



Employment and Market Systems Assessment in Jordan

Table of Contents

Introduction	2
Methodology.....	3
General Findings	5
Research Findings Per Sector	7
1. Tech-enabled and Information and Communication Technology.....	7
2. Sector Two: Food Processing and Agribusiness	8
3. Hospitality and Tourism	9
4. Solar Energy	10
5. Textile and Apparel Manufacturing	11
6. Car Maintenance.....	12
Youth Employment Preferences.....	13
Youth Perceptions and Awareness	15
Conclusions and Recommendations	16
Training Specialization and Early Engagement of Private Sector	18

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RYSE Market Assessment Summary

Introduction

The Resilient Youth, Socially and Economically Empowered (RYSE) program is being implemented in Jordan by a consortium of the Danish Refugee Council (DRC), INJAZ, Jordan River Foundation (JRF), Generations for Peace (GFP), and Mercy Corps. To ensure the implementation of an effective workforce development and employability program, the RYSE consortium partnered with iMMAP to conduct a comprehensive market assessment to inform future consortium program activities. The study's main objective was to identify sectors that have the potential for youth employment.

The comprehensive market assessment identified specific market sectors and subsectors where current and future growth exist and that can provide stable, safe career opportunities for youth and refugees, including both wage-employment as well as self-employment (home-based, freelance, and entrepreneurship). The scope of the assessment covered the governorates of **Amman, Irbid, Karak, Zarqa, Madaba, Mafraq, and Ajloun**.

The assessment selected six sectors; **Tech-enabled and ICT, Hospitality and Tourism, Food Processing and Agribusiness, Solar Energy, Textile and Apparel manufacturing, and Car Maintenance**. The six sectors were studied in-depth by exploring recruitment trends, practices, and preferences. In addition, the assessment conducted an overview market study on each of the selected sectors in order to understand sector-specific demand and supply trends, adding value activities, and sector-related challenges.

The second component of the assessment looked into the supply side of the labor market to better understand capacities and opportunities for marginalized groups, specifically youth and women, both Jordanian and Syrian, who experience particular barriers in relation to access to education and employment due to status, level of educational attainment, gender, and disability.

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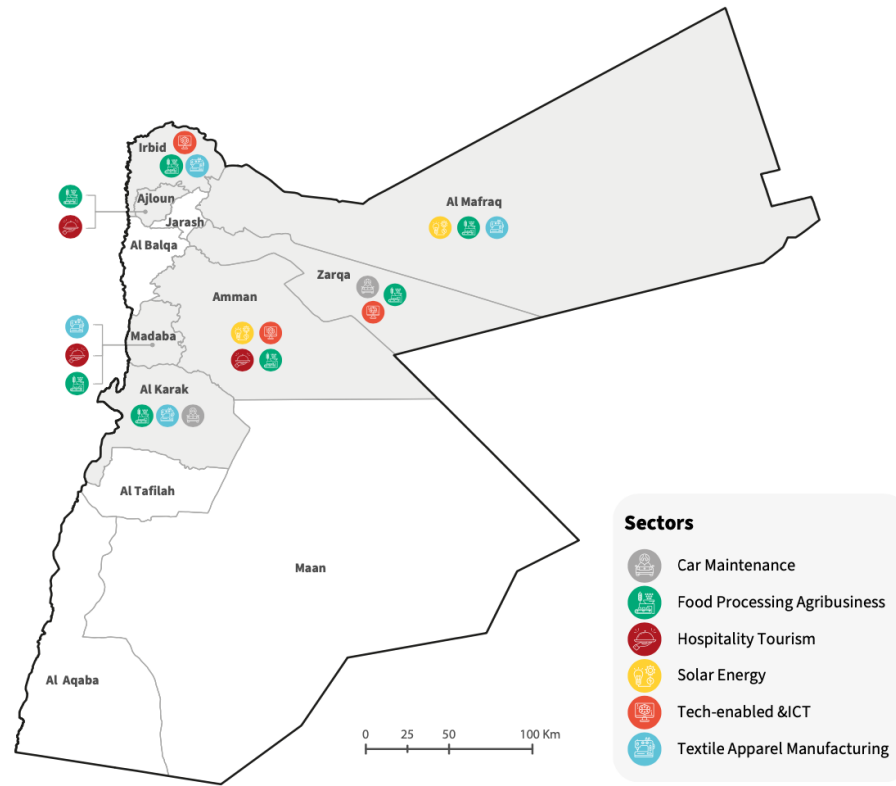


Figure 1: Sectors Covered per Governorate

Methodology

This study adopted an inclusive, iterative, and participatory approach to ensure that the study is aligned with RYSE’s main objective, and high-growing sectors/industries that offer quality non-white collar job opportunities. iMMAP undertook a three-phase methodology in close coordination with RYSE partners.

Phase One (Desk Review): The first phase entailed an extensive desk review, which explored existing labor market and value chain assessments in Jordan, with a focus on youth, Jordanian and Syrian, and women participation. The main finding of the desk review report was a list of sectors that hold potential and sustainable income-generating opportunities in each of the targeted governorates. In addition, a stakeholder’s matrix was developed to identify and map out key stakeholders’ possible influence and impact on the project and study.

