businesses expect to hire 4 to 5 employees over the coming 12-month period. Businesses in different sectors have different expectations of future hiring. Although the transportation sector has fewer businesses willing to hire, the hiring volume is much larger than in the other sectors (on average 8.8). The food and chemical manufacturing, and support services businesses are expected to hire on average 4-5 employees, and the rest of the sectors are expected to hire on average less than 4 employees in the next year. The business size also affects the volume of employment in the next 12 months. Larger businesses expect to hire 16-17 employees on average, while smaller businesses expect to hire 2-3 employees. Table 3: Jordanians percentages and future hiring by sector and business size below details the future hiring plans for businesses according to the business sector and size, as well as the average percentages of Jordanian employees.

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

	Avg. %	<div>% </div>	<div>% </div>	<div>% </div>
		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
Sector	Overall	92%	43%	5
	Food	84%	50%	5
	Textile	82%	33%	4
	Chemical	90%	67%	3
	Wholesale	100%	33%	9
	Transportation	90%	20%	3
	Education	99%	50%	4
Size	Small	91%	33%	3
	Medium	96%	71%	10
	Large	97%	67%	17

5.2

Available Vacancies & Active Employers Map



Implementing effective employment measures is one of the expected outcomes of the labour market assessment. In order to implement these measures, it is crucial to pinpoint employers who are actively employing in Zarqa. Out of the 65 businesses surveyed, only 38 reported having vacancies over the short term (in the next three months). These 38 businesses are currently offering a total of 467 vacancies. Table 4 highlights the number of businesses offering jobs in the next three months and the number of vacancies in each sector. Annex IV provides detailed information on what vacancies businesses in each sector currently offer and in what fields.

Table 4 | Number of active businesses by sector

	Sector	Number of businesses which has vacancies	Total number of vacancies	Vacancies job titles
	Support Services	8	230	Security, Maintenance
	Transportation	6	66	Drivers, Data Entry, Admin
	Wholesale and Retail	9	65	Shelf-Organiser, Cashier, Sales, Chef, and Cleaner
	Food Manufacturing	5	42	Production, Packaging, Loading/Unloading workers
	Education	4	35	Teachers and Supervisors
	Chemical Manufacturing	6	29	Production Workers

Source: Survey conducted for this report

To understand what kind of jobs are in demand in each sector, several questions through the survey and KIIs with businesses targeted the short-term vacancies available in the businesses. These vacancies would highlight what jobs usually businesses in each sector demand and what are the characteristics of these jobs. Additionally, the analysis covered what jobseeker's profiles are most suited to each vacancy. Every sector has a unique set of vacancies; therefore, the vacancies are classified below according to sector.



5.2.1 Food Manufacturing Sector Vacancies

The food manufacturing sector encompasses several sub-sectors, including canned food, dairy products, cooking oils, spices, and sweets production. Blue-collar jobs comprise the majority of the workforce in the factories. Most of the vacancies were related to production line workers (25 vacancies) and 5 vacancies reported in the loading and unloading jobs.

Businesses reported that food manufacturing also has seasonal jobs depending on the type of produced goods. For example, vine leaves are usually produced in the spring-summer, accordingly, factories require additional employees in this season to match the increase in production. The same scenario goes for ice cream, eggplant pickles, and sweet dates.

Businesses and stakeholders pointed out that food manufacturing companies (especially large ones) also frequently hire sales employees. Based on the interviews, it was mentioned that some large businesses, such as (diary factory), have launched a special program for marketing graduates to work as sales and distributors throughout the kingdom.

Salaries in the food manufacturing sector are generally aligned with the minimum wage, with salaries varying slightly, depending on the job title. Most production line workers and support services employees receive salaries between JOD 260-280. Most vacancies in the sector offer rights and benefits such as social security and paid overtime. Some businesses mentioned giving incentives such as giveaways from the factory products and special discounts on the products.

According to most businesses, production line jobs do not have any specific technical requirements. However, businesses have noted that these jobs require soft skills such as communication skills to properly communicate with their coworkers. Businesses also anticipate production line workers to be committed to their work, while they require sales employees to have good communication and pitching skills in addition to having experience in the same field. Table 5: displays the available vacancies within the businesses and the characteristics of each.

Table 5 | List of Food 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*
Production Worker and Packaging	932	Full-time	Yes	Yes	266	Soft skills, most businesses do not have any requirements	Paid Overtime, Social Security	25
Loading/ Unloading	933	Full-time	No	No	275	No requirements	Paid Overtime, Social Security	5

(*) 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 (KIs), 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, fertilisers, paints, and pesticides. Like food manufacturing, the labour force mainly consists of blue-collar employees in the production lines, and some white-collar employees who work in the company's offices. As such, the most available vacancies within the sector over the short term (3 months period) are blue-collar jobs. Surveyed businesses in the sector reported having vacancies for production workers (17 vacancies) and a distributor (1 vacancy).

All the reported salaries for production line workers were within the national minimum wage (JOD 260) range. The low salaries in this sector are accompanied by some incentives such as social security, paid overtime, transportation, and on-the-job training upon employment. Distributors, on the other hand, receive a higher salary of JOD 300 monthly and only paid overtime benefits.

The requirements for hiring blue-collar jobs in this sector are straightforward and minimal; none of the surveyed businesses asked for any clear/particular requirements for workers joining the production lines vacancies, but some establishments had requirements including constraints on gender and age, while not requiring jobseekers to have technical/soft skills. Through KIIs, business owners mentioned that technicians should have previous field/technical experience and vocational certificates. Table 6: List of 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*
Production Worker	932	Full-time	No	No	260	Usually, no requirements (some ask for age below 40 and males)	Paid Overtime, Social Security, Transportation, Training	17
Distributor	312	Full-time	No	No	300	No requirements	Paid Overtime	1

(*) 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



5.2.3 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) in wholesale or retail formats. Examples of businesses in this sector include malls, clothing shops, sweets shops, and bakeries that have several branches in the governorates. As businesses in this sector typically have various functions, the available positions captured are also diverse and wide ranging, including sales, cashiers, warehouse employees, chefs, kitchen workers and many others.

The sector is very attractive for the labour force since, unlike the manufacturing sector, it requires much less physical effort, and the work environment is usually perceived as decent. Businesses usually hire new employees due to normal attrition rates or the expansion and opening of new branches. Most job vacancies available were for kitchen workers in sweet shops (10 vacancies). Other common vacancies include chefs and cashiers (4 vacancies), sales and cleaning workers (2 vacancies). Some large shopping malls and retail shops hire workers on a daily mode in high seasons such as holidays, graduation season, and the beginning of the academic year, as reported by some businesses.

Similar to the other sectors covered by the study, most of the available job vacancies have salaries close to the minimum wage (JOD 260-280). On the other hand, the chefs have higher salaries averaging JOD 353 per month. Almost all the businesses surveyed in this sector reported providing their employees with social security, sick leave, and paid overtime. Some positions, such as chefs, have additional benefits such as training.

Since the sector is diverse and has multiple job titles, the requirements for hiring employees in this sector vary drastically depending on the job. For example, a cashier must have a certain qualifications, strong communication, and technical skills to get the job. On the other hand, jobs such as chefs and kitchen workers require experience. Other jobs, such as cleaning, do not require a set of skills. Another example of a job title that is usually in demand but does not have hiring requirements is product/shelf organiser, as mentioned by some businesses. Table 7: List of 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*
Kitchen Worker	941	Full-time	Yes	No	286	Experience	Paid Overtime, Social Security, Sick leave,	10
Chef	512	Full-time	Yes	No	353	Soft skills, Experience, qualification,	Paid Overtime, social security, training, sick leave,	4
Cashier	523	Full-time	Yes	Yes	287	Soft skills, experience. Qualification	Paid Overtime, social security, sick leave	4
Sales	312	Full-time	Yes	Yes	280	Soft Skills	Paid Overtime, Social Security, training, flexible hours	2
Cleaning Worker	911	Full-time	Yes	Yes	260	No Requirement	Social Security, Sick leave	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



5.2.4 Transportation Sector Vacancies

The transportation sector in Zarqa usually consists of companies that provide private transportation for individuals and goods. Although the sector has broader functions in Amman and Aqaba, Zarqa's transportation businesses mainly consist of distributing goods or mobilizing individuals in the governorate. Therefore, it is expected that most of the job vacancies available in the governorate in the short run to be for drivers. From the survey, the businesses reported a total of 52 vacancies available for drivers whose job function varies depending on the establishment's functionality.

Transportation sector drivers usually receive the minimum wage of JOD 260 per month. However, businesses reported that salary increases depends on the type of vehicle they are operating. Larger vehicles require more driving experience and hence have higher salaries. Through the surveys, the businesses reported no benefits provided for drivers in the sector.

As reported by businesses, hiring drivers in the sector usually does not require soft skills. However, there are requirements for driving heavy vehicles, such as driving experience and driving license. Table 8: List of Transportation sector 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*
Driver	833	Full-time	No	Yes	260	Driving Skills	No Benefits	52

(*) 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 (KIIIs), 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 education establishments from preschool to high school. Although schools have a variety of jobs within them, including teachers, administrators, HR, accounting, cleaning, and much more, the surveyed businesses reported having vacancies for teachers (14 vacancies). Other types of jobs within the education establishments such as admin and accounting are rarely in demand as they are much less in volume (compared to teachers) and vacancies are usually presented due to turnover. Additionally, with low salaries provided to teachers, teachers opt to search for better opportunities in other schools, especially large and international schools, each year. According to the conducted interviews, the summer is considered the schools' main employment season.

Teachers, especially those with little experience, usually receive salaries around the minimum wage (JOD 260). This is not the case for teachers in large and international schools, as teachers there receive salaries reaching JOD 800-1,000. Schools usually provide teachers several rights and benefits, including social security, sick leave, and maternity leave. However, benefits may vary between schools depending on the schools' capabilities.

Schools and kindergartens expect teachers to have strong communication skills and the ability to deal with children if the job requires. 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: List of 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,	14

(*) 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



5.2.6 The Support Services Sector Vacancies

The support services sector has been expanding significantly in recent years, with multiple government and private sector entities outsourcing many non-core jobs/functions, including security, maintenance, and cleaning. According to interviewed representatives, companies operating in the sector depend heavily on outsourcing contracts. Therefore, the demand for jobs is hard to anticipate, and the hiring process typically starts once a company secures a new contract, and the overall duration of the process is usually short. Based on data collected, some establishments are currently hiring security guards, cleaning workers, and maintenance workers for various entities.

The salaries in the sector are relatively low; most jobs, such as cleaning and security guards, receive around JOD 260 monthly. Working in this sector has more benefits than working with the same title in any other sector. All businesses reported workers being subscribed to social security, which other sectors might not offer for the same titles.

The requirements for hiring employees in this sector depend heavily on the job title offered. Security guards are usually required to be retirees from the military and are not aged above a certain age, depending on the contract with the client. Maintenance workers are usually required to have communication skills to understand the tasks set for them and be able to communicate the maintenance requirements for the clients. Additionally, maintenance workers must have previous experience in the field and proper vocational trainings. Cleaners have much fewer requirements than other job titles, but depending on the contract, some clients might require certain age for the workers and a specific gender.

