



United Nations Development Programme

Evaluation of Youth Employment Generation Project in Arab Transition Countries

Jordan Component

Final

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Amman – Jordan

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Table of Contents

	Page
Executive Summary	5
Introduction and Background	9
The Program Objectives	12
Internship Program	
Objectives of the Project Evaluation	13
Approach and Methodology	14
FINDINGS	
Beneficiary Selection Process	15
Matching Process	20
Skills and Training	21
Media and Outreach	22
Partnership & Evaluation	23
Recommendations and Road Map	24
ANNEX I - Telephone Interview Results	32
Questionnaire	36

The Premise

- The UNDP stated objectives is to:

Provide unemployed young people aged 15 -24, with a special focus on new graduates, school leavers or those without university diplomas with the necessary experience and skills that would enhance their marketability and employment opportunities.

- In order to address the challenge of lack of employability skills of the candidates, the project is designed to provide them with the needed skills, to enable them to compete in the labor market.
- The project will also help them to seek job opportunities in the private sector, by providing internship opportunities after undertaking detailed training courses on employability and life skills.
- The training is designed and delivered by a specialized company based on the real needs of the candidates and private companies.

Executive Summary

The Youth Employment Generation Project in Arab Transition Countries - the Jordan Component - comes at a critical time in the life of youth in the Arab world today. The project attempts at enhancing youth employability – both males and females - and linking them with matching job opportunities.

Overall, the project achieved its stated activities over a short period of time, in terms of training and internship and to some extent in job placements.

One third of 99 interviewees (32%) have found their way into the labor market. However, the training experience was ‘very relevant’ to almost two thirds (62%) of the trainees and positively perceived by the overwhelming majority (84%) of the interviewees as ‘greatly beneficial’.

An extensive tracking exercise was carried out to produce this report in order to identify the achievements of the project, as well as any areas of possible improvements with the objective of delivering a more beneficial outcome for the youth in question when stage two of the project is launched.

The project had a micro level approach and the target beneficiary number was quite small, which afforded us a more measurable outcome and evaluation. In terms of lessons learned, and making comparisons with various similar national initiatives and projects, some similar obstacles and challenges were identified that we will attempt to highlight in this report.

It is important to note that the project was created as a pilot initiative for the purpose of design betterment of a larger second phase scale. Having said this, it is also important to indicate that many of the challenges the project faced are very much part of the reality and the structural shortcomings inherent in the Jordanian labor market that similar projects are facing as well.

Main findings include:

Selection process

- The recruitment process was ‘open’.
- Youth ages 18- 26, male and female, with school or university degree, unemployed for the last two years from three specific Governorates.
- 550 applications were received from the three target Governorates from whom 140 participants/interns were selected.

Gender

- Female participation was much higher than male participation in the total of 140 trainees accounting to almost 80%. According to Project Manager, training and/or employment opportunities were also advertised during the same period by the military and the mining industry which could have absorbed the 'male' component of the training/employment seekers, specifically in the South.
- Although there exists a large need for female employment, in the graduate levels, national unemployment data shows similar gender trends, between males and females, in the diploma/tawjeehi levels in the age group 20-24. Male unemployed in the age bracket 20-24 are today considered a highly vulnerable segment to which greater attention should be given.
- Hence, the selection process was geared to be supply driven. The fact that more females applied in all three Governorates impacted the gender selection that gave the impression of a gender disparity.

Education

- Moreover, as more females are unemployed from the higher educational level (BA holders), the number of female applicants was naturally higher, giving again the impression of an educational disparity.
- One explanation for this seemingly gender and educational disparity could be that the male unemployed, with lower educational levels, were guided or more attracted to the opportunities in the military. This is more assumed to be much more pronounced in the South and, to a less extent, Northern governorates, as the applications indicate.
- Over 70% of trainees had a bachelor's degree, this resulting in 'generic' training needs amongst various educational levels.

Geography

- The selection of beneficiaries in the three Governorates was determined according to rates of poverty and unemployment.
- Number of applicants also determined the geographic/regional selection and their actual will to be trained and employed.

- The number of applicants from the Mafraq was three times higher than those from Madaba or Ma'an.
- Although Mafraq has the lowest unemployment rate (14%) amongst the three selected regions, it accounted for the largest number of applicants/beneficiaries compared to Madaba with the highest unemployment rate of 21%. Ma'an with an unemployment rate of 19% was also under represented. However, again, the selection process was more supply driven than demand and it exemplifies at the same time the gaps evident in the Jordanian labor market.
- Another reason, for this regional disparity, could have been that previous employment initiatives lacked either the credibility or proven success, and hence did not generate the required regional 'pull'.
- Finally, as a pilot project, and as an 'open' recruitment call, the selection process was more 'defined' by the supply of applicants, their education and gender.

Matching process

- While the regions were 'mapped' for companies and 'their' demands for employees, and/or internship opportunities, the 'open' recruitment call forced a 'matching' approach to whoever was willing to 'train'.
- Due to this fact, again, candidates from the two educational levels or specialization could not be directed by a 'closed' recruitment call to the preferred sectors of tourism, ICT or trade.
- None of the selected regions is known to host any significant ICT industry. The overwhelming location of the ICT sector is in Amman with a tiny sector in Irbid.
- And none had a sizeable modern and labor intensive trade sector.
- Another 'involuntary' shortfall was the type and availability of industries or private sector businesses in the locality.
- In Ma'an none of the beneficiaries was trained in the nearby touristic centers, one of the declared target sectors. A 'closed' recruitment call would have specified such a destination.

- In Madaba, where transport and food were granted for those who would accept the tourism sector jobs, did not materialize as some female beneficiaries declined jobs in the tourism industry for various reasons mainly, inconvenient working hours.
- The choice of public sector entities as prospect employers should have been avoided, but due to the fact that in some areas there were no available opportunities in the private sector, interns were placed in public sector internships. It is clear that the public sector is unable to recruit and provide sustainable jobs and Project Management was aware of that, but as mentioned above there was no choice. Again this sheds light on the inequality of investment distribution amongst the Governorates and also shows the clarity of the Jordanian labor market deficiencies.
- In general, the comments made by the Project Manager, included, lack of private sector in the three governorates, difficulty in matching education and job opportunity, the unfamiliarity of the private sector with the 'concept of internship' and finally 'lack of commitment' by the interns/beneficiaries.