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Figure 2: Number of Businesses per Governorate

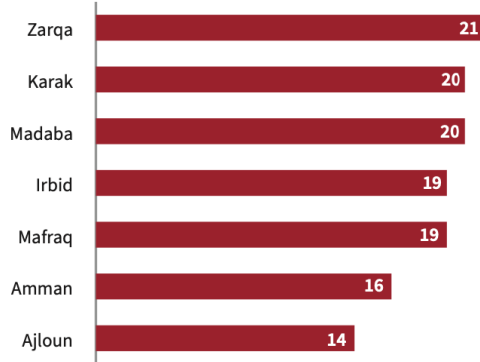
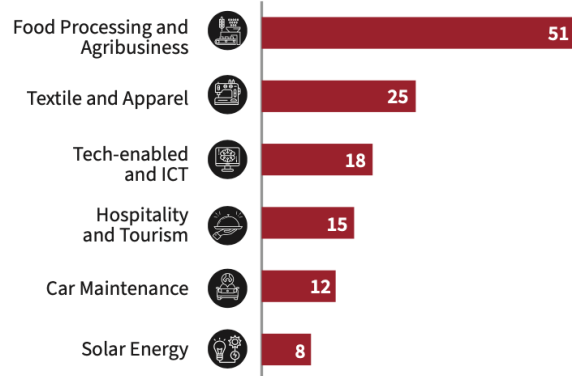


Figure 3: Number of Interviewed Businesses per Sector



Phase Two (Sector Selection): Several stakeholders' meetings were conducted during this phase to further explore market trends and opportunities. Stakeholder meetings occurred on a rolling basis throughout the study and spilled over the third phase of the assessment. Informed by the desk review, and meetings with stakeholders, the long list of potential sectors was assessed against a selection matrix in order to shortlist the sectors that would qualify for the final phase of in-depth market assessment. The selection matrix assessed the sectors against four core dimensions: Economic, Social, Environmental, and Institutional. Based on the selection matrix results the following sectors were selected in close coordination with RYSE for the in-depth labor and market assessment:

1. Tech-enabled and Information and Communication Technology
2. Food Processing and Agribusiness
3. Hospitality and Tourism
4. Solar Energy
5. Textile and Apparel Manufacturing
6. Car Maintenance

Phase Three (In-depth Labor Market and Sector Specific Market Assessment): The third phase entailed an in-depth assessment of two different segments. The first segment studied the demand side of the labor market focusing on the six shortlisted sectors from phase two. Tailored questions were designed for each shortlisted economic sector, in order to understand sector-specific demand and supply trends, adding value activities, and sector-related challenges. The second segment explored the supply side of the labor market. The tools were designed to capture practices, preferences, and perceptions of the different targeted groups, and questions were designed to be sensitive in terms of gender and nationality of the interviewees.

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General Findings

This section presents an overview of the employment practices, preferences, and general skill requirements reported by the 129 market actors. Interviewed businesses ranged in the number of active years, where 62% of the 129 businesses were active for 10 years or less. Out of the 129 businesses interviewed, most businesses (61%) are considered small enterprises with 10 employees or less.

Recruitment Practices and Preferences

Nationality

26% of the 129 interviewed businesses reported employing Syrians, and 21% reported hiring Egyptians. The highest number of businesses that hire Syrians were amongst the Food Processing and Agribusiness, and Textiles and Apparel Manufacturing sectors. The percentage presents the participation of Syrians both in full-time and part-time jobs. This finding is aligned with the Ministry of Labor's work permit regulations that waive and allow issuance of work permits for Syrians in these sectors, specifically in the agriculture sector where individual Syrians can issue independent work permits without the need for a sponsor. Other nationalities were present in Textiles and Apparel Manufacturing, Food Processing and Agribusiness, Solar Energy, and ICT and Tech-enabled sectors.