Table 10 | 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*
Security	541	Full-time	Yes	No	260	Personal Skills, experience Age	Social security, training	10
Maintenance Worker	711	Full-time	No	No	260	Soft skills, technical skills, experience, gender, age	Paid Overtime, transportation, sick leave	8
Cleaning Worker	911	Full-time	No	No	296	Soft skills, gender, age	Paid Overtime, transportation, social security, sick leave	22

5.3

Women Employment - Demand Side

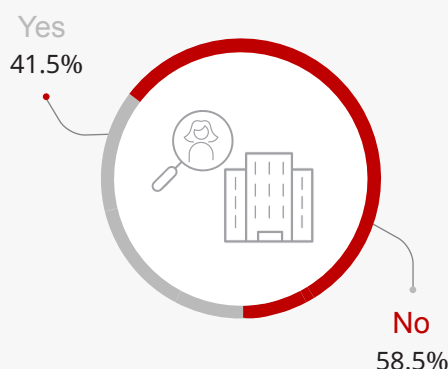


On average, surveyed businesses have 23% of their total workforce as females. Interestingly, this percentage does not vary significantly between businesses of different sizes. However, it does vary across sectors. For example, sectors such as education have 84% of their employees are females. In contrast, other sectors, such as transportation, have very low percentages of females, reaching as low as 3% on average. 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 elements contributing to low female participation include factors such as transportation, shift times, physical labour requirements and work culture, as reported by participants through KIIs.

Through the surveys, businesses were asked if they currently have any vacancies they consider suitable for females. 41.5% of the businesses responded with yes (

). The percentages vary significantly depending on the sector; the education sector has the highest percentage (100%), followed by food manufacturing (50%), and chemical manufacturing (44%). The lowest sector in having vacancies for women was the transportation sector with only 8% of the businesses reporting having vacancies dedicated for women.

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



Source: Survey conducted for this report

Based on the analysed data, it appears that the education sector is one of the 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 higher female school grades. 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. Some international schools pointed out through KIIs that their main challenge in hiring females is finding those with both strong English language skills and strong technical and knowledge skills, especially for teaching higher grades. The employment office mentioned that various schools do not prefer hiring married women as they might take maternity leaves, creating difficulties in work through the academic calendar.

Given that many factories only employ women for the entirety of their production team, women enjoy strong employment options in the manufacturing sector. Regarding the food manufacturing sector, surveys have identified several jobs that are appropriate for women, including those in production, and packaging. Through KIIs, factories noted that many women work in factories making products like vine leaves, date sweets, eggplant pickles, and other food items, particularly when these fruits are in season. Additionally, they emphasised the large number of women employed in fields for product packaging and labeling. However, other jobs in demand in the sector, such as loading/unloading, are not preferred by women, possibly given the physical labour requirement and thus the domination of male employees in these jobs, creating a potentially unwelcoming environment for female workers.



Females in the chemical manufacturing sector typically work in production lines. Businesses in this sector have noted that some factories produce chemicals that are dangerous for women's health, as they may impact fertility and thus prohibited by the labour law. Surveyed businesses within this sector do not consider employing women due to health and occupational safety issues. On the other hand, some factories in the sector are safe for females and have female employees currently working in production lines.



In the wholesale and retail sector, surveyed businesses expressed interest and willingness to employ female workers in almost all vacancies. Similarly, female jobseekers are usually interested in working in this sector, particularly in retail. Female workers perceive malls and shops as safe environments where most functions can be performed by women workers. KIIs with stakeholders and businesses highlighted new types of jobs are emerging due to digitalisation as many retail and wholesale shops are moving towards online shopping. These jobs include customer service and online marketing, where women have good potential to get employed. However, these are usually part-time and pay much less than full-time jobs.

Women employment in the support services sector heavily depends on the type of contracts they receive and whether the jobs are suitable for females from the businesses perspective. Currently, the vacancies are for security guards, maintenance, and cleaning workers. Females can work in jobs such as security guards and cleaning. While the current vacancies are not asking for females, future contracts might.




The transport sector is the lowest sector among the targeted sectors to hire females. Due to cultural barriers, female drivers are almost non-existent in the governorate and the country. Very few businesses in the sector hire females in jobs such as data entry and admin, but the current sector assessment did not show any available vacancies for females within the transport sector. Table 11 details current female employment rates by sector and business size, as well as the percentage of available vacancies that are suitable for female employment from businesses perspective.

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Table 11 | Female employment according to business size and sector

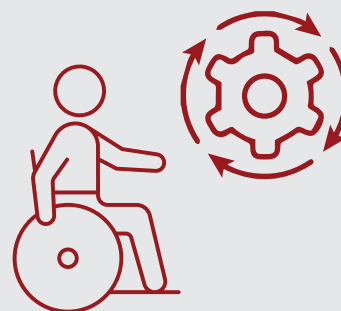
	Avg. %	% 	% 
		of female employees in % the business	of businesses have % vacancies they consider suitable for females
Overall		23%	42%
Sector	Food	24%	50%
	Chemical	11%	44%
	Wholesale	8%	42%
	Transportation	3%	8%
	Education	84%	100%
Size	Small	15%	21%
	Medium	24%	44%
	Large	21%	36%
	Large	2%	33%

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

There are five main types of disabilities:⁽¹³⁾

	Physical	<ul style="list-style-type: none"> A person with limitations in physical functioning, mobility, dexterity, or stamina.
	Hearing	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> individuals who do not have the full visual capacity to perceive or observe what is happening around them.
	Mental	<ul style="list-style-type: none"> a mental pattern that causes impairment of personal functioning
	Behavioral/ Emotional	<ul style="list-style-type: none"> lacking the ability to effectively recognise, interpret, control, and express fundamental emotions.


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

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

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

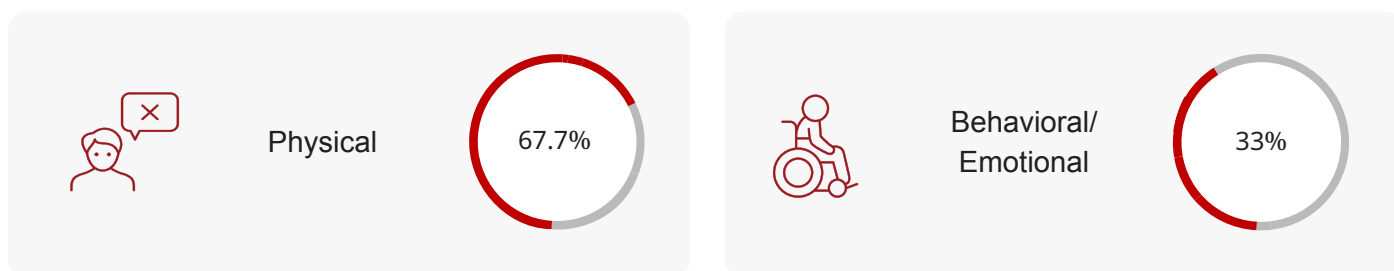
The business size also contributes to the percentage of PwD employees. This is mainly due to the labour law for hiring PwDs being applied only to organisations with more than 25 employees leading to small and medium businesses having 0.5% or less of their employees with disabilities, while larger organisations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

Table 12 | People with disability employment according to business size and sector

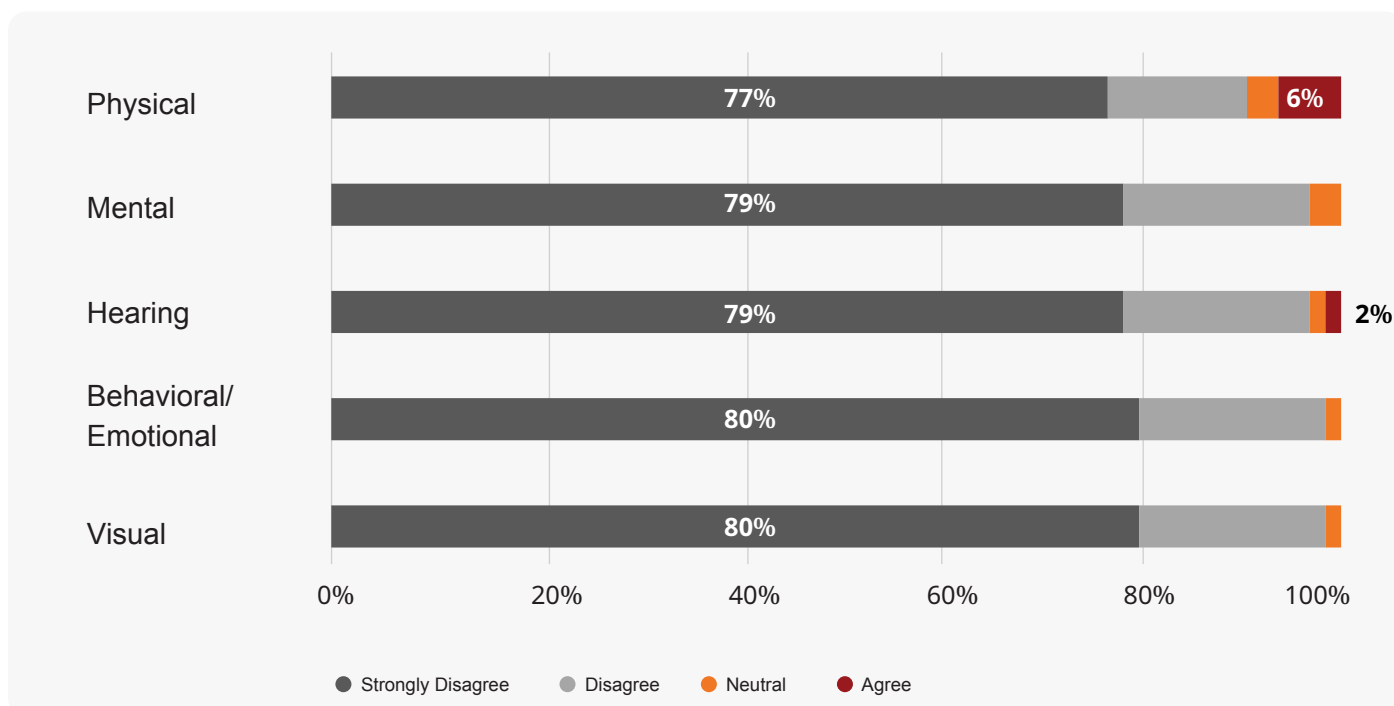
	Avg. %	of PwD employees in % the business	%	
Sector	Overall	0.8%		
	Food	1.2%		
	Chemical	0%		
	Wholesale	3%		
	Transportation	0.5%		
	Education	0%		
Size	Small	0%		
	Medium	0.8%		
	Large	0.4%		
	Large	2%		

Source: Survey conducted for this report

The type of disability is a major factor that affects employment of PwDs. The data shows that two types of disabilities are recruited by businesses: physical disabilities and behavioral/emotional disabilities. With 66% of businesses hiring PwDs with a physical disability, while 33% employ persons with behavioral/emotional disabilities. None of the other types of disabilities are reported to be hired within the surveyed businesses. When asked about the willingness to hire competent employees with different kinds of disabilities, very few businesses reported positive feedback on employing PwDs. Only a small proportion showed interest in hiring competent individuals with physical or hearing disabilities. Representatives from the Chamber of Commerce mentioned that many businesses hire PwDs only for humanitarian causes or to reach the set quota by the law. Below shows the type of disabilities currently hired by businesses.

Figure 10 | Percentages of employed PwDs by type of disability

Source: Survey conducted for this report

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

Source: Survey conducted for this report

Looking at the data by sector of employment, PwDs are usually hired within the support services sector companies depending on the contracts acquired. Some jobs businesses consider are more suitable for PwDs than others. The current available vacancies are not all well-suited for PwDs. Businesses indicated that security guards and maintenance workers positions could not be filled by PwDs, however, easier jobs with less requirements are more suited to this group as long as the end customer does not object.