Skills and training

- All trainees, regardless of their educational level, were given the same 'generic' soft skill training at the same time, which caused the trainer not to focus on each group according to their educational level, but just provide them with the material on a very basic level. Although the project was not designed to focus on the educational level of beneficiaries and was focused at giving basic needed soft skills, there needed to be some sort of 'matching' or synchronization between the soft skills training and the acquired level of knowledge and specialization. A 'closed' recruitment call would have narrowed down the 'options' and served better the 'marriage' between job/internship and level/type of training.
- The training needed to be better 'customized' and prolonged as both the trainer and most of the participants desired. The Training Consultant should be regarded the 'final resort' on course/training design.

Introduction and background

In response to the growing challenges facing the unemployed in Jordan and youth in the Arab world, the UNDP drafted the Youth Employment Generation Project in the Arab Transition Countries project document to support initiatives conducted to alleviate unemployment and increase women and youth participation in the workforce. This project was designed to be implemented in five countries in the region.

Jordan's population is currently about 6.1 million, with a male/female ratio of 102:100. Today, around 68% of Jordan's population is under the age of 29 according to 2011 Jordan Department of Statistics estimates which suggest that an investment in youth can be an instrument for national development. Those between the ages of 15 and 24 comprise 22% of the population and around 36% of the total eligible workforce (15-65); 48% of them being women.

Jordan is currently experiencing a youth bulge and, though the ratio of children below 15 years of age has been decreasing over recent decades, the population will remain predominantly youthful for several years, with obvious implications for health, education and specifically employments needs. Population projections indicate that Jordan is approaching a demographic transition, whereby the dependency ratio will decrease significantly and reach its lowest rate between 2030 and 2035.

According to 2011 estimates also, there were 471,683 students enrolled at Jordanian schools (204,032 of ages 15-18), community colleges (27,528) and universities (240, 123) at a distribution of 45% for males and 55% for females. However, despite the higher number of females in higher education institutions, the percentage of Jordanian women in the labor force remains low, amongst the lowest in the region. UNDP 2013 Human Development Report estimates youth unemployment (ages 15-24) around a range of 46.8%...one the world's highest.

According to the predictions of the Jordan's National Agenda, unemployment could reach 20% by the year 2015 under current conditions. High unemployment can be attributed to a range of causes, including inability of the economy to provide job opportunities for all new entrants, mismatch between the education outputs and job market requirements, and the shrinking number of available or newly created vacancies in the public sector. Other causes include the large number of foreign workers and the large size of the informal sector.

The project comes in direct alignment with the National Agenda and the National Employment Strategy and aims at increasing employment skills and

work opportunities for women, youth, food insecure farmers, and persons with disabilities in underserved areas, and accordingly three areas with high unemployment rates were chosen; Madaba, Ma'an and Mafrq.

Budget allocated for project was 500,000 US Dollars. The Japanese Government through their support of employment issues approved the project proposal and funded the project.

The project was carried out at both the national and sub-national levels, with special focus on three governorates with high poverty and unemployment rates, chosen according to the following criteria;

- Mafrq in the North East (Poverty Rate 31.9, Unemployment Rate 13.9%),
- Maa'n in the South (Poverty Rate is 24.2, Unemployment rate is 19.0%),
- Madaba in the Middle (Poverty Rate 14.9, Unemployment Rate 21.0%).

Although the project that was designed to subsidize on the job training and provide jobs for different calibers of job seekers is not unique and there are various similar initiatives across the country implemented by different entities and donors, this project was somewhat able to work on a micro level. This might have been due to the fact that the number of beneficiaries was small. Although similar initiatives are aplenty, but the unemployment rates have not been positively affected by those activities. There are some common characteristics amongst those initiatives; high turnover between beneficiaries during training, weakness in ability to sustain job after all forms of training within the initiative is concluded, weakness in private sector commitment in retaining good trainees for long periods of time, lack of commitment of beneficiaries towards sustaining a job outside the scope of the initiative or project.

This project, similar to many national employment initiatives, faced some challenges, first of all, in finding appropriate jobs for the beneficiaries, and sustaining those jobs once landed by beneficiaries. Other challenges can be characterized in the weak ability to synchronize the demand and supply side in the labor market of the three areas. There seems to be an evident mismatch between the skills of the unemployed and needed skills of the employers. Additionally, there seems to be a lack of commitment between the job seekers and project interns/beneficiaries. Last but not least, there seems to be a deficit in the number of private sector institutions in the selected areas, which is the case for most governorates.

Experience in this field indicates that the success of subsidized employment initiatives in Jordan is limited, the above mentioned challenges and the fact that these initiatives cannot bind the employers to sustain employment.

Mentioning the above progress impediments, the Project Management was obliged to implement within tough parameters. It is true that there were inequality and lack of synchronization in relation to gender of beneficiaries, and qualifications and jobs but this was a result of the quality of applicants and quality of private sector jobs available. The job offerings in the three governorates that are in the private sector are part of establishments that are not too sophisticated or advanced to support a corporate social responsibility, or a concept of internship and training. This created an even tougher environment for achieving better outcomes.

Youth Employment Generation Project in Arab Transition Countries

Program objectives:

- Provide unemployed young people aged 15 -24, ***with a special focus on new graduates, school leavers or those without university diplomas*** with the necessary experience and skills that would enhance their marketability and employment opportunities;
- Provide the unemployed with basic skills training and on the job training;
- Provide the beneficiaries with sustainable jobs after they end their internship period.

Internship program:

In order to address the challenge of lack of employability skills of the candidates, the project will provide them with the needed skills, to enable them to compete in the labor market. The project will also help them to seek job opportunities in **private sector**, by providing internship opportunities after undertaking detailed training courses on employability and life skills. The training is designed and delivered by a specialized company **based on the real needs** of the candidates and **private companies**.

Objectives of the Project Evaluation

As the UNDP country office is in the stage of designing the second phase of the project an evaluation of the project was needed.

The objectives of the evaluation were mainly focus on:

- Evaluating the achievements of the project outputs and their contribution to the outcome.
- Assessing the effectiveness and efficiency of the project.
- Identifying issues encountered through implementation.
- Drawing lessons learned through the project implementation.