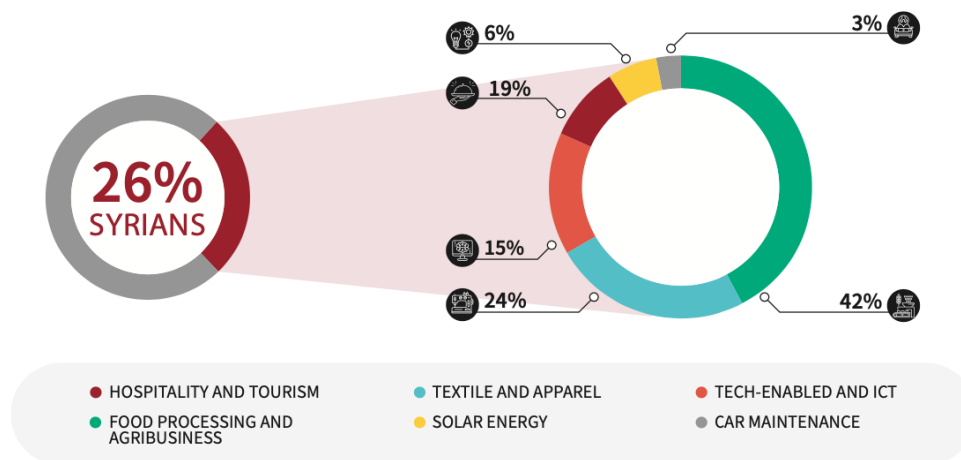


Figure 4: Percentage of Employers per Sector that Hire Syrians

The 12.5% who reported preferences towards Syrians along with Jordanians, reported that both are preferred as long as the person is committed and can professionally deliver the work. Egyptians were particularly preferred amongst businesses in the Food Processing and Agribusiness, Car Maintenance, and Hospitality and Tourism sectors. Egyptians are considered highly committed and perceived to have low social commitments compared to Jordanians and Syrians.

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Gender

Women's participation within the interviewed 129 businesses was relatively moderate with 43% of businesses reported hiring women. This was evidently high amongst businesses in the Food Processing and Agribusiness sectors and absent in the car maintenance sector.

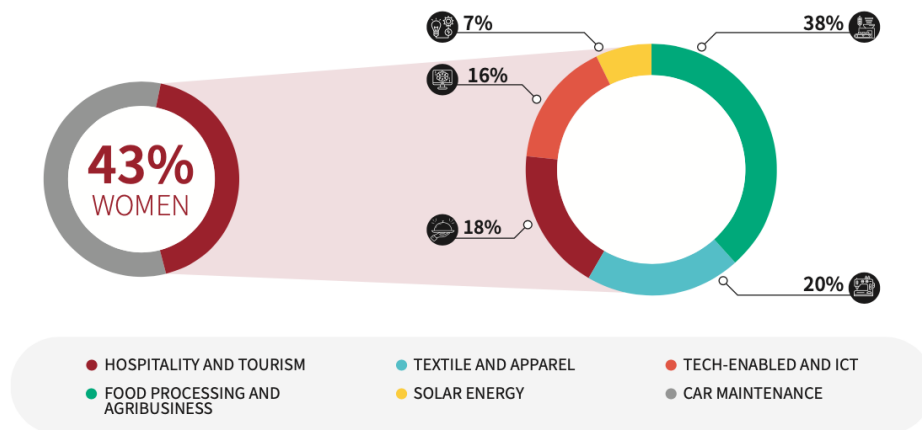


Figure 5: Percentage of Employers per Sector that Hire Women

There was a glaring gender preference towards male workers, where 54.3% of businesses reported preferring hiring only males. Male workers were reportedly preferred as they better suit jobs/work that require physical work. Whereas others reported the nature of some jobs are not culturally acceptable for women specifically for jobs that require late-night shifts. Thus, women were viewed to be more occupied with family obligations and not as committed as men. However, for the 16.3% of businesses that reported sole preference towards women agreed that women tend to be more committed at work compared to men, as well as for certain jobs women are more experienced and are better at communicating with customers.

Soft Skills

Work and professional ethics related to commitment, honesty and high morals were common soft skill requirements stated by interviewed businesses in all sectors. Strong communications, emotional intelligence skills and good self-representation were common amongst businesses that require direct interaction with customers specifically in retail shops, and businesses in the Hospitality and Tourism Sector. Good command in written and spoken English was highlighted by Businesses in the Hospitality and Tourism, and Tech-enabled and ICT industries. Other sectors that entail manufacturing and processing activities highlighted requirements related to personal hygiene, and awareness to occupational safety and health. The focus on occupational safety amplified after the outbreak of COVID-19, where more strict and stern measures were imposed by the government on manufacturing facilities.

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Research Findings Per Sector

1. Tech-enabled and Information and Communication Technology

Considering the latest global digitalization trends, the Tech-Enabled and Information and Communication Technology (ICT) sector presents good potential for growth and job creation in Jordan. According to the World Bank, this sector contributed 12% to GDP in 2017 and created about 22,000 jobs in 2018. Overall, the sector's generated revenues are increasing at a striking growth rate of 10.7%. Furthermore, women's employment in this sector accounted for 33% in 2018, which is higher than the national average for women's employment. This sector consists of various essential support activities present in most economic sectors and government services. Therefore, this sector has a considerable contribution to the market and has one of the highest added value to Jordan's economic growth and sustainability. Given that, there is currently excessive attention from both the private sector, NGOs, and the government in making Jordan more competitive in the tech-enabled and ICT sector domestically and internationally.

Opportunities

The Tech-Enabled and ICT sector in Jordan accounts for 12% of GDP with total annual revenue of USD 749 million, with more than 600 active companies, directly employing over 17,698 people. Furthermore, the sector is dominated by Jordanian nationals, as about 96% of employees are Jordanian. The sector is an important source of employment for women and youth, as it has a higher rate of employment for youth and women than any other sector¹. The sector's function is mainly centered in big cities in Jordan, such as Amman, Irbid, and Zarqa. Employment in software development function, management, customer care, and network and infrastructure make up 65% of jobs, representing the highest employment. This sector is distinguished by the flexibility of jobs, where many jobs can be performed from home or individually. Moreover, for IT hardware maintenance jobs like mobile maintenance, it can be performed independently if they have access to the maintenance equipment.