In the wholesale and retail sector, PwDs are able to work in various jobs but are mainly hired as a charity act or to achieve the government's quota. KIIs with businesses noted that PwDs can work in warehouses and shelf organising, and some individuals with physical disabilities can work as cashiers or office workers. People with hearing disabilities work in packaging next to the cashier.

Similarly, businesses in the manufacturing sector employ PwDs to meet the 4% quota, but their primary criteria for hiring is the ability to carry out the assigned tasks and perform their jobs. Through KIIs, representatives have stated that some factories employ PwDs for low-skilled positions in storage and labeling jobs.

The main challenge in hiring PwDs in the targeted sectors is that most businesses think the process of hiring PwDs is expensive as they have to modify their working environment to suit PwD needs. Furthermore, many jobs such as teaching and driving require full capabilities to be able to perform the tasks correctly.

5.5

Employment & Outreach Methods



Part of understanding the market demand is exploring how businesses hire jobseekers for their available vacancies. The survey asked businesses what employment methods they follow to hire and advertise job vacancies. Around 60% of the surveyed businesses depend on verbal recommendations from current employees and/or personal network to fill available vacancies. While 44% of the businesses prefer to advertise through social media and rely on received applications and internal HR resources in filtration and recruitment. Only 13.8% of businesses use newspaper advertisements.





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 are more common in the support services than in the education sector.

Figure 12 | Percentages of most common employment methods



Source: Survey conducted for this report

Table 13 | Percentages of employment methods by sector and business size

	Employment Methods	 %	 %	 %	 %
		Verbal recommendation	Social Media	Newspaper Ad	CBOs
Sector	Overall	60%	45%	14%	6%
	Food	50%	88%	25%	0%
	Chemical	67%	0%	11%	11%
	Wholesale	67%	25%	8%	0%
	Transportation	50%	58%	8%	0%
	Education	30%	50%	20%	10%
	Small	86%	50%	14%	14%
Size	Medium	65%	42%	8%	6%
	Large	43%	50%	29%	7%
	Large	67%	67%	33%	0%

(*) 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.

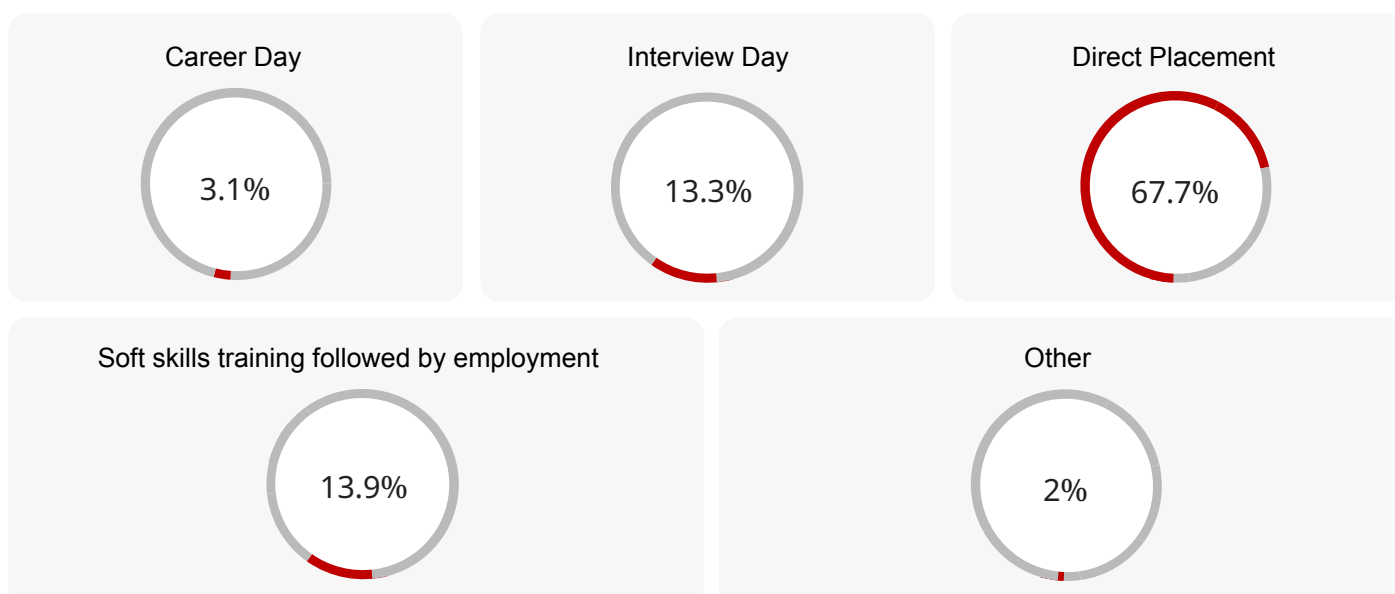
Source: Survey conducted for this report

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



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

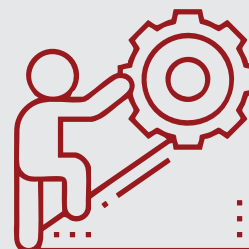
Figure 13 | Effective employment measures according to businesses



Source: Survey conducted for this report

5.6

Employment Challenges



Businesses face several challenges while conducting the employment process. Through surveys and KIIs, 50.8% of businesses highlighted employees' low commitment levels as many new recruits quit their jobs after a very short period. Another challenge is employment costs (40%), followed by the lack of skilled jobseekers and qualified applicants (30.8%). Other challenges include not meeting jobseekers' expectations in terms of salaries (15.4%) and not receiving enough applications for posted jobs (12.3%).

Figure 14 | Faced employment challenges by businesses



Employment challenges do not differ from one sector to another. Several sectors encounter low commitment levels for new employees, especially in the education sector. As the wages for teachers are very low, they tend to change their jobs annually upon receiving better offers or salaries. Similarly, in the manufacturing sector, businesses have to deal with high turnover rates. This lack of commitment primarily stems from job applicants underestimating the challenges associated with working on production lines and low wages offered by employers.

Employment costs (including recruitment and opening new positions) are also one of the most recurring challenges for businesses. This challenge is most visible with small and medium businesses as they might not have the capital to hire new recruits when needed. The third most common difficulty arises from a significant number of jobseekers lacking the necessary skills/knowledge to carry out the required tasks within the offered jobs. Interviews conducted with stakeholders and businesses highlighted the persistently low quality of education outcomes in the country, both from universities and vocational institutes. This substantial gap poses a considerable challenge for businesses in terms of employment, necessitating intensive training for most new hires prior to their actual recruitment. Table 14: shows the top employment challenges for businesses according to sector and size.

Table 14 | Percentages of employment challenges by sector and business size

	Avg. %	Low commitment	Employment Costs	Lack of skilled jobseekers	Salaries do not meet expectations	Not many applicants	Unsuitable/ harsh working conditions
	Overall	51%	40%	31%	15%	12%	7%
Sector	Food	25%	75%	50%	0%	0%	0%
	Chemical	56%	33%	22%	33%	0%	11%
	Wholesale	33%	25%	17%	25%	17%	8%
	Transportation	42%	50%	50%	17%	33%	17%
	Education	70%	30%	50%	20%	0%	20%
Size	Small	71%	36%	7%	0%	14%	7%
	Medium	50%	46%	23%	15%	6%	4%
	Large	57%	14%	50%	21%	21%	21%
	Large	33%	67%	67%	0%	67%	67%

(*) 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 (KIIIs), while this table represents survey responses.

Source: Survey conducted for this report

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		35%	31%	9%	6%	40%
Sector	Food	50%	13%	0%	0%	88%
	Chemical	22%	44%	0%	0%	44%
	Wholesale	42%	33%	0%	17%	17%
	Transportation	8%	42%	0%	0%	58%
	Education	60%	0%	50%	20%	10%
Size	Small	36%	43%	7%	0%	36%
	Medium	31%	23%	10%	8%	42%
	Large	50%	50%	7%	0%	36%
	Large	33%	67%	0%	0%	33%

(*) 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 (KILs), while this table represents survey responses.

Source: Survey conducted for this report

When businesses are asked about the reasons the employees leave their jobs, the most common reason is downsizing or layoffs (40%). One of the key contributors to this downsizing in Zarqa has been the repercussions of the COVID-19 pandemic. A representative from Zarqa Chamber of Commerce highlighted the severe impact of the pandemic on the economy in the governorate. According to the Chamber, Zarqa alone witnessed a decrease in the number of registered establishments from 11,000 to 7,000, indicating a large number of businesses closing down. The second most common reason is that employees find better work opportunities (35.4%). With wages in the kingdom being relatively low, the labour force continuously looks for better opportunities to cover the high living expenses.

Labour Market Analysis:

6

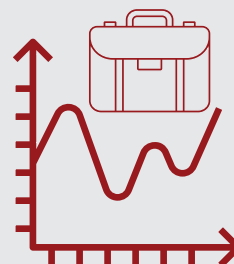
Supply

- 6.1 OVERALL SUPPLY
- 6.2 FEMALE JOBSEEKERS
- 6.3 JOBSEEKERS' JOB SEARCH METHODS
- 6.4 JOBSEEKERS CHALLENGES



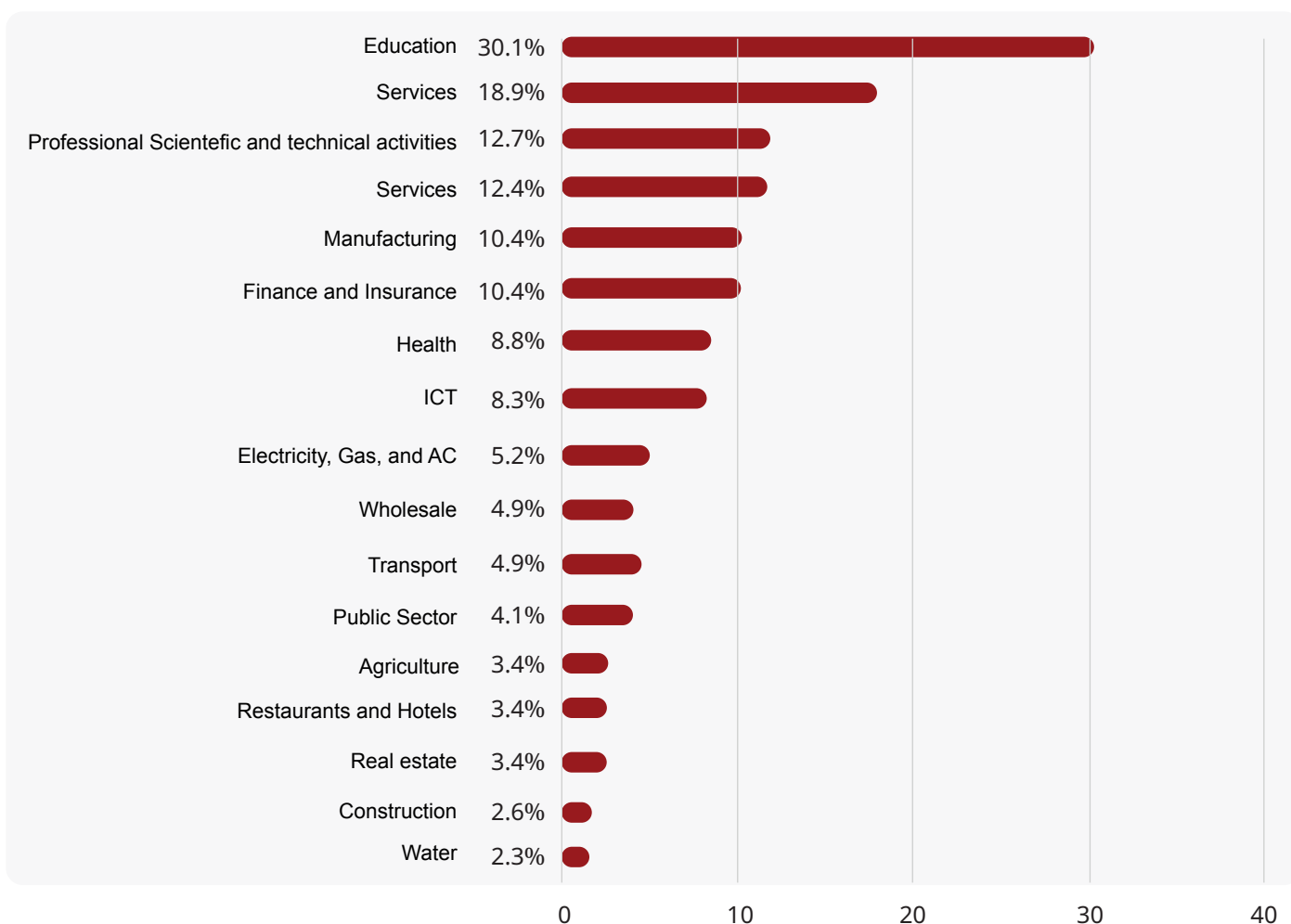
6.1

Overall Supply



This assessment also aims to understand the supply side of the labour market. Through surveys and FGDs, several questions were asked to jobseekers to understand what sectors they target and their general expectations from joining the labour market. The top three sectors chosen by jobseekers through the survey were education (30.1%), administrative and support services (18.9%), and other services (12.4%). These sectors appeal to most jobseekers since they only involve office work and offer higher salaries on average compared to other sectors. This also can be seen from the data where labour-intensive sectors received lower percentages. Figure 15 shows the sectors jobseekers target.


Figure 15 | Percentages of targeted sectors by jobseekers



Source: Survey conducted for this report

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

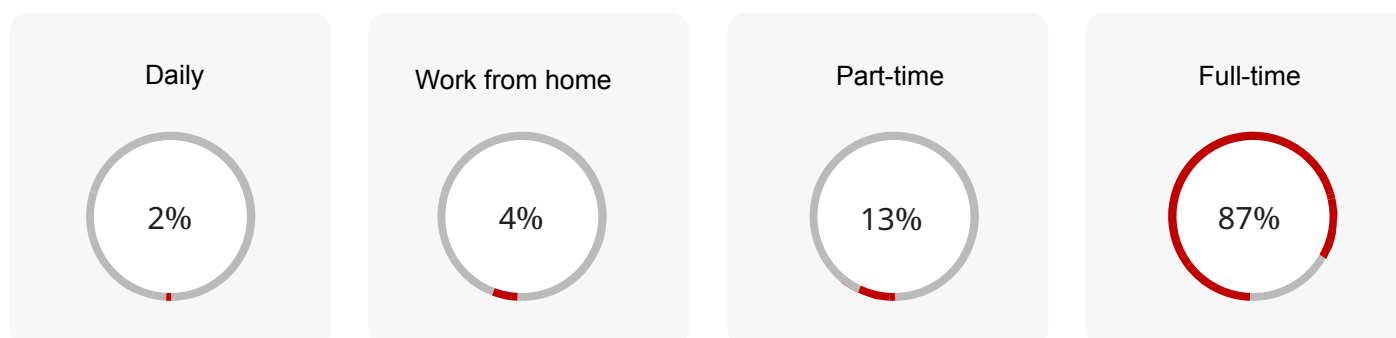
Table 16 | Percentages of jobseekers targeted sectors by educational level




Sector	Overall	Education Level	
		Without higher education degree	Higher education degree
Education	30.1%	1.4%	46.5%
Admin	18.9%	5.0%	26.9%
Scientific and Prof. Activities	12.7%	13.5%	12.2%
Services	12.4%	25.5%	4.9%
Manufacturing	10.4%	17.0%	6.5%
Finance	10.4%	0.7%	15.9%
Health	8.8%	3.5%	11.8%
ICT	8.3%	3.5%	11.0%
Electricity, Gas, and AC	5.2%	7.1%	4.1%
Wholesale and retail	4.9%	9.9%	2.0%
Transport	4.9%	12.1%	0.8%

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 (87%), while only 13% of the sample aim for a part-time job. This is because most jobseekers, especially males, 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.

Figure 16 | Percentages of preferred working mode by jobseekers

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	87%	82.3%	89.4%
Part-time	13.0%	10.4%	13.9%

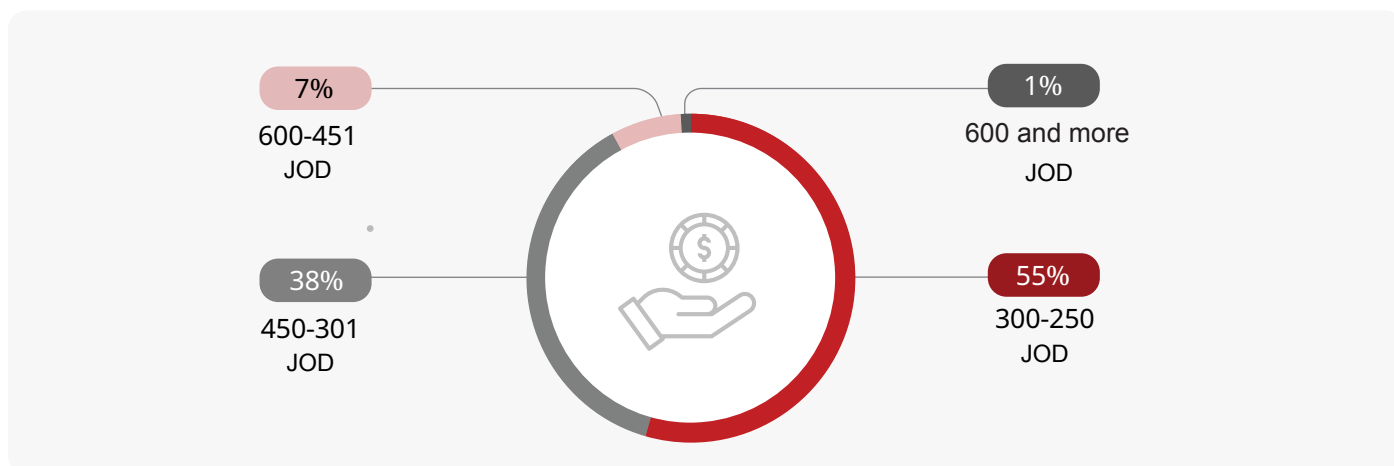
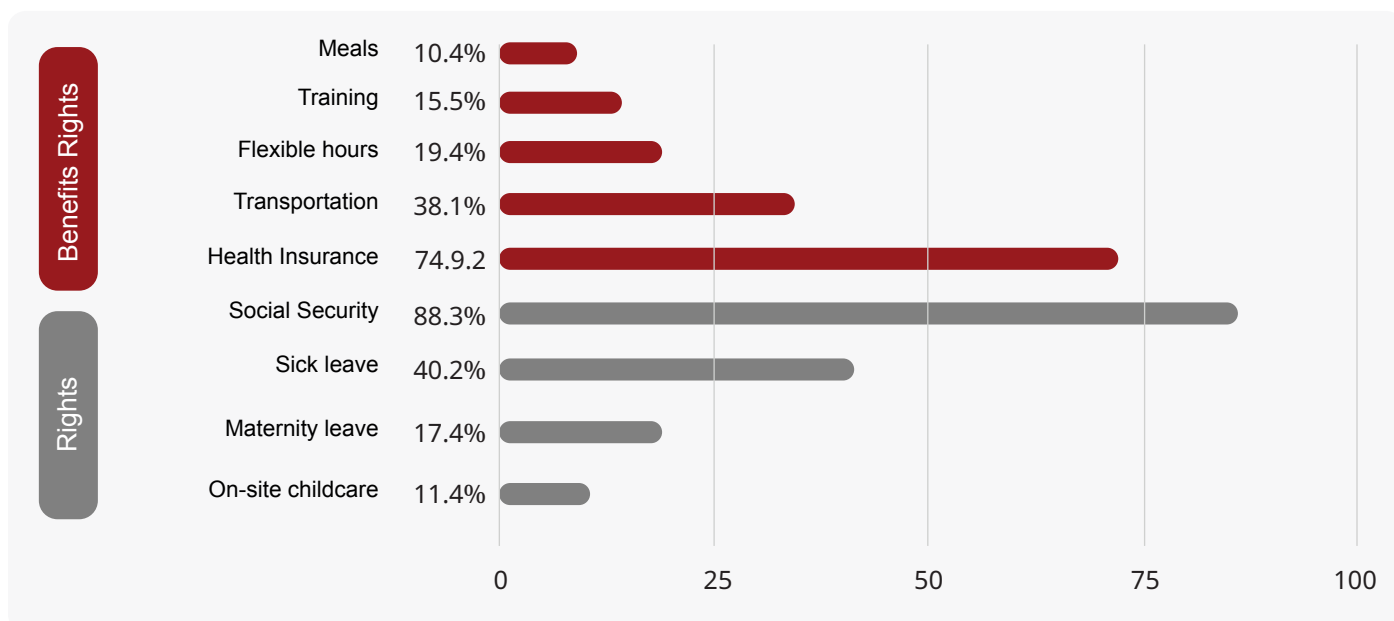
Source: Survey conducted for this report

Jobseekers were asked about their expected salaries and benefits. 93% 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 inquired about rights/benefits desired and anticipated by jobseekers. Social security is considered a priority by 88.3% of survey respondents. Jobseekers have highlighted that several businesses, especially SMEs do not offer social security to their employees, although it is mandatory by the government. Sick leave was the second most expected right (40.2%). Certain businesses, particularly in the manufacturing sector, do not provide sick leave for employees, resulting in unpaid absences or failure to meet daily targets due to illness. Health insurance ranked first in terms of benefits with 74.9%.

Transportation allowance was the second most common benefit preference (38.1%). This is due to the high transportation costs and inadequate infrastructure in remote areas, jobseekers anticipate that businesses, especially those far from urban centers, will cover their transportation expenses or offer transportation services. Other benefits and rights mentioned by jobseekers include flexible working hours (19.4%) and maternity leave (17.4%). A small minority of jobseekers (2.3%) reported having no specific expectations. Figure17 and Figure18 illustrate the jobseeker's expectations regarding salaries and benefits.

Figure 17 | Percentages of expected salaries by jobseekers**Figure 18 | Percentages of expected rights and benefits by jobseekers**

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 their targeted sectors, the top two sectors remained unchanged, with education being favored by 48.7% and administrative and support services by 28% of female participants. However, sectors with high physical labour (such as manufacturing and agriculture) were not commonly chosen by females, resulting in the inclusion of other services (13.5%) and health (13.5%) among the top four sectors preferred by females. Females targeting these sectors is possibly due to their educational background, as 70.5% of the females in the sample have academic diploma or above. The salary expectation for females is lower comparing it with the whole sample and their male counterparts, as 83.4% of female participants indicated JOD 150-300 as salary expectation, 30% expected JOD 301-450, and only 1% expected more than JOD 450.

There is no significant difference in the working mode with 83.4% of females preferring full-time employment, 18.7% preferring part-time, and a slightly higher proportion preferring work from home (8.3%). The priorities for expected benefits/rights were consistent for both female participants and the overall sample. Social security remained the most common choice, selected by 90.2%, followed by health insurance (72.5%) and sick leave (51.3%). Reasons and motivations for these choices were similar to those expressed by male participants during the focus group discussions.