Approach and Methodology

The consultant read various project documents which were provided including the final report as well as the Project Manager's evaluation report.

The more important approach to evaluating the candidates and supervisor's experience was a 'tracking' exercise, in form of personal interviews.

The training consultant, Khalid Dajani, the Project Manager and the three focal points were interviewed for comments, lessons learnt and recommendations, plus a random stakeholders in the a tourism and NGO business.

Comments and remarks have been embedded in the report pages where applicable.

As an integral part of the program evaluation and tracking exercise, the consultant opted to commission **a telephone survey of trainees** with the purpose of directly gauging their own perceptions, as well as building a relevant database of participants for future reference.

Most importantly the consultant wanted to signal that UNDP is engaging and connecting with them, and is concerned about their employment status. The findings of the survey confirmed that the trainees wanted to remain in contact with UNDP for future reference.

According to the listings provided to us with **given** telephone/mobile numbers, **99** out of a total number of 140 trainees (round one and two listings) were contacted. First we verified the names and telephone numbers of the total list. **Successful contacts were 55 or slightly over 56% of contacts.**

Details of the results of such contacts can be found in Annex I.

Qnre template and actual filled questionnaires will be provided as a hard attachment to this report.

Findings

Overall, the project achieved its stated activities over a short period of time, in terms of training and internship and to some extent in job placements.

One third of interviewees (32%) have found their way into the labor market. However, the training experience was ‘very relevant’ to almost two thirds (62%) of the trainees and positively perceived by the overwhelming majority 84% of the interviewees as ‘greatly beneficial’.

It is important to note that the project was created as a pilot initiative for the purpose of design betterment of a larger second phase scale. Having said this, it is also important to indicate that many of the challenges the project faced are very much part of the reality and the structural shortcomings inherent in the Jordanian labor market that similar projects are facing as well.

Beneficiary Selection Process

According to the project document the targeted beneficiaries of the Project will be unemployed young people aged 15 to 24, with a special focus on, new graduates, school leavers or those without university diplomas. The criteria placed to choose beneficiaries was straight forward and only included; Diploma/college degree holder or Tawjihi graduate, has been out of the educational system and without a job for two years, has basic computer skills and basic English language skills. Having this criterion in place, the beneficiary selection process was however supply driven, as the Project Management had to work with who actually applied. The interested people were the ones selected. As mentioned earlier, the ‘open’ recruitment call resulted in a supply driven initiative while a more ‘closed’ and ‘specific’ recruitment call would have been much more effective with more robust outcomes.

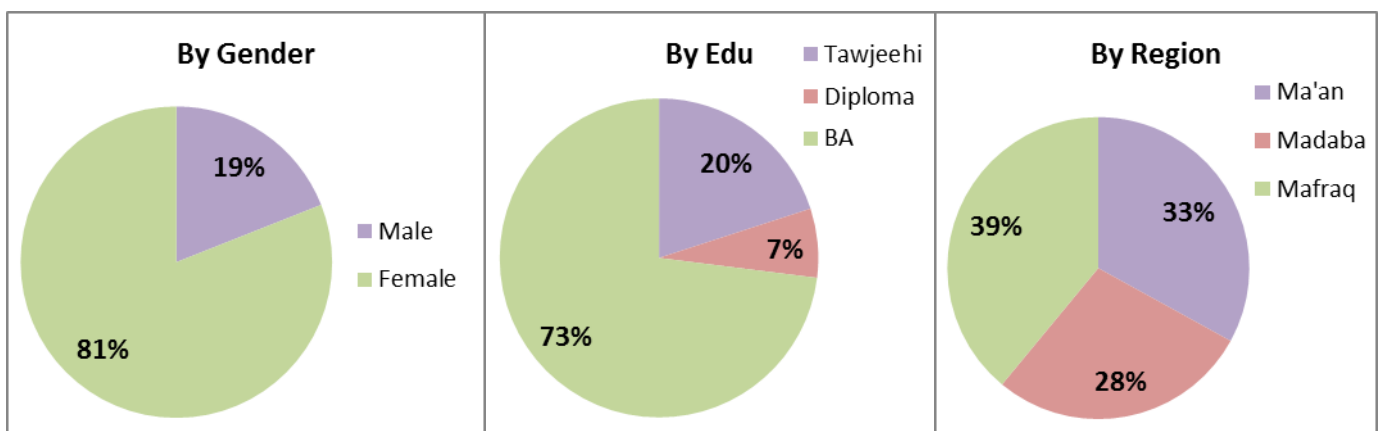
To choose the beneficiaries in the three designated areas advertisements were circulated in city halls, All Jordan Youth Commission meeting facilities local newspapers and UNDP website. Once applications were filled, the process of matching skills to existing jobs already allocated by Project Management began. Based on interviews with successful candidates by the interview panel which also included governorate staff, the Project Management started selecting the most suitable to match to jobs in the designated areas.

The selection criteria also provided for a gender balance, however, the female participation proved to be much higher than male participation in the three

areas and the educational level of participants included a larger percentage of university graduates also in the three areas. This was a direct result of the increased female application and interest in the project in addition to the fact that two other recruitment initiatives, according to the Project Manager, were announced at the same time, attracting large numbers of male applicants, one by the military and a second by the mining industry.

The project naturally accommodated the supply of applicants predominantly female and as evident from the graphs below the supply of applications resulted in a gender imbalance with 81% females.

A total of 140 trainees participated in both training rounds.



Again, in terms of level of education, the supply of applicants resulted in what appears to have been an educational bias [BA to Tawjeehi/diploma], 73% to 27%. According to the program's objectives, the Tawjeehi/diploma proportion should have been much higher however the supply dictated in this instance the acceptance of a higher number of applicants with bachelor's degree. This created certain difficulties for the Training Consultant who in an interview lamented the fact that participants from different educational levels had to be lumped together resulting in a 'generic' training for higher and lower levels of academic achievements. He also noted the predominance of 'the literary education and humanities' in the selected candidates further complicating the matching of applicants to training establishments and the possibility of applicants landing permanent employment, especially that the economic sectors of choice were mainly ICT, trade or tourism, according to a sector mapping study.