Tech-enabled and ICT services and products are used globally by various individuals, businesses, markets, and countries. Demand for ICT services and products is constantly growing and changing; therefore, it is vital to keep up to date with the latest technological advancements and solutions. Currently, there is demand for products and services related to the internet, software, hardware, applications, systems, network, transactions, data, and cloud computing.

¹ int@j. (2018). Jordan ICT & ITES Sector Statistics. <https://intaj.net/wp-content/Studies/2018.pdf>

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The market assessment in Amman, Irbid, and Zarqa revealed that the Tech-Enabled and ICT sector had the highest number of businesses that have vacant job opportunities. Nine interviewed businesses reported having vacant job opportunities, with 25 unique job positions available overall. Most vacancies were available in businesses that provided e-services and software and multimedia products. The most in-demand jobs were:

- Marketing & Sales
- Customer service and community support
- Content creation
- Software, app, site, PHP, Flutter developers, and programmers
- IT Support
- Multimedia and graphic design
- Data analysis

2. Sector Two: Food Processing and Agribusiness

The Food Processing sector has a wide spectrum of products and processing activities, ranging from the processing of dairy products to the processing of fruits and vegetables. In addition to the high diversity of products, processing activities range from large industrial facilities to traditional home-based processing. According to the Jordan Chamber of Industry, the Food Processing sector employed 50,378 workers in 2019 and registered 2,657 companies. The added value of this sector is undeniably significant, in 2018, 47.2% of the local consumption was locally produced².

The food processing sector is highly segmented and linked with other economic sectors from both the downstream and upstream ends. Agriculture is a primary input for this sector, although the contribution of agriculture activities to the country's GDP remains small compared to other sectors. As a result of the integration between the Agriculture and Food Processing sector, the two sectors were merged into one segment for this assessment as "Food Processing and Agribusiness." The highest number of interviewed businesses were dedicated for this segment, in addition, it covered all the seven targeted governorates.

² Hundaileh, L., & Fayad, F. (2019). Jordan's Food Processing Sector Analysis and Strategy for Sectoral Improvement. GIZ Jordan. <https://www.giz.de/de/downloads/Jordan%20Food%20Processing%20Sector%20Analysis%20and%20Strategy%20for%20Sectoral%20Improvement.pdf>

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Opportunities

The Food Processing and Agribusiness Sector is considered a labor-intensive sector with multiple adding value activities that require manual labor. The sector employed a total of 50,378 workers in 2019, with a 0.83% growth in the number of employees compared to 2018. The skills set required are very diverse starting from farming and agriculture, moving to specific food processing activities with the need for logistics services along the chain, and finally, at the downstream end, there is a need for marketing and sales skills. The Jordanian government has reinforced its efforts in mapping strategic plans to support this sector, where in addition to the Ministry of Agriculture and Jordan Chamber of Industry plans that were mentioned earlier, the Ministry of Labor signed a new Memorandum of Understanding (MoU) with the International Labour Organization, and together with Vocational and Technical Skills Development Commission. The MoU would see the establishment of six agricultural guidance and support offices in the Jordanian districts of Mafrqa, Irbid, Zarqa, and Balqaa that will provide employment services to job seekers, workers, and employers. These will include career counseling and job-matching services, and information to workers on their labor rights and responsibilities, as well as on Occupational Safety and Health³.

The number of businesses that reported vacant job opportunities were eight total, in Ajloun, Zarqa, Al-Mafrqa, Madaba and Amman. A total of fifteen unique job opportunities were reported, with six opportunities holding more than one vacancy. The job vacancies reflected the diversity of his sector where the jobs ranged in terms of type and skills required. Some jobs were specific processing and manufacturing opportunities, others were related to logistics services and admin work. The businesses who reported vacant job opportunities were:

- Small and large food processors
- Agriculture input providers
- Packaging companies
- An FMCG Company

3. Hospitality and Tourism

For years the Hospitality and Tourism Sector in Jordan played an integral role in the country's economic growth. In 2018, the tourism sector alone accounted for 12.5% of the country's GDP⁴. The number of

³ International Labour Organization. (2020,June). Jordan's Ministry of Labour and the ILO strengthen collaboration to support decent work in agriculture.

⁴ Jordan Strategy Forum. (2020). Enhancing the Competitiveness of Tourism Sector in Jordan: Prospects and Adaptation to New Trends.

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employees in this sector reached 53,488 in 2019 which increased by 4% compared to 2018. According to the Jordanian Restaurant Association, members of the association faced a peak in the demand in 2019 that had not been witnessed since 2010.