Figure 19 | Percentages of targeted sectors by female jobseekers

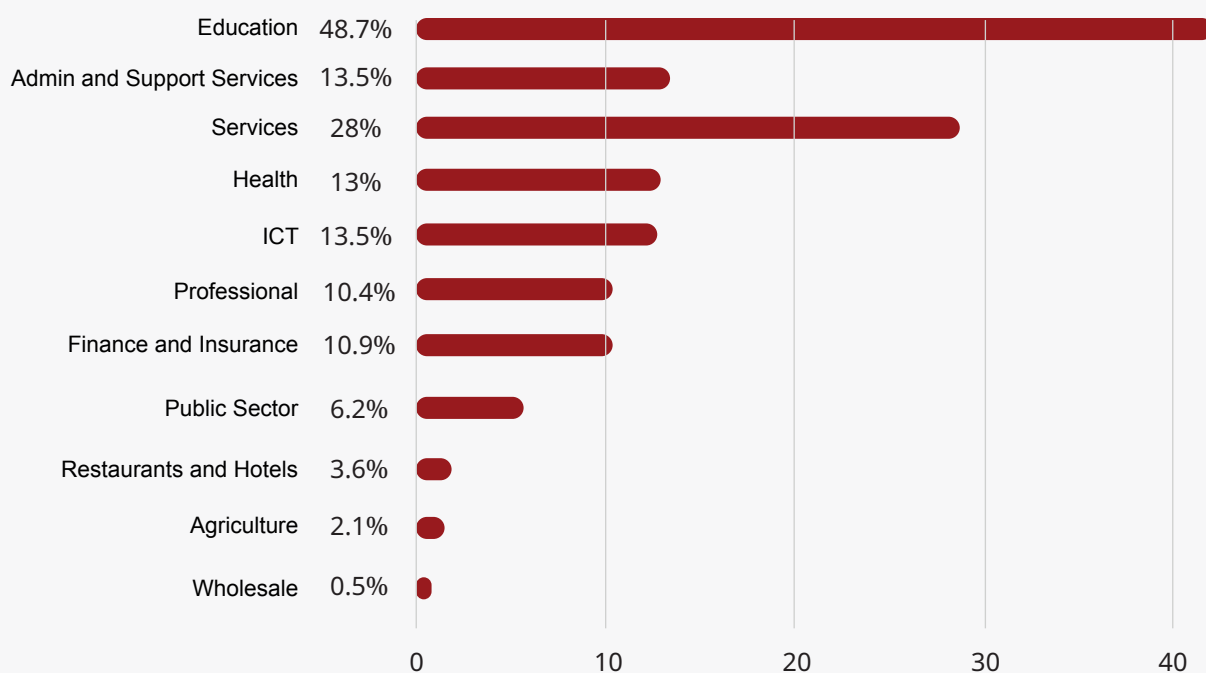
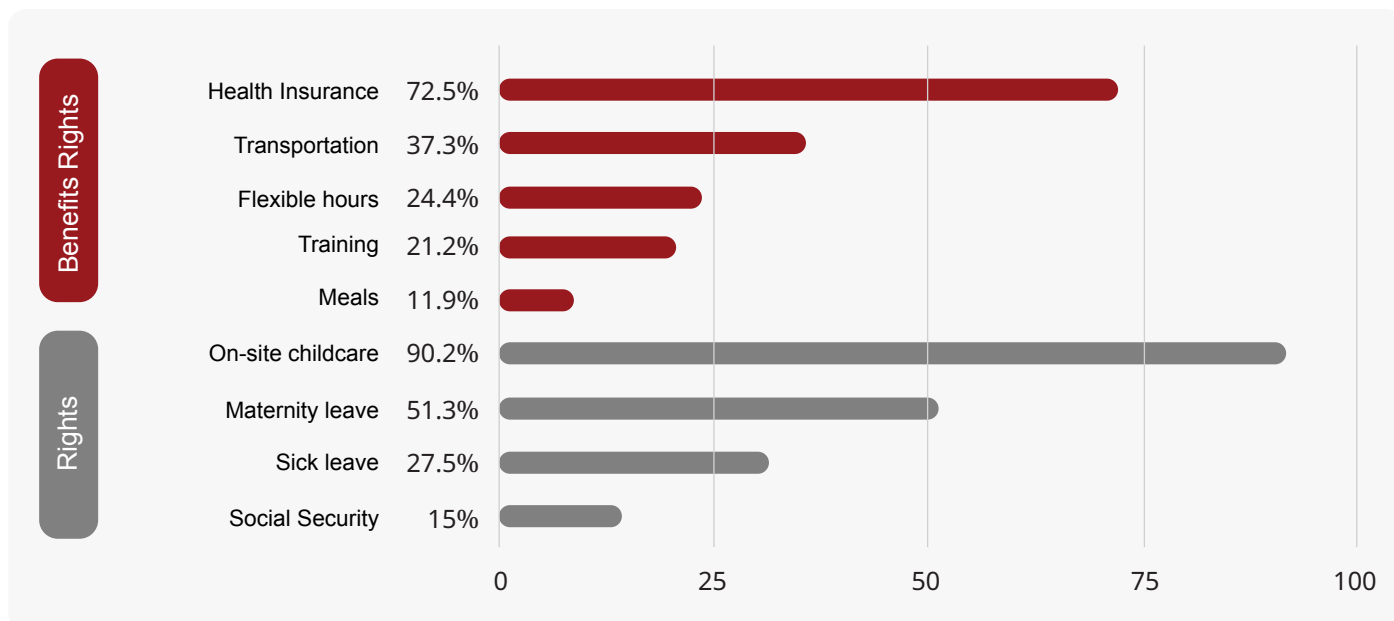


Figure 20 | Percentages of expected rights and benefits by female jobseekers

Source: Survey conducted for this report

6.3

Jobseekers' Job Search Methods



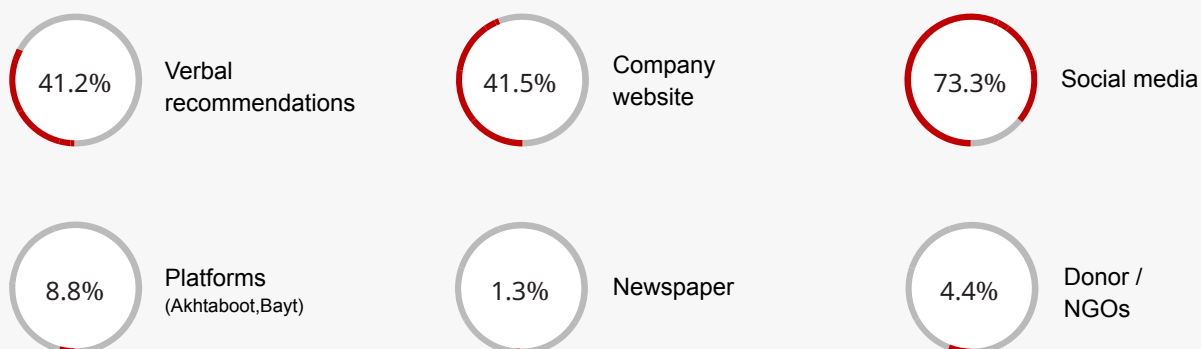
Jobseekers were asked how they currently search and apply for job vacancies. Most respondents (73.3%) indicated using social media as their primary job search tool. With many businesses currently posting their vacancies online and through social media, jobseekers use these platforms to apply for jobs. The second most reported method for job searching was through company websites (42%). Jobseekers target companies in their preferred sectors, visit their website, and apply for open job vacancies or send their CVs to the HR department. Verbal recommendations ranked third (41.2%). Jobseekers would leverage their network of family and friends to seek recommendations and introductions to business owners or HR departments. Some respondents mentioned other means of job searching, such as community-based organisations (CBOs), newspapers and NGOs, but these methods were mentioned with lower frequencies (less than 5% of the sample).

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.

Figure 21 shows the means of job searching preferred by jobseekers.

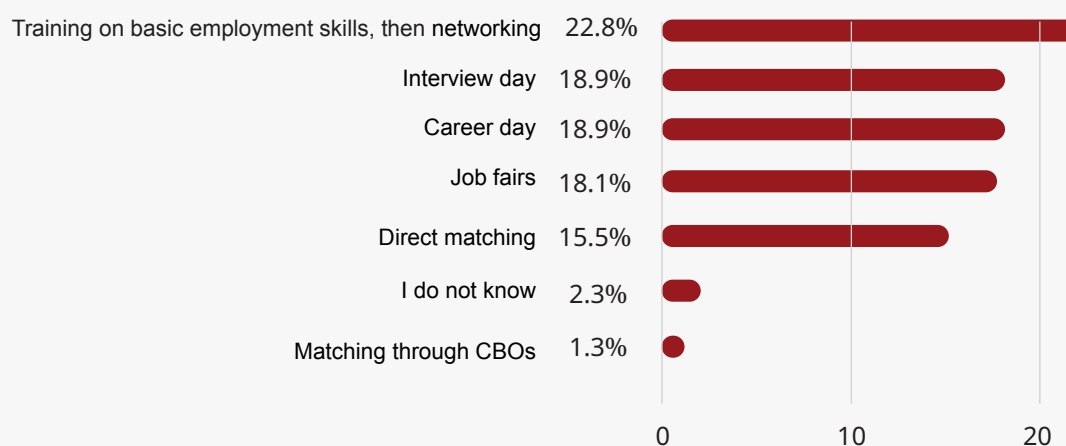
Jobseekers' job searching methods vary in accordance with their level of education. Jobseekers with higher education degrees tend to use online methods such as social media and company websites more often. On the other hand, jobseekers without higher education degrees tend to use verbal recommendations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

Figure 21 | Percentages of job searching methods used by jobseekers



Jobseekers were asked what employment measures they attended and were effective. According to their responses, the most impactful employment measure was core employability skills training followed by job placement (22.8%). Interviewed stakeholders confirmed that this approach holds promise in bridging the skills gap between education graduates and job requirements. However, such measures often require financial support from the government and NGO initiatives. Career days and interview days were the second most preferred option, chosen by 18.9% of the participants. Career days provide jobseekers with valuable opportunities to connect with employers, apply for jobs, attend workshops on job search strategies and enhance their employability. As for interview days, FGDs and interviews pointed out that interview days are usually direct and expectations from employers and jobseekers are well defined, making them more effective than career days. Figure 22 highlights effective employment measures according to the jobseekers.