What appears to have been a regional disparity was also dictated by the number of applicants from Ma'raq which was three times the number of applications from Madaba or Ma'an.

Moreover, and in terms of regional selection, the essential question here is whether poverty and unemployment are the only determinants in governorate selection in particular that ITC, trade and tourism were established as the most promising sectors.

Ma'raq, for example, does not boast any ITC or tourism business, needless to mention a trade sector of size. Would Irbid have been an appropriate alternative? This also applies to Ma'an. Madaba, only 30 kilometers away from Amman, could have provided better training opportunities.

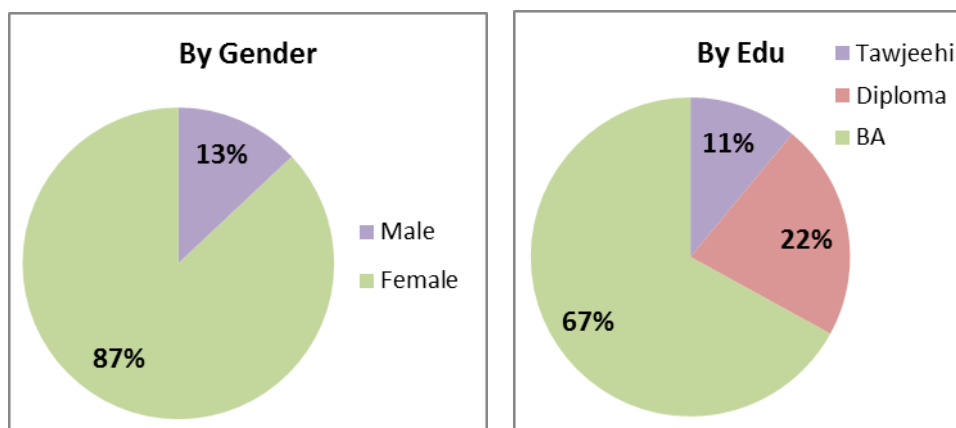
It has to be noted that none of the beneficiaries was trained in the nearby touristic centers in Ma'an with the proximity of Wadi Mousa/Petra and Aqaba, at least for male participants with lower academic achievements and skills.

For Madaba, on the other hand, opportunities to train in the tourism sector were confined to Main Hot Springs while the Dead Sea with its burgeoning hotel and touristic industry is a 'reasonable' distance away. Amman could have offered a wider selection of private sector establishment for Madaba participants in any case.

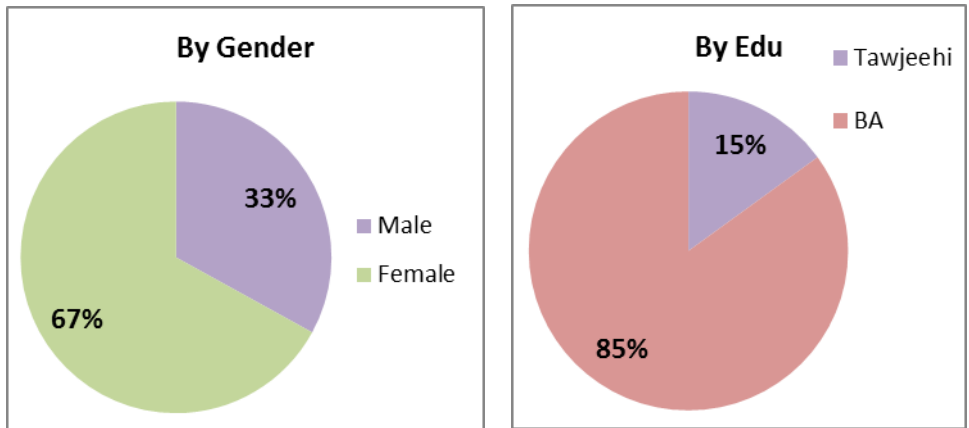
Finally, the availability of industries or private sector businesses in the locality should have also been the primary and main determinants for regional selection beside rates of poverty or unemployment as a more realistic and achievable option.

Following is a regional analysis of the three localities by gender and level of academic achievement.