Jordan enjoys unique tourism destinations and niche experiences, namely ancient wonders, film tourism, environmental tourism, and religious tourism. In the near future, the demand for more skilled workers and supply of businesses that offer unique experiences would have to draw near. Accordingly, the study interviewed 15 market actors within the Hospitality and Tourism sector in Amman, Ajloun, and Madaba.

Opportunities

Three interviewed businesses reported having vacant job opportunities, namely; two accommodation facilities in Ajloun, and a large fast-food company. The two accommodation businesses in Ajloun had in total three vacant job opportunities; a Sous Chef, a Receptionist, and a Housekeeper. The minimum education required for the first two opportunities was a diploma or vocational training, as for the latter no specific educational level was required. Regarding the fast-food company, it is worth mentioning that the company reported four different vacant job opportunities: a Restaurant Crew Member, a Restaurant Manager, a Marketing and Advertising Expert, and a Process Engineer. There were 100 vacant positions for the Restaurant Crew Member job opportunity, and three vacant positions as Restaurant Managers. Both restaurant positions did not require a certain level of education. However, a restaurant manager required more than two years of experience. The two other jobs required a specialized bachelor's degree and two years of experience.

Jobs in this sector are characterized by high turn-over as reported by the Jordan Restaurant Association since there is not a clear career path that motivates youth to commit. Most restaurants and hotels in Jordan are considered small businesses or family businesses, which unlike big chain hotels there is a clear organizational structure. Moreover, market actors indicated there is a high percentage of part-time work in this sector or seasonal job opportunities, which does not promise individuals the job security available in other sectors that face more stable demand trends.

4. Solar Energy

The Jordanian National Energy Strategy 2007 – 2020 aims to utilize domestic renewable energy sources and employ domestic workers to ensure sustainable and productive growth for Jordan. The solar energy sector has presented a great employment potential associated with product manufacture and distribution, project development, construction and installation, and operations and maintenance of various solar energy technologies. So far, there has been an increasing demand for human capital to match

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the growing solar energy sector's needs. The rising demand for human capital makes education and training of the youth to solar and sustainable energy technologies of high importance. The labor Market Assessment in Amman and Mafraq aimed to understand the labor market and employer's behaviors, needs, challenges, and opportunities.

Opportunities

Employment in the manufacturing and distribution of solar energy products is constant and similar to other production industries. Nonetheless, employment in solar project development, construction, and installation is different because labor is hired when needed on a project basis; therefore, the stability of jobs depends on the steadiness and continuity of project flow. Thus, many of the interviewed firms, seven out of eight, indicated that they hire part-time contractors or workers to work on projects. Furthermore, an interview with National Employee and Training Company revealed a need for technicians who work on the maintenance and installation of solar energy cells. However, the number of jobs during the installation phase is much higher than the long-run jobs, such as maintenance and operations of solar energy plants. On the other hand, large corporations generally dominate this sector that offers installation and warranty-based services. Therefore, self-employment opportunities are limited to small maintenance and installation jobs on a residential level.

According to the interviewed business, four-out-of-eight indicated that they have current job vacancies. Also, there are fourteen vacant positions for vacant jobs for marketing and sales, engineering, technicians, and installment workers. Only employment of engineers requires a bachelor's degree, and the other jobs only require either vocational training or a short time of working experience. The engineers are usually responsible for planning, overseeing, managing, and examining solar panel projects. They provide the installment plan to workers to install accordingly. Usually, any contractor and worker with a basic background in electricity can install, assemble and clean solar panels.

5. Textile and Apparel Manufacturing

The Textile Manufacturing sector accounted for 27% of the total country's industrial export in 2019 with a total of 182 registered manufacturing facilities. The sector is the leading industrial sector in terms of the number of employees, with a total of 76,098 in 2019⁵. The primary objective of this sector is to tackle the high unemployment rate in Jordan. Jordanian government approaches this by opening satellite units to promote decentralized economic developments in rural areas. Satellite units are located outside the industrial zones and essentially are small-scale manufacturing facilities. Currently, there are 20 operational satellite factories with two under development. Despite the high number of jobs generated

⁵ The Jordan Chamber of Industry. (2020).

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from the free trade agreements and large international manufacturers, the percentage of foreign workers remains very high in this sector specifically from south-east Asia⁶.

In general, large manufacturers prefer hiring migrant workers as they are perceived to be more committed to work as compared to local Jordanians and Syrians. Moreover, working shifts in large factories tend to be long and manufacturers tend to assign overtime shifts. Local Jordanians and Syrians have social obligations, which prevent them from committing to long shifts, unlike migrant workers who usually live on-site campus/workplace.

Opportunities

On the local level, small workshops and retail stores hire only Jordanians or Syrians. Unlike large factories, production in small workshops requires more manual work and one worker might have to perform more than one tailoring job, whereas with large factories, one worker would be specialized in one task for example stitching a sleeve to a shirt.