Figure 22 | Percentages of effective employment measures by jobseekers



Source: Survey conducted for this report

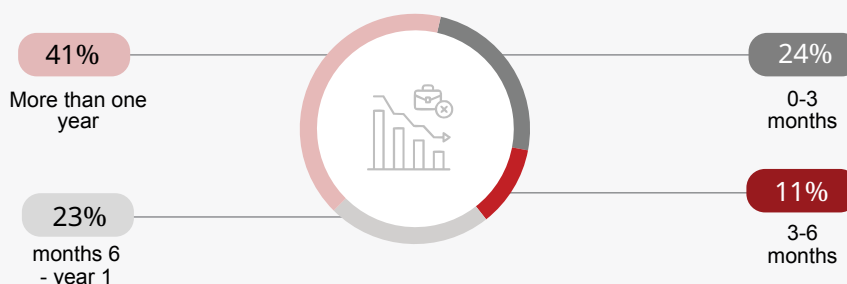
6.4

Jobseekers Challenges



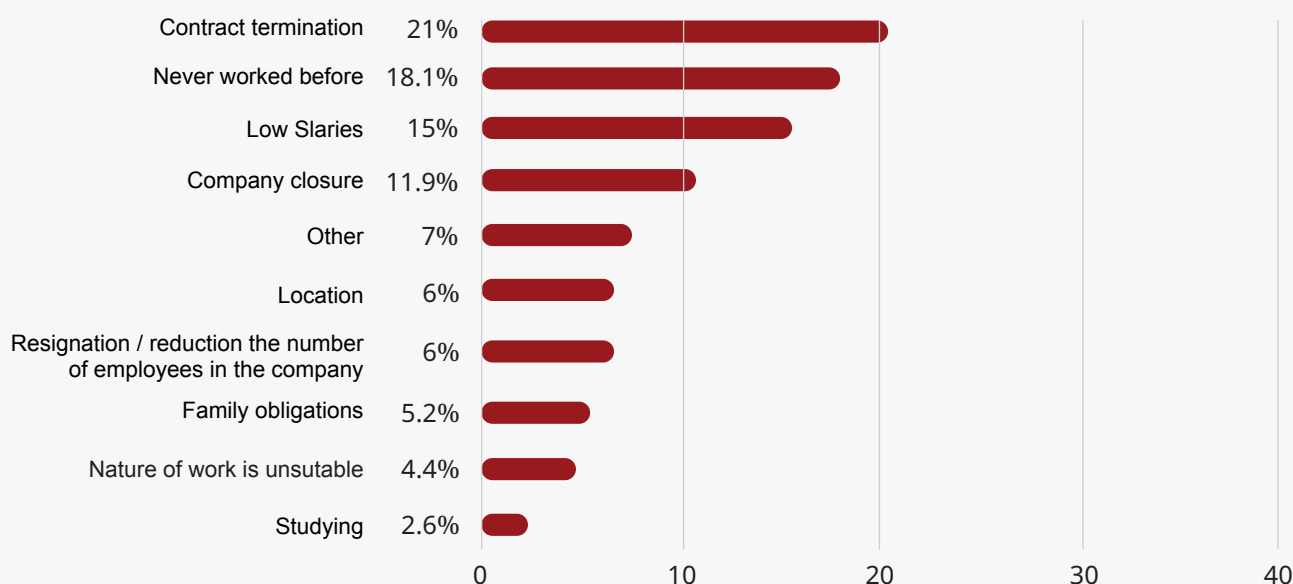
With the labour market dynamics and post-pandemic situation, jobseekers in Zarqa face several challenges. First, the lack of job opportunities has caused a remarkable increase in the period of unemployment for jobseekers. 64% of surveyed jobseekers have been unemployed for more than 6 months, and 23% for more than a year. When asked about reasons for leaving their previous jobs, 21% of the sample indicated that it is due to contract termination, downsizing, or company closure. Only 18.1% of the sample have no previous work experience, while small proportions had challenges such as low salaries, location, or the nature of work.

Figure 23 | Duration for jobseeker's unemployment



Source: Survey conducted for this report

Figure 24 | Reasons for jobseekers leaving their previous jobs



Source: Survey conducted for this report

Jobseekers face numerous challenges while searching for jobs. One of which is their inability to find suitable jobs in their targeted sectors (54.4%). A good proportion of the sample (34.2%) are fresh graduates and mentioned that their lack of experience is an essential factor in being unemployed. 22.5% of respondents 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 difficult to access. Other challenges mentioned by jobseekers include their lack of skills, their lack of education/certificates, and nepotism. Figure 25 highlights all the challenges mentioned by jobseekers through the survey.

Figure 25 | Challenges in searching for jobs



Source: Survey conducted for this report

Several stakeholders highlighted females-specific challenges to employment, including:

- The remote locations of many businesses (especially in the manufacturing sector) make it hard for many females to reach their work. It also could create a financial burden if the transportation costs are not covered. In addition, married workers would spend more time away from home.
- Bullying and other related behaviors are considered a cause for many females to avoid working in sectors such as manufacturing and tend to target sectors with safer and more decent work environment such as wholesale and retail.
- Although it is required by law to provide means for nurseries for female employees in businesses of certain sizes, few businesses have nurseries or provide allowances for them.
- Many businesses do not prefer married females perceiving them as a financial burden.
- There is usually a wage gap between males and females, especially in higher-level jobs compared to lower jobs, where most wages are around the minimum wage.
- Many females prefer only office work, and they forgo many opportunities due to that preference.



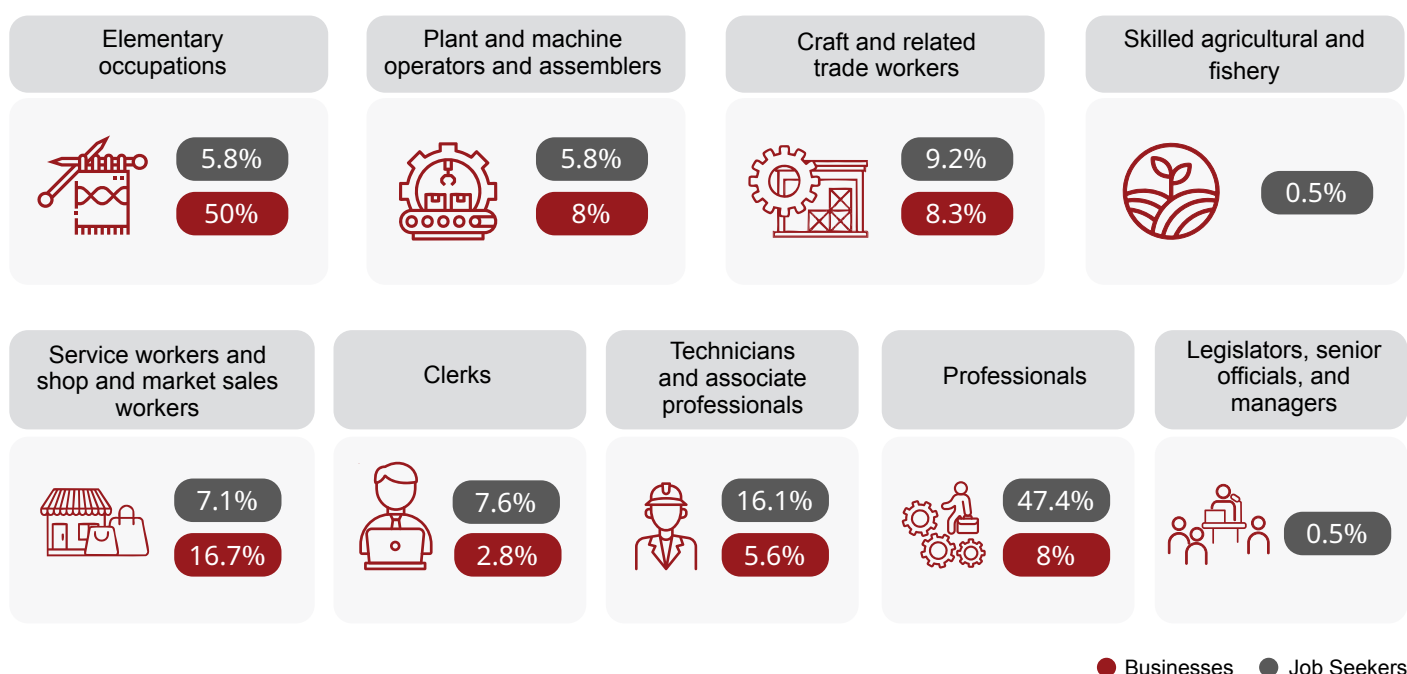
7

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 look for jobs with the “professionals” classification. 47% of jobseekers are targeting professional job classifications, yet only 8% of the surveyed businesses have vacancies for this job classification. On the other hand, very few jobseekers target elementary occupations (only 5.8%), but from the sample, half of the surveyed businesses have vacancies in elementary positions. 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 elementary jobs, there is scarce competent supply. Figure 26 illustrates the differences between targeted job classifications by jobseekers versus businesses.

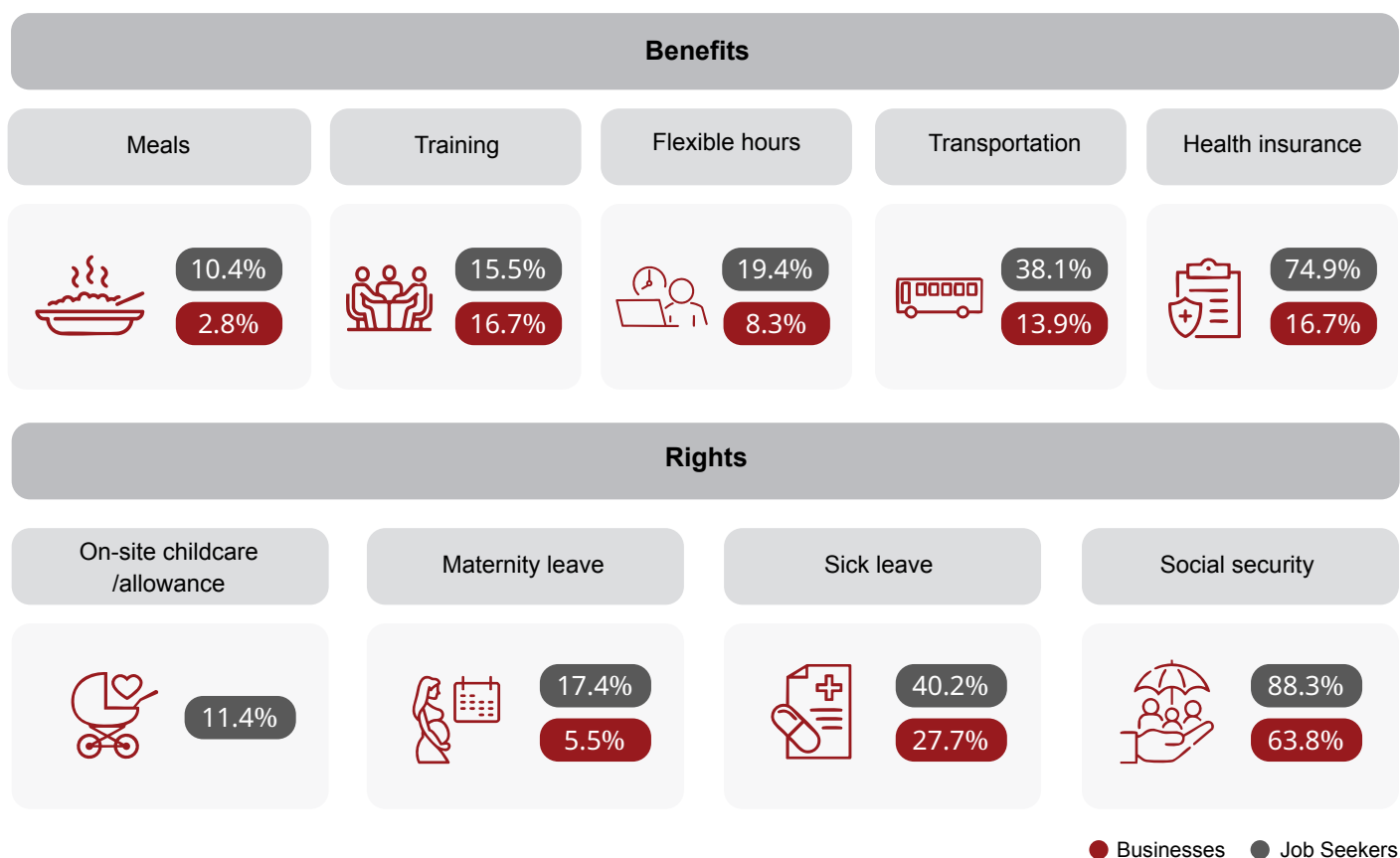
Figure 26 | Job classification supply Vs. demand



Another aspect worth comparing is what rights and benefits jobseekers expect businesses to offer versus what businesses offer. Social security is the only right that is provided by the majority of businesses (63.8%) and is expected by the majority of jobseekers (88.3%). This is due to social security being compulsory for businesses by law. Most of the other benefits have a difference between expectation and reality.