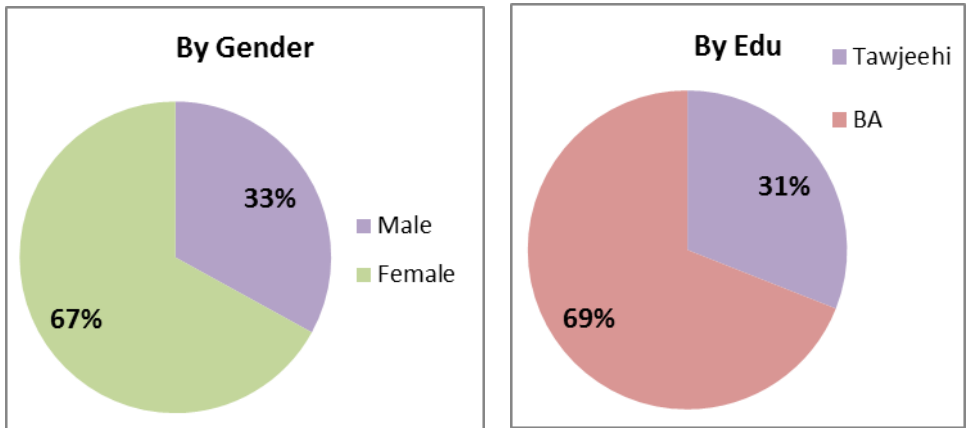
MA'AN Trainees: 46



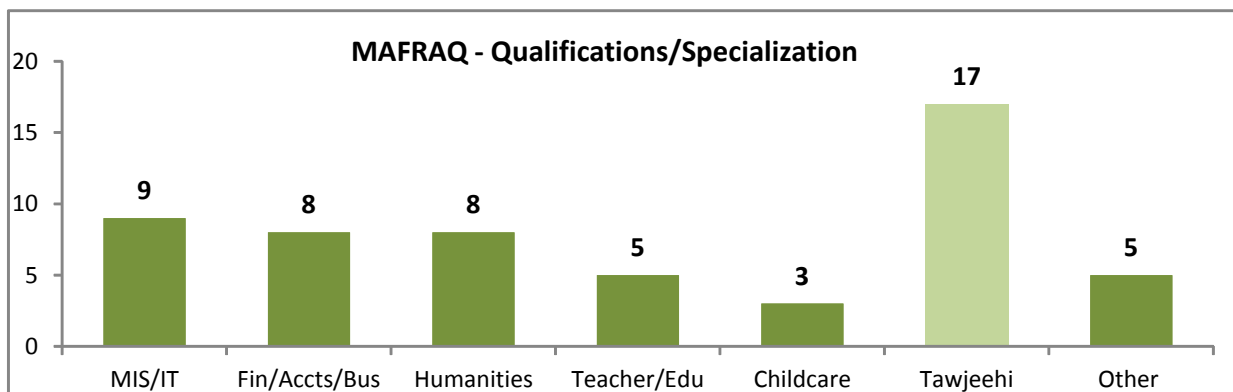
MADABA Trainees: 39

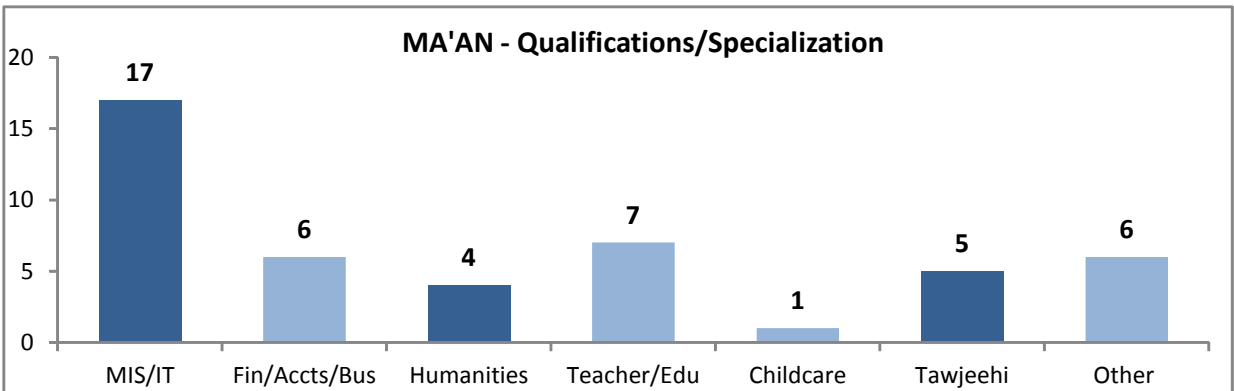
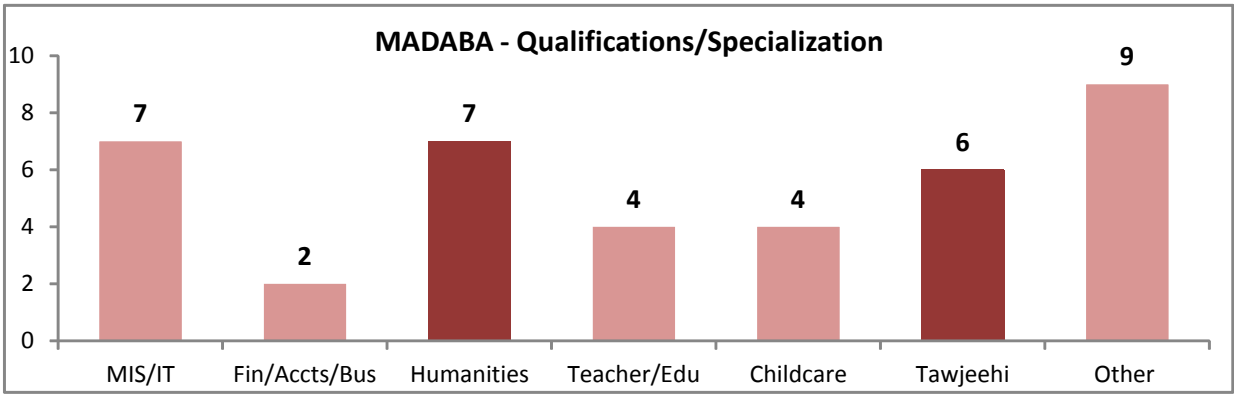


MAFRAQ Trainees: 55



In terms of specializations candidates are grouped by educational level/academic achievement.





The Matching Process

While a commissioned sector mapping study recommended ICT, trade and tourism to be the most attractive sectors the Project Management was eventually obliged to commit to a matching process that was 'accommodating' to the selected region's economic and business realities, and to the selection process resultant supply of both applicants and specializations or academic achievement levels. Nevertheless, the Project Management was able to allocate various entities in the three designated areas or areas close to them that are seeking to employ or train.

Jobs and internships were allocated in the private sector, the public sector and the civil society. In spite of the fact that the public sector was not open for further permanent recruitment however it accommodated thankfully for internships and training. In certain areas there were simply no other available opportunities to train or employ except having the internships in the public sector with the result of hardly job placements.

Having said this, the training experience was perceived by almost two thirds of the 55 interviewed participants as 'very relevant' and the training courses as 'greatly beneficial'...an indicator that the training was needed, but that the locality did not offer sufficient commercial or private sector companies to match the need of the participants.

Ma'an was a clear example. 17 participants were graduates of MIS/Computer/IT and another 6 in Fin/Accounts/Business, but who cannot be matched by relevant private sector establishments due to low commercial activity in the city. As mentioned in the executive summary, **this only emphasizes the inequality of investment and job creation within the Governorates as well as the national mismatch between university output and labor market needs.**

Project Management did its best to match the beneficiaries with jobs and internships allocated. It is important to note that high turnover between beneficiaries is not only due to the lack of commitment from their side, but also the inability of the employers to comprehend the importance of taking on interns and the importance of having a well-defined corporate social responsibility. Most of those employers cannot be blamed though, as they are small sized enterprises who are barely making it.

Again, a more 'closed' and 'specific' recruitment call could possibly have had directed participants into internships and employment opportunities more relevant to their areas and business/economic sector availability.