Two interviewed businesses reported having vacant job opportunities, specifically in Irbid. The two reported opportunities were in two small factories outside the industrial city. The first factory reported ten vacant positions as a Tailor and Dressmaker, and the second factory reported four vacant positions as a Tailor and Dressmaker specialized in traditional embroidery. The assessment interviewed only four large factories, however, interviews with ILO and Jordan Chamber of Industry revealed that large factories employ on a rolling basis and offer a number of job opportunities for production line workers.

6. Car Maintenance

The car maintenance sector generally is considered labor intensive as most of the work is handled manually by mechanics and requires hands-on experience to master the technical maintenance skills. Employment in this sector can be both within self-employment or formal job settings. Services include interior and exterior repair, oil, battery, car paint, car wash, and wheel and tire alignment. Vehicle maintenance covers regular, hybrid, and electric cars, large trucks, busses, industrial, construction, and agriculture vehicles, and motorcycles.

In Jordan, Zarqa Free Zone is considered a national hub for the trade and distribution of new and used imported cars. The car maintenance industry is established and saturated, and there is higher competition between various businesses. On the other hand, The Jordan Investment Commission (JIC) considers Karak Governorate an ideal location for establishing an advanced car maintenance center specializing in hybrid vehicles mainly because of the proximity of Karak to the desert highway between Amman and Aqaba so

⁶ Better Work Jordan. (2020). Annual Synthesis Report 2020: An industry and Compliance Review. International Labour Organisation and International Finance Corporation.

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that it can provide emergency maintenance. Furthermore, JIC's feasibility study unraveled that there is an increasing number of hybrid vehicles in Karak and southern Jordan. Given Karak's low rental prices make Karak a strategic location for the establishment of this proposed project. Given that this sector provides essential services on the national level, there will be a constant demand for more skilled workers so businesses can offer various services and keep running.

Opportunities

The increasing number of cars in Jordan requires maintenance and repair, attributing to the growing need for services and skilled mechanics. According to the National Employment and Training Company, there is a growing need for car maintenance technicians. Also, there is high attention from the private and public sectors to encourage investment in this sector, especially in Zarqa and Karak. Nonetheless, this sector offers both high-skilled and low-skilled job opportunities, and there is a wide variety of roles available such as automotive mechanic, electrician, and vehicle parts technician. For instance, nine out of 12 interviewed businesses indicated that they do not require a minimum educational qualification for employees to have to be hired. The other businesses require vocational training or experience. On the other hand, given the current economic situation and the COVID-19 restrictions, only one firm reported having a current job vacancy, and that is a hybrid cars electrician.

Youth Employment Preferences

The interviewed youth shared their employment preferences and perceptions regarding employment types, effort, hours, benefits, wages, and accessibility. Many respondents prefer to have their own business, mainly because they believe it is more comfortable to be self-employed and control their work, time, and management. Also, many believe that having their own business secures flexibility, comfort, and higher income.

- The youth shared their perceptions and beliefs about which sectors each segment of society (men, women, Syrians, Jordanians) prefer to work in. For instance, many believe:
- Men usually prefer to work in retail, construction and maintenance, food production, government, or agriculture sectors.
- Women usually prefer to have home-based jobs such as tailoring, food production, and crafts; furthermore, they typically prefer jobs in either the beauty, administration, or education sectors.
- Syrians usually prefer to work in either construction, food production, retail, or agriculture.
- Jordanians usually prefer to have an office job and work in either the government, military, or retail.

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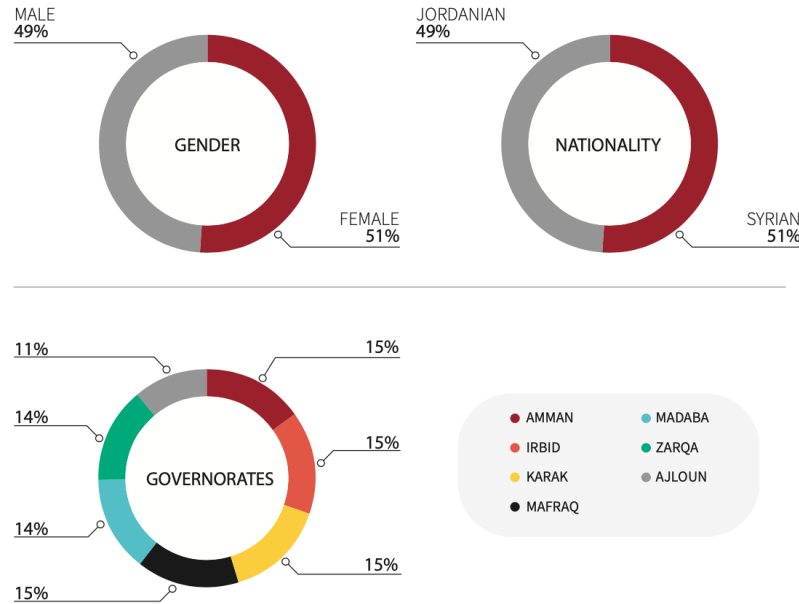


Figure 6: Gender, Nationality, and Governorates of Interviewed Youth

The youth also shared their perceptions about each segment of society's willingness to work in jobs that require labor. Many believe that men and Syrian youth in their community do not mind working jobs that require labor. Respondents explained that the economy is in bad shape as there is a lack of opportunities, which pushes many to accept demanding jobs. They also explained that both men and Syrians do not mind having a challenging job because they desperately need to work and generate income to provide for their families. Furthermore, they believe that men do not mind working in jobs that require labor because they have the strength to endure harsh conditions. Furthermore, most interviewed youth specified that they and the youth in their community are willing to accept JOD 200- 400, with an average of JOD 291 as a minimum monthly salary.