In terms of benefits, 74.9% of jobseekers expect health insurance and 38.1% expect transportation allowances, but only 16.7% of businesses offer health insurance, and 13.9% offer transportation or allowance. Although these two benefits are not mandatory by the labour law, they are essential for jobseekers as the health and transportation costs in the country are considered high relative to income levels. In addition, the country has no well-established infrastructure for public transportation. Other benefits, such as on-site childcare/allowance and flexible hours, are majorly mentioned by female jobseekers. Married female workers with children face a significant issue in their childcare/allowance, and hence joining the labour force is challenging if the businesses do not offer child-care services or flexible hours. Figure 27 Highlights the difference between targeted benefits by jobseekers and benefits offered by businesses.

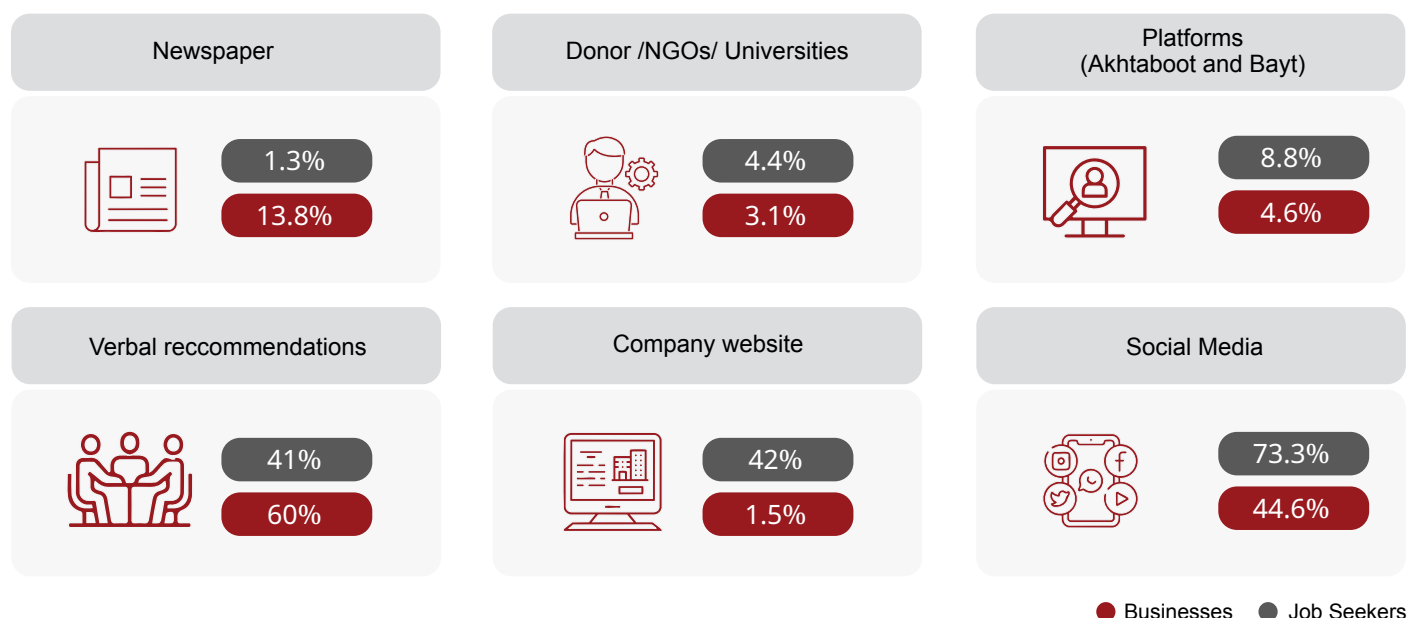
Figure 27 | Job rights and benefits supply vs. demand



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, while this method is considered the second most favorable option for businesses, with 44.6% of businesses using it. The most used method by businesses is verbal recommendation, with 60% of businesses, on the other hand only 41% of jobs seekers utilise this method. Businesses ask from their network (family, friends, and employees) for suitable jobseekers for vacancies.

Applying through the company website is targeted by 42% of jobseekers however this method is only effective for applying for large businesses. SMEs usually do not utilise their websites for hiring. Other means of job searching and hiring are not common for both employers and jobseekers. This difference in job searching and advertisement methods can be explained by jobseekers optimising their job search to large companies in Zarqa and Amman given the proximity of the two cities. Figure28 shows the difference between businesses' employment channels and jobseekers' job-searching channels.

Figure 28 | Employment channels vs. job searching channels





8

Conclusions & Recommendations



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



General Conclusions and Recommendations (Summary):

1

Limited Immediate\Current Vacancies: Less than half of surveyed businesses anticipate immediate vacancies, highlighting demand for skilled and semi-skilled workers in diverse sectors. Prioritise engagement with high-recruitment sectors like wholesale, food manufacturing, and transportation.

2

Gender Disparities in Employment: One-third of businesses offer roles suitable for females, varying by sector. Tailor measures for female jobseekers, focusing on high-potential sectors, and implement specific employment initiatives like interview days and counseling.

3

Awareness Sessions for Females: Arrange and create awareness campaigns targeting women jobseekers and their families to promote the inclusion of women in the governorate's key sectors. Encourage collaborations with the private sector and provide mentorship programs for an inclusive work environment.

4

PwDs Employment: Increase awareness among medium and large businesses regarding the value of hiring Persons with Disabilities (PwDs), promoting their skills and success stories for effective integration.

5

Technical Training: Proactively refer jobseekers to technical training aligned with private sector demands. Collaborate with training providers to bridge skill gaps and ensure market-relevant proficiencies.

Work with vocational training institutes and sector skills councils to develop demand-driven training. Raise awareness among vocational training graduates regarding required market skills.

6

GBV Awareness Campaigns: Conduct awareness campaigns to redirect female jobseekers to employment-rich sectors like food processing and wholesale, and address Gender-Based Violence (GBV) concerns through counseling and recommendations.



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, it is important to 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. Employment service providers 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, emphasising 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

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.

6

Food Manufacturing: Most businesses in this sector seek candidates for various positions with minimal prerequisites. Career counseling and other employment measures can enhance job sustainability. There's also an opportunity to implement targeted employment measures for women and promote available job positions, changing perceptions towards the sector and presenting success stories to potential jobseekers.



9

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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:

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

z_i : The ith normalized value in the dataset

x_i : The ith value in the dataset

$\text{Min}(x)$: The minimum value in the dataset

$\text{Max}(x)$: 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

Zarqa employment department

Chemical Manufacturing Sector Skills Council

Transportation Sector Skills Council

Zarqa Chamber of Commerce

Municipality of Zarqa

Hashemya University

Businesses (2 KIIs from each category)

Food processing factories

Chemical manufacturing factories

Wholesale/Retail establishments

Support Services establishments

Transportation 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 ☐ Mafrq ☐ 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 advertainments
- ☐ 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 ☐ Mafrq ☐ 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: Wholesale and retail trade; Repair of motor vehicles and motorcycles

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Sawa Rbina Sweets	2	Cook	Yes	No
	1	Chef	Yes	Yes
Jannet Al naeem	2	Chef	Yes	No
	1	Cleaner	No	No
	1	Cook	Yes	No
	1	Maintenance	No	No
	1	Cashier	Yes	Yes
Abu Qassem sweets	1	Cleaner	No	No
	2	Cook	No	No
Lathet Althawaq	1	Chef	Yes	No
Bikdash	5	Cook	No	No
Dream Home	8	Shelf-Organiser	Yes	Yes
Sameh Mall	14	Shelf-Organiser & Sales	Yes	Yes
Daraghmeh	15	Shelf-Organiser & Sales	Yes	Yes
Carrefour	10	Shelf-Organiser, Cashier & Sales	Yes	Yes

Sector: Chemical industry

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
VAPCO	15	Production worker	No	No
Fixtone paints	6	Production worker	No	No
Gulf Salt Factory	3	Production worker	No	No
Rasool Bakhsh	2	Production worker	No	No
Pakistan Stars Paints	2	Production worker	No	No
Majd Cleaning	1	Production worker	No	No

Sector: Education

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Hikmat Alfarooq	12	Teacher	Yes	No
Laura International Academy	10	Teacher	Yes	No
Almanahil Academy	9	Teachers & Supervisors	Yes	No
Alsomood School	4	Teacher	Yes	No

Sector: Food Industry

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Al-Nasem (Jabri)	12	Production worker	Yes	Yes
Al-Madaq	10	Production worker	Yes	Yes
Alshaikh Cheese	10	Production worker	Yes	Yes
Alkhaleej factory	5	Loading and unloading worker	No	No
Asfour factory	5	Loading and unloading worker	No	No

Sector: Support services

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Zarqaa Security	190	Security officer	Yes	No
G4S	10	Security officer	Yes	No
Zeen Clean	8	Cleaner	Yes	Yes
Alhadath	8	Maintenance officer	No	No
Seveyoo	6	Cleaner	No	No
Alabaqera	4	Cleaner	No	No
Alyadi Allamia	3	Cleaner	No	No
Cylia Cleaning	1	Cleaner	No	No

Sector: Transportation and Storage

Organisation Name	Number of Vacancies	Demanded Job Titles	Accepts Females	Accepts PwDs
Roboa' Al-Ordon Taxi	40	Driver	No	
AL Naser for logistics	9	Data entry/Admin and Drivers	Yes	
Al-Aqsa Taxi	7	Driver	No	No
Al-shallal Taxi	5	Driver	No	No
Hexagonal Union Company for Import and Export	4	Data entry/Admin and Drivers	Yes	No
Al Ajlouni Shipping Company	1	Data entry Clerk	Yes	No

No

No

Job Title	Cleaner
Sectors	Support services
Is previous experience required?	No
Education level required	No Education required
Expected soft skills	Tidiness
Expected technical skill	-
Salary average	290JDs
Job Title	Security officer
Sectors	Support services
Is previous experience required?	No
Education level required	No Education required
Expected soft skills	Tactful, communication skills, Integrity
Expected technical skill	-
Salary average	310JDs
Job Title	Cook
Sectors	Food Manufacturing
Is previous experience required?	Yes
Education level required	No Education required
Expected soft skills	Good presentation skills
Expected technical skill	Presentation and packaging
Salary average	300JDs
Job Title	Chef
Sectors	Food Manufacturing
Is previous experience required?	Yes
Education level required	No Education required
Expected soft skills	-
Expected technical skill	-
Salary average	500JDs

Job Title	Customer service officer
Sectors	Multiple
Is previous experience required?	No
Education level required	University degree
Expected soft skills	Communication skills, English language, Tactful, Teamwork
Expected technical skill	Computer skills
Salary average	320JDs
Job Title	Driver
Sectors	Transportation
Is previous experience required?	Yes
Education level required	No education required
Expected soft skills	Communication skills, good manners
Expected technical skill	Driving license
Salary average	325JDs
Job Title	Production workers
Sectors	Manufacturing
Is previous experience required?	No
Education level required	No education required
Expected soft skills	Follows rules, Communication skills, teamwork, works under pressure
Expected technical skill	-
Salary average	270JDs
Job Title	Public relation officer
Sectors	Multiple
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Communication skills
Expected technical skill	Knowledge in social media
Salary average	350JDs