Skills and Training

To better suit the beneficiaries to jobs through the project, it was crucial to equip them with the needed employability and soft skills that would increase the probability of them landing or sustaining jobs. Accordingly, the Project Management advertised and received offers from various training specialist companies. The company that landed the contract was Dajani Group. A 90 hour training course was designed to fulfill the needs expressed to Project Management by employers.

Project Management by visiting different employers in the three chosen areas, were able to identify the soft skill needs of each employer. Beside employability and business skills, basic English language and interview skills, and life skills the most common skills identified were commitment skills and workplace attitude skills. Accordingly, 90-hour training was designed by the selected company to be given to beneficiaries before they start their on-the-job training.

The selection of the skills for the training was done, as mentioned above, in consultation with identified employers, and training manuals are available. Experience in this field indicates that the Jordanian job seeker lacks a large variety of basic business skills and soft skills but did not take into account the different levels of educational/academic achievement. In an interview with the training expert it was suggested that a separation of educational levels should be made: Tawjeehi/diplomas separate from BA holders.

Feedback from Training Expert, focal points, interviewed candidates agree that longer training is needed for English. This might be customized for tourism candidates with special training on communication skills, menu reading and simple order taking.

Media and Outreach

It was essential for the project to address the visibility of its actions and disseminate information on their impact. As such, at the inception of the project, the Project Management prepared an appropriate communication strategy which should contain at least the following deliverables:

- A project website
- Quarterly project newsletters
- A project leaflet
- At least three presentations in conferences, seminars and workshops on the project in each of the target countries
- At least three interviews or media related articles
- A publication on the project success stories
- Videos and documentaries
- A mapping study of all ongoing youth employment initiatives and projects in Jordan

In addition to the above mentioned activities an inception conference was done to ensure the participation of key stakeholders and showcase background materials and information that would support the project.

A National Conference was also held towards the end of the project and 120 participants were present. The Conference showcased various topics; vision of youth employment in Jordan, youth employment challenges, youth employment opportunities and policies and recommendations. The beneficiaries of the project participated in the Conference.

Partnership & Evaluation

Partnerships with stakeholders

To better manage and supervise the project a Steering Committee was set up and chaired by the UNDP Country Director. The steering committee was designed to have representatives from:

The Embassy of Japan

Ministry of Labor

Ministry of Youth and Sports

Ministry of Planning and International Cooperation

A private sector organization

A civil society organization.

The purpose of having the steering committee was to enable each stakeholder to include their input on each task. The shared experience allowed for a more holistic approach to specific project issues.

Partnerships with employers and local community organizations

Throughout the duration of the project, partnerships with the different employers (private sector and community based organizations) were maintained. MoU's were signed with each employer to insure that inter/beneficiary training and employment is done according to the project agreement and criteria. The issue with MoU's with employers is that they can never be binding to private sector to keep employment project beneficiaries after the duration of the project.

Partnerships with beneficiaries

Partnerships with interns/beneficiaries were also formulated throughout the duration of the project. Not only did the beneficiaries agree to go through all the training and become committed to the project and employment, but they were also part of the website and the film done on the project. Again any agreement with the beneficiaries does not bind them to maintain the job once the training of the project is over. This does increase the challenge of up keeping the beneficiaries in jobs.

The evaluation form template looks good, however the consultant is not sure if there was any effort to evaluate or analyze the results of all returned evaluation forms by various mentors or training companies in their totality to better evaluate the project outcomes and lessons learnt in various aspects of the training process.

Recommendations and Road Map

The Project's small number of beneficiaries allowed for a micro mode of management. This being said, the project very clearly pinpointed the deficiencies that challenge the Jordanian labor market. The challenges not only are almost standard between all similar projects, but also they were very evident in this Project due to the small number of beneficiaries. Similar to other training/employment support projects, this project was faced with high turnover, lack of commitment on part of trainee/job seeker as well as on the part of companies/employers who were willing to offer internships and above all the scarcity of private sector jobs outside the capital.

While phase one of the project served as a pilot project, it clearly involved a learning curve for future reference whether in the participant selection process, regional choices or desired outcomes.

The recommendations below can be adopted to enhance the performance of the upcoming phase of the project.

WHO, HOW and WHERE TO INTERVENE?

'Focus' Versus 'National' or Combined

Selection Process & Recruitment

- It would have been better for the **job opportunity mapping** to have taken place completely before announcing the program. This would have alleviated the number of dropouts who did not like the specialization of the job. The announcement for participants should have been for the 'allocated' jobs. This not only limits the number of participants, but also allows a level of reasonable commitment. Some of the participants in this Project, it appears, applied to take the training offered and had no will to actually stay in the job once the training is over in particular that it was a welcome paid internship.
- The program would have had a more robust outcome had the **recruitment call** been '**closed**' and '**specific**'. This would have set the selection parameters from the start and the Project would have been 'demand' driven. Applicants should be made aware what they are in for in terms of possible economic sector where training would be offered. This would have helped to secure only such 'deciders' that have a higher commitment and who eventually would have landed sustainable job opportunities. This would have also shut out those who just did the

training for training purposes and had no intention of keeping the job after the training is over. Although this is a phenomenon that is shared amongst most of the similar projects, but this project was benefiting a small number, which should have allowed for better control and better job sustainability.

- **Tourism** is one **sector that has all the potential to create more jobs**. It is a '**national**' project at the same time it is a '**focus**' sector. This is warranted for short term apprenticeship programs and tourism is ideally suited. Sufficient research is available. Partnerships and guidance can be brought in such as USAID Tourism Development Project which has been working on engaging youth in tourism since 2008, in addition to H&T Owners Association (Senator Michael Nazzal).

Announcement Example for 'closed' recruitment:

Training opportunities are offered in the tourism sector in the regions of Amman, the Dead Sea, Madaba, Wadi Mousa/Petra and Aqaba with on-job-training for unemployed Tawjeehi and diploma graduates. Age: 18-24. Training salary is US\$300 (transport and meals are provided).

Internships available - Back office: Reservation officers (diploma) and telephone operators.

Front office: Front desk (diploma), waiters, banqueting staff, housekeeping etc.

Training/Business hours for girls are suitable (this has to be agreed with training hotels).

This recruitment call can be supported with **public advertisements** in the form of testimonials: "I trained in a hotel two years. I now earn xxx. I can afford now to buy a car on installments. I have job security and get social security and medical insurance."