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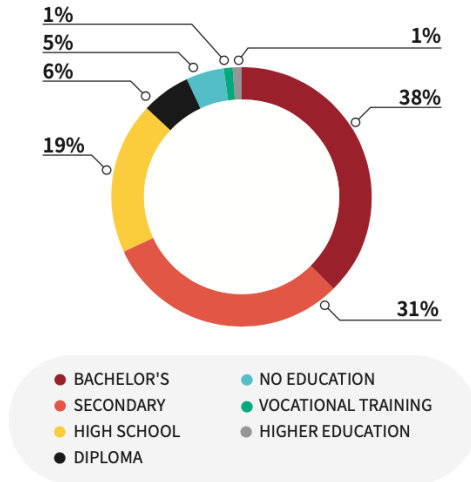


Figure 7: Education Level of Interviewed Youth

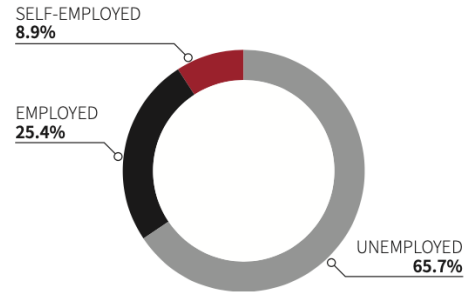


Figure 8: Employment Status of Interviewed Youth

Youth Perceptions and Awareness

The assessment evaluated the youth's awareness levels and perceptions in all governorates to understand the current market dynamics better. The respondents were asked about the youth's perception of the availability of jobs in different sectors. The interviewed youth shared their view on which sectors they perceive as employing the most men, women, Syrians, and Jordanians. For instance, many perceive that currently:

- The construction and maintenance sector, factories, and retail shops are hiring men the most.
- The Beauty, food processing, textile, and apparel manufacturing sectors and retail shops are hiring women the most.
- The food processing and agribusiness and construction and maintenance sectors, and NGOs are hiring Syrians the most.
- The government and military sectors and private businesses are hiring Jordanians the most.

Eighty-two percent of the respondents reported that they are aware of the skills set needed to have to be able to work in the sectors mentioned above. Most of the interviewed youth are aware of the following required sector skills: computer literacy, English language, communications, ability to learn, flexibility, decency, commitment, strength, team- work, crafting, tailoring, sales, planting, painting, maintenance, construction, driving, cooking, and styling.

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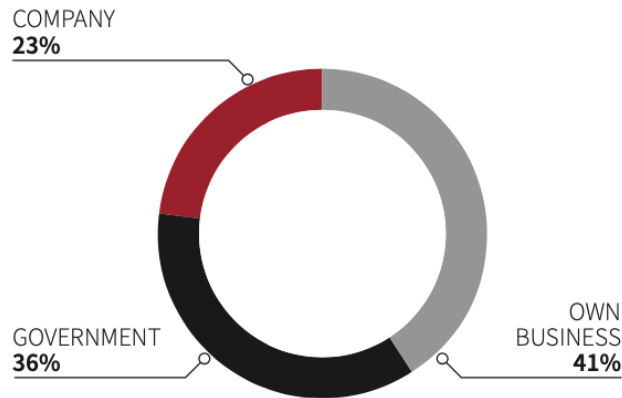


Figure 9: Work Type Preference of Interviewed Youth

Conclusions and Recommendations

- **The Hospitality and Tourism Sector** is the most negatively impacted sector by the COVID-19 pandemic. However, experts expect that the sector will gain its moment back in Summer 2021. Although the sector is paralyzed, several job opportunities both in the formal job and home-based job settings were identified. The opportunities were specifically focused as backend and support services in restaurants and accommodation facilities. As for home-based there are potential entry points for home-based accommodation businesses, specifically in Madaba and Ajloun.

Opportunities Identified in the Hospitality and Tourism Sector

Full-time Jobs

- Fast-Food Restaurant Crew Member
- Restaurant Manager
- Cleaner/Dishwasher
- Prep Cook House

Self-employment Jobs

- Home-based Lodging
- Home-based Cook
- Adventure Tour Guide

- **The Tech Enabled and Information and Communication Technology (ICT) sector** was reported to hold high growth potential and offer a number of income-generating opportunities. There is high attention from the NGO community, the government and the private sector to support in order to make the sector more competitive on domestic and international levels. The opportunities identified in this sector might not require higher education qualification, but it requires specialized training supported with hands-on experience. The sector offers a flexibility advantage as some of the identified opportunities can be operated remotely or under a self-employment setting.