Job Title	Cashier
Sectors	Wholesale
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Tactful
Expected technical skill	Can deal with customers
Salary average	275JDs
Job Title	Teacher
Sectors	Education sector
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Communication skills, knows how to deal with students, tolerates students
Expected technical skill	English language
Salary average	260JDs
Job Title	Office clerk
Sectors	Multiple
Is previous experience required?	Yes
Education level required	Highschool certificate
Expected soft skills	Customer service
Expected technical skill	Computer skills
Salary average	400JDs
Job Title	Marketing officer
Sectors	Multiple
Is previous experience required?	Yes
Education level required	Highschool certificate
Expected soft skills	Tactful, Communication skills
Expected technical skill	Presentation skills, knowledge in social media
Salary average	300JDs

Job Title	Data entry Clerk
Sectors	Multiple
Is previous experience required?	No
Education level required	University degree
Expected soft skills	communication skills
Expected technical skill	English language
Salary average	260JDs
Job Title	Accountant
Sectors	Multiple
Is previous experience required?	Yes
Education level required	University degree
Expected soft skills	Communication skills
Expected technical skill	English language
Salary average	320JDs
Job Title	Loading and unloading workers
Sectors	Multiple
Is previous experience required?	No
Education level required	No education is required
Expected soft skills	Works well under pressure
Expected technical skill	-
Salary average	270JDs
Job Title	Maintenance officer
Sectors	Multiple
Is previous experience required?	Yes
Education level required	No education required
Expected soft skills	Communication skills and knows how to deal with customers
Expected technical skill	Experience in his domain
Salary average	290JDs

Job Title	Secretary
Sectors	Multiple
Is previous experience required?	No
Education level required	Highschool certificate
Expected soft skills	Works under pressure
Expected technical skill	Creates schedules
Salary average	260JDs



General Conclusions and Recommendations:

Less than half of the surveyed businesses, reported having immediate vacancies within the upcoming three months. Moreover, the surveyed businesses showed a diverse demand for skilled and semi-skilled jobseekers.

Although there are job openings in the wholesale and support services sectors, other industries, such as food manufacturing and transportation, have demonstrated a notably higher number of available vacancies. It is recommended to prioritise engagement with establishments in these sectors, as they show greater potential for hiring jobseekers, particularly for entry-level roles in food manufacturing.

Approximately one-third of surveyed businesses identified positions they deemed suitable for female candidates. The distribution of female participation was observed to vary across sectors. Sectors such as education, manufacturing, and wholesale were highlighted as having high potential for female jobseekers, suggesting that public and private employment service providers should prioritise these sectors when matching opportunities for women. In contrast, sectors like transportation and support services, which exhibit lower probabilities for female employment, should receive less emphasis in this regard. Future employment measures, including interview days, career counseling, and soft skills training, should be tailored specifically to address the needs of female jobseekers by relevant employment stakeholders.

The inclusion of female jobseekers in the targeted sectors within the governorate should be effectively promoted through targeted awareness campaigns. Female jobseekers should be empowered through tailored outreach programs, workshops, and networking events. Simultaneously, families should be engaged and educated through community-driven awareness initiatives and informational sessions. Additionally, collaborations with the private sector should be fostered, mentorship programs encouraged, and employment opportunities provided to further strengthen the initiative, contributing to a more inclusive and progressive work environment in the targeted sectors.

The surveyed businesses reported an average representation of less than 1% for Persons with Disabilities (PwDs), with larger enterprises demonstrating higher compliance with Labour Law No. 13, though still maintaining an average of less than 4%. In contrast, medium-sized businesses, which are also subject to the same law, recorded a significantly lower average representation of 0.4%. Most PwDs hires were associated with physical and behavioral or emotional disabilities. To address this disparity, efforts should be directed toward raising awareness among medium and large businesses about the contributions PwDs bring to the labour market, including individuals with diverse disability types. Success stories from larger enterprises should be utilised as impactful tools in such awareness campaigns.

Comprehensive awareness sessions should be conducted by employment stakeholders and relevant entities, involving both persons with disabilities and their families, to encourage their entry into the labour market and promote their active participation. Additionally, significant investment is required in the upskilling of persons with disabilities, with a focus on enhancing both soft and technical skills. Through the provision of targeted training programs, workshops, and skill development initiatives, employment services providers can play a pivotal role in empowering persons with disabilities and facilitating their integration, thereby fostering a more inclusive and supportive work environment.

Low levels of commitment and insufficient skills among jobseekers have been identified as key challenges faced by businesses in hiring individuals. Addressing these gaps requires sustained efforts by employment stakeholders, including the implementation of career counseling, soft skills training, and targeted awareness initiatives for jobseekers.

Surveyed jobseekers predominantly target the education, administration, and services sectors. However, the manufacturing and transportation sector, despite its substantial employment potential, garners less than 10% of their interest. Employment services providers 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, soft skill training and counseling sessions should be facilitated to make the employment of jobseekers more effective.

Additionally, employment services providers should proactively engage in referring jobseekers to technical training programs aligned with the specific demands of the private sector. By actively exploring the technical skills sought after by employers, services providers can not only streamline the employment process but also contribute significantly to the development of tailored training curricula by collaborating with various training providers. This proactive approach will not only bridge the skill gap but also ensure that the workforce is equipped with the precise technical proficiencies needed for current market demands, thereby fostering a more effective and efficient labour market.

An assessment of the quality of training and education provided by Vocational Training Centers (VTCs) in Zarqa, particularly in terms of alignment with employers' demands, is necessary. Close collaboration should be established between employment stakeholders, vocational training institutes, and the National Sector Skills Councils to develop demand-driven training programs aimed at addressing available vacancies, especially in the manufacturing and other vocational-based sectors. Additionally, employment service providers should enhance their efforts in raising awareness among graduates of vocational training institutes about labour market dynamics and the essential skills required to meet market demands.

Female jobseekers express a preference for education, services, and administrative sectors, with minimal focus on manufacturing and wholesale. Notably, the food processing, chemical manufacturing and wholesale sectors offer robust opportunities for female employment. To shift this trend, relevant entities should conduct awareness campaigns targeting female jobseekers, dismantling stigma-related barriers.

To address concerns related to Gender-Based Violence (GBV), awareness initiatives should be implemented for both jobseekers and businesses, including workshops for businesses and counseling sessions for jobseekers. Additionally, recommending businesses with low GBV risk can help enhance female participation in sectors with high potential for female employment.

Approximately one-third of surveyed jobseekers left their previous jobs due to contract termination, indicating a lack of requisite jobseeker's knowledge and soft skills for ensuring job sustainability. Employment services providers should integrate continuous skills improvement strategies into the awareness programs they provide, promoting continuous learning and job retention skills.

Although qualitative data suggest low salaries as a major challenge for jobseekers, quantitative data highlight differing perspectives. The primary reasons for unemployment reported by jobseekers are the scarcity of job openings and a lack of experience.

The disparity between jobseekers' and businesses' preferences for job classifications is evident. Counseling sessions should be tailored to nudge jobseekers towards elementary and technician roles, stressing the potential for progression and skill development within these classifications. Very few businesses have vacancies for professionals and technicians currently.

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

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

- Reasons behind high turnover rates

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

- Career counseling session with university and VTC graduates
- Career counseling session for PWDs graduates from VTCs (employment/self-employment)



Sectoral Conclusions and Recommendations:

Wholesale and Retail Sector:

1 The wholesale and retail sector is currently experiencing a severe downturn, with many major wholesale and retail stores closing their branches throughout the kingdom due to many economic reasons including rapid expansion of e-commerce. Relevant entities (through counseling sessions) should shift the focus of jobseekers away from traditional roles and towards opportunities related to e-commerce. This entails emphasising the development of skills suited for these evolving job positions.

2 Businesses have reported having vacancies suitable for women, especially in roles like sales and cashier. Employment services providers should prioritise the implementation of employment initiatives tailored to women, promoting these job titles, and showcasing success stories to jobseekers.

3 The sector holds significant potential for employing PwDs in roles such as shelf organising, bagging, and warehouse positions. Employment initiatives aimed at employers should be conducted to raise their awareness, encourage them to employ PwDs, and share success stories from businesses that have successfully employed PwDs.

Support Services Sector:

1 Employment services providers should prioritise engagement with businesses in this sector to gain a comprehensive understanding of their employment needs, thereby enabling the effective implementation of employment measures.

2 The availability of vacancies in the sector largely depends on the contracts secured by businesses. Presently, most job opportunities in the sector are for security guards. However, future vacancies may encompass roles like kitchen workers and cleaning staff. Employment services providers should maintain close collaboration with employers to stay updated on available vacancies and be prepared to implement appropriate employment measures as needed.

Education Sector:

- 1 As hiring within the sector is seasonal, aligned with the academic year, it is recommended that intensified employment measures be implemented during this period to address the sector's needs effectively.
- 2 There are multiple fields of teaching that are saturated in the sector, especially for females. Employment stakeholders and service providers should pinpoint those saturated teaching roles and convey the information to high school students through awareness sessions to divert them away from specialising in these saturated roles.

Transportation Sector:

The primary data collection of this assessment showed 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 Educational institutes offering specialised programs for the logistics sector are scarce. Greater collaboration between the private sector and educational institutions is essential to develop new programs that support employment in this specialised field.
- 2 A significant shortage of marine logistics specialists exists in the country due to the limited number of graduates and the lack of educational institutes offering programs in this area. Awareness campaigns should be conducted to guide prospective students toward these specialisations and highlight their potential.
- 3 Proficiency in English is a critical requirement for many roles within the logistics sector. Training programs designed for this sector should prioritise English language courses, particularly focusing on writing and speaking skills.
- 4 Women are well-suited for office-based roles such as sales, HR, and accounting; however, field-based work presents considerable challenges. Employment initiatives tailored to women should be prioritised, raising awareness of job opportunities for females within the sector and showcasing success stories to inspire jobseekers.
- 5 The logistics sector offers significant potential for employing Persons with Disabilities (PwDs) in roles such as data entry and certain positions in warehouses. Employment initiatives targeting employers should aim to raise awareness, encourage the hiring of PwDs, and share 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 institutes. Feedback should be collected from employers and then 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 targeting 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. Furthermore, there should be an emphasis on raising awareness about the various degrees of disabilities, as many employers tend to perceive disabilities as only severe in nature.

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.

Food Manufacturing:

1 Most businesses with job openings are seeking candidates for various positions that typically have minimal prerequisites for jobseekers. Employment services providers should focus on implementing employment measures including career counseling sessions. This approach will enhance job sustainability and align jobseekers' expectations with the realities of employment.

2 Employment services providers should concentrate on implementing targeted employment measures for women, promoting available job positions, changing perceptions towards the sector, and presenting success stories to potential jobseekers.

Chemical Manufacturing

1 Most businesses with job vacancies in this sector seek production workers and technicians. Production workers usually get hired with minimum requirements, highlighting the need for employment services providers to concentrate on enhancing soft skills and offering counseling to improve employment sustainability. Conversely, technicians require strong technical skills and educational backgrounds, often holding vocational degrees. Employment services providers should collaborate closely with vocational training institutes to implement suitable employment strategies for institute graduates, ensuring their current technical and soft skills align with sector employers' expectations.

2 A significant portion of all positions in the chemical manufacturing sector (60%) rely on a few main core skills. Employment stakeholders should collaborate closely with the TVSDC to comprehensively understand these skills to update training curricula and communicate them with jobseekers during counseling sessions.