- Another '**national**' parallel but '**focus**' program is introduced with **data collection training** for BA holders, social workers, with specialized expertise training: data collection training for issues related to children and public health, productivity; data collection for issues related to persons with disabilities (persons with disabilities can be engaged as well); data collection for issues related to poverty and socioeconomic mapping...special certification can be given...
- Local knowledge and 'familiarity' with surroundings and neighborhoods could give unemployed temporary work that can become a regular

bread winner. Filling out questionnaires on various topics is an 'intellectual' exercise that does not fall in the 'shame culture' or social restrictions. Training can be fast and inexpensive. Research firms would prefer local interviewers. A training program can be developed and 'interns' can accompany an experienced interviewers on several data collection tours. The program is 'campaignable' to all governorates; can attract an army of female BA holders; and can be used by all research firms and Department of Statistics. Interns can be certified as 'surveyor/interviewers'.

- In contrast to a 'national' project, and for the next phase, one route would be selecting a **pilot governorate** where best practice is applied: demand mapping, apprenticeship concept testing among private sector companies and enlisting, prepare candidates with the soft skills needed especially for lower level education brackets, match demand with supply, and then apply lessons learnt to other governorates.
- **'Urban center focus'**. Fast food outlets need cashiers, sales persons and waiters. Many students work there as temps. Recently, expat workers are replacing Jordanians. This can be reversed. MacDonald's has a policy of employing Jordanians only. He can be a good partner. Tawjeehi/Diploma holders can be specifically recruited to train/work in the fast food industry. They can be transported at decent hours from Zarqa, Balqa, Amman and Madaba. UNDP can explore memoranda of understanding with leading fast food chains. Recruitment calls can be 'venue specific'.

Another 'urban center focus' is developing 'Corporate Training Institutes' for short term apprenticeships. UNDP and in cooperation with leading hypermarket chains like Cosmo, Miles, Safeway and others to train unemployed youth to become 'trained' butchers, 'trained' deli servers (cheese and cold cuts), 'trained' pastry chefs or bakers, and other specializations that can place youth in sustainable and well-paying jobs. This could be the beginning of a **'certification'** process that gives youth a sense of self-esteem as well as mitigate shame culture. One example is the Canadian 'Be a Butcher' drive. <http://www.beabutcher.com>



BE A BUTCHER



- UNDP can start working on the vocational certification project that is not kicking off in the Kingdom. This can help attract unskilled youth who would earn a minimum wage, hold a certificate of being a trained ‘plumber’ for example and raise the ‘pride’ in certain professions. To do that, UNDP through the second phase of the project, partner with the Vocational Training Corporation (VTC). The German vocational system is known for its efficiency. Vocational education and training is deeply embedded and widely respected in German society. The dual system is especially well-developed in Germany, integrating work-based and school-based learning to prepare apprentices for a successful transition to full-time employment. <http://www.oecd.org/edu/skills-beyond-school/45938559.pdf>
- Another is the US; http://www.education.state.pa.us/portal/server.pt/community/vocational_certification/8824
- The tourism business partner suggested that candidates are given **prior opportunity** to spend a day at the proposed on-job-training site to familiarize them with environment, and to allow them to talk to their peers. This should be applied in all areas of training. This becomes especially important at the ‘**Corporate Training Institutes**’.
- Finally, the Jordan unemployment figures are telling in general and serve as great selection indicators. According to 2013, 1st quarter employment statistics, female rate of unemployment stands 20.5 almost double that of males at 11.1. In the lower educational level they are however almost equal within the margin of error and almost double in the BA holder category (24.2 to 13.0 for males - Table 5.2 DOS – Wave

One 2013). Measured by age/gender and economic activity (Table 4.2 DOS – Wave One 2013) the rate of unemployment for males ages 15-19 is 36.7 compared to 17.5 for females peers, it is almost double in the age group 20-24 (52.8 to 24.7) and similarly in the age group 25-29 (28.3 to 13.0).

- Looking at the Global Gender Gap Index 2012, Jordan ranks 121 out of 135 countries, slipping down from 118 over 132 in 2011, 120 over 134 in 2010, 113 over 134 in 2009, 104 over 130 in 2008, 104 over 128 in 2007 and from 93 over 115 countries in 2006. Jordan has been constantly slipping in the ranking of female contribution to the economic cycle.
- Looking however closely at the unemployment statistics mentioned earlier, we find that under the ‘economically inactive’ category for females by age group we run at some shocking numbers: 99.5 for age group 15-19, 82.9 for age group 20-24, 73.1 for age group 25-29, 78.2 for age group 30-39 and 84.2 for age group 40-49.
- Comparing both the ‘economically inactive’ female category and that of the GGG Index above, provokes me to ask the question whether there is ‘economic inactivity by choice’ for females in Jordan? Or is this sad state of affairs is conditioned by ‘social and tradition’ considerations or simply by level of ambition and drive for ‘self-realization’?
- While there has a few studies on why Jordan is witnessing such a low level of economic activity for women, we can assume that the real reasons are not apparent. NGO’s and Government are still in the vicious cycle of a ‘guess game’ regards women’s lack of contribution in the economic cycle. Is it the family social structure that hinders women to become second earners, traditions, availability of job opportunities, equal/in-equal pay and opportunity or the mismatch between specialization/university output and market needs?
- Therefore, I would make strongly the case for a much higher, if not equal engagement with male youth in the lower age and educational brackets until society and women decide for themselves what sort of role they want to carve for themselves in the economic cycle.
- Finally, according to various studies, social restrictions, objection by parents/family, traditions and working hours remain the main obstacles to higher female engagement in both the work place and public space.