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Opportunities Identified in the ICT and Tech-Enabled Sector

Full-time Jobs

- IT Customers Support

Self-employment Jobs

- Social Media Marketing
- Web Developer
- IT Technician
- Graphic Designer
- Multimedia Producer
- Mobile Device Repair

- **The Textile and Apparel Manufacturing sector** is characterized by the large manufacturing facilities that fall under Jordan's free trade agreements. The sector remains the leader in terms of the number of traditional industrial jobs generated. However, the biggest challenge is the participation of local Jordanians and Syrians as participation is low compared to another migrant worker. Local communities do not perceive such jobs to be appealing or at times culturally acceptable. Moreover, employers perceive Jordanians and Syrians to be less committed and ill-skilled.

Opportunities Identified in the Textile and Apparel Manufacturing Sector

Full-time Jobs

- Production Line Worker

Self-employment Jobs

- Online Retailer (E-commerce)

- **The Food Processing and Agribusiness sector** was reported to be the most segmented and integrated with other economic sectors, as it combines both agriculture and manufacturing activities. Upon the onset of the COVID-19 pandemic, the government has extensively increased its effort to support this sector with three different nationwide strategies related by the Ministry of Labor, Ministry of Agriculture and Jordan Chamber of Industry. The sector holds several formal-wage opportunities in large manufacturing facilities and with large producers of fruit, vegetables and poultry. In addition to opportunities in the sector's extended support services, namely packaging and logistics services.

Opportunities Identified in the Food Processing and Agribusiness Sector

Full-time Jobs

- Farm Worker
- Food Merchandiser
- Production Line Worker
- Van Sales Representative

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- **The Solar Energy sector** is considered an emerging sector that holds opportunity for growth in the foreseeable future. The sector has different projects such as planning, developing, manufacturing, constructing, installing, operating, maintaining, and cleaning. Compared to other energy sectors, the solar energy industry is less mechanized and more labor-intensive. There is a need for administrative and technological skilled workers who oversee and manage large projects, in addition to labor intensive opportunities related to maintenance and installation.

Opportunities Identified in the Solar Energy Sector

Full-time Jobs

- Metal Work Technician

Self-employment Jobs

- Solar Panel Installer

- **The Car Maintenance sector** services are considered essential for all vehicle owners. However, the sector remains exposed to sudden shocks like the recent COVID-19 restrictions and measures. The car maintenance sector is generally considered labor intensive as most of the work is handled manually by mechanics and requires hands-on experience to master the technical maintenance skills. Furthermore, employment in this sector can be both within the self-employment or formal job settings.

Opportunities Identified in the Car Maintenance Sector

Full-time Jobs

- Hybrid Car Maintenance

Training Specialization and Early Engagement of Private Sector

One of the key findings of this assessment was that the training facilities in Jordan provide strong overall basic technical skills. However, the training programs lack specializations of sub-sectors. For example, Occupational Safety and Health is essential for manufacturing workers, however, there is specialized training required for each industrial activity. The same applies to Hospitality and Tourism, working in five-star hotels require more specialized training that cover specific standards that might not be necessary for smaller facilities.

At the early stages of employment programs, organizations tend to focus more on finding training programs and outreaching for the youth to be enrolled. The engagement of employers in this process is usually overlooked during the planning phase and employers are approached after completion of the

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training to find job-placement opportunities. In order to achieve specialized training programs that better serve the needs of employers, organizations need to start establishing connections with potential employers and businesses who are willing to host apprenticeships and internships at the early stages and during the planning phase. This will ensure that training programs better fit the specific needs of each employer, followed by internship placements with the same employer who was early on engaged in designing the training program.

Prioritizing English Language Training and the Use of International Employment Website

Many of the identified businesses require a certain level of command in both written and spoken English. This was specifically highlighted as a challenge in both Tech-enabled and ICT, and Hospitality and Tourism sectors. In both sectors, English remains a barrier to entry for local Jordanians and Syrians, where many jobs require either written or verbal communication requirements.

Specifically, for Tech-enabled and ICT jobs, in order to land a remote job with international companies, job seekers need to be present at international employment job websites, such as LinkedIn. Training on CV writing and job research need to incorporate instructions on how to use and best present a profile on international job websites.

Focus on Digital Literacy and Financial Digital Literacy

Interviewed home-based businesses, specifically those in Madaba, Ajloun and Karak Governorates showed limited knowledge regarding the use of marketing digital solutions. Their knowledge is limited to having a social media application like a Facebook page or WhatsApp for promoting their products. There are a number of other applications that can be utilized to expand their businesses and would allow them to tap into niche markets in Amman and outside their community. Digital payment solutions were absent amongst interviewed home-based businesses, even though online payments might as well open new opportunities in Amman and other big cities. One of the interviewed women in Ajloun who has a home-based business, reported that she has customers in Amman who she could not reach this year because there were no flea-markets or bazaars to participate in.

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