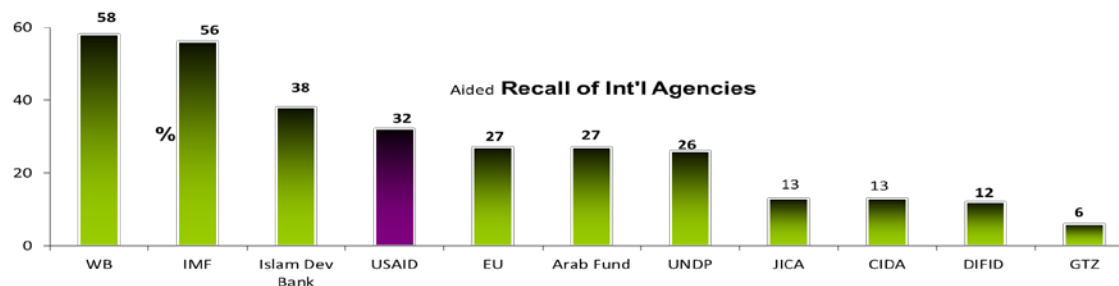
Training and Evaluation

- The **soft skills training** should have been designed on a more realistic approach. Requesting information from employers on what jobs seekers lack is good but not enough. It is already established that employers in selected areas are not up to the standard; therefore the contracted training company should have provided, in addition, best practice and best training programs accordingly.
- Although the majority of interviewed participants commended offered training, however, training should be in future customized to suit participants' educational backgrounds and the sector they will be assigned to. For example, employers in the tourism industry need workers with not only qualifications, but also workers who are service oriented and have a smile on their face. The training could have been more focused, or sensitive to those issues.
- The small number of beneficiaries should have allowed for better follow-up and better control and better job sustainability. The limited number should enable **one-on-one interaction**; this would have enhanced the trust between the community and the Project Management in addition to enhance linkages between the employers, the community and the project.
- Both training expert and focal points suggested that prolonging the 12 day training to one month becomes more valuable, especially for language and life skills.
- Training consultant should also initiate an 'early' evaluation process for trainees in order for UNDP to establish job 'suitability' and/or commitment levels. *This conditionality should be made public during the recruitment call.*
- Another important recommendation is to allocate at least a 30-40% of the evaluation score for the training partner/company so that trainees/interns show better commitment and a more serious approach.
- Assigned 'mentors' should maybe get a 'symbolic' remuneration. This would give the incentive to monitor and evaluate on an ongoing process to allow for timely corrective actions or remedies.
- Probations in accordance with the Jordanian labor law should again be taken fully into consideration. Who is coming to earn pocket money is

not welcome. UNDP is spending hard earned funding not for charity but for long-term livelihood and a better future for youth. Once that is achieved, commitment letters are signed, and probation periods in accordance with labor law are made very clear and adhered to. Uncommitted trainees should not forfeit the opportunities for others.

Media and Outreach

- UNDP must engage with trainees in a continuous tracking effort over a period of at least one year. This is to show concern about their employment status. The findings of the survey confirmed that the trainees wanted to remain in contact with UNDP for future reference.
- Perform more community based activities. A big component of succeeding in similar initiatives is creating linkages with the community, the parents/families of the job seekers, the employers. This creates a more welcoming, trusting partnership for all parties.
- This is also beneficial for the UN/UNDP brand equity among the youth. Top of mind [unaided] recall of USAID as an international donor agency operating in Jordan registered 6%, second only to UNICEF at 11%. Third was UNRWA at 4%. All other agencies did not register any recall of statistical relevance according to a proprietary survey conducted in July2010.



- Include TV and radio interviews and bring in success stories to beneficiaries during training to talk and show their successful story in training and employment.
- A significant component of any media outreach, and has always been missing in a professional and meaningful way, is a support advertising or public service announcement to raise awareness among parents and unemployed alike that 'work is good' with the appropriate supporting religious statements. One of the main shortcomings of all youth employment drives is that 'career influencers' were never part of a

systematic awareness raising public campaign that stretches out to outdoor media, radio and TV. Project 'websites' it seems have become 'fashionable' tools that do NOT replace traditional announcement on the 'conventional' media such as outdoor, TV, radio and press targeting parents, teachers and trainers, the trade, opinion formers, politicians who are all 'career influencers' who influence career 'deciders'.

- UNDP can do Jordan a big service by staging a national 'work ethics and values' campaign, especially in the governorates. This can be supported by Ministry of Awqaf on Friday sermons. "الشغل مش عيب"
- A similar program can also be organized to promote 'occupational/vocational training around the Kingdom to attract more entrants from schools. Right now only a fraction of 10th grade students opt for a vocational training.

Influencing School Curricula

- An essential step towards shifting perceptions and attitudes towards work, occupations and vocations is a 'REWIND' approach, from employability and employment, to school years. 'Work values' can be an essential and integral component of scholastic teaching. Starting at 7th grade students are prepared to accept the fact that work and occupational training is good, praised by 'God and the Prophet [PBUH] and the believers'. Arriving at 10th grade, students are ready to make healthy choices. Without such 'game changers' perceptions and attitudes cannot and would not shift. To support such a drive, the mindset of the traditional 'career and academic influencers', basically parents, must also be addressed through awareness campaigns.

ANNEX I

Telephone Interview Results

As part of the program evaluation and tracking exercise, the consultant opted to commission a telephone survey of trainees with the purpose of directly gauging their own perceptions, as well as building a relevant database of participants for future reference.

Most importantly the consultant wanted to signal that UNDP is engaging and connecting with them, and is concerned about their employment status. The findings of the survey confirmed that the trainees wanted to remain in contact with UNDP for future reference.

According to the listings provided to us with telephone/mobile numbers, **99** out of a total number of 140 trainees (round one and two listings) were contacted. First we verified the names and telephone numbers of the total list. Successful contacts were **55** or slightly over 55% of contacts.

Details of the results of such contacts are as follows: (filled questionnaires are provided as an attachment to this report).

MAFRAQ

39 were contacted. 28 Females and 11 Males

After three attempts:

21 were finally interviewed: **8 Males and 13 females.**

9 abruptly ended the conversation.

9 were not valid numbers or permanently unreachable

Employment Status

5 employed F – 4 employed M

1 not looking for a job F –

11 remained unemployed

MADABA

14 were contacted. 11 Females and 3 Males

After three attempts:

10 were finally interviewed: **2 Males and 8 females.**

4 were not valid numbers or permanently unreachable

Employment Status

1 employed F – BA IT Accounting >> IT Trainer

1 employed M – BA MIS >> Police

8 remained unemployed

MA'AN

46 were contacted. 43 Females and 3 Males

After three attempts:

26 were finally interviewed: **4 Males and 22 females.**

4 abruptly ended the conversation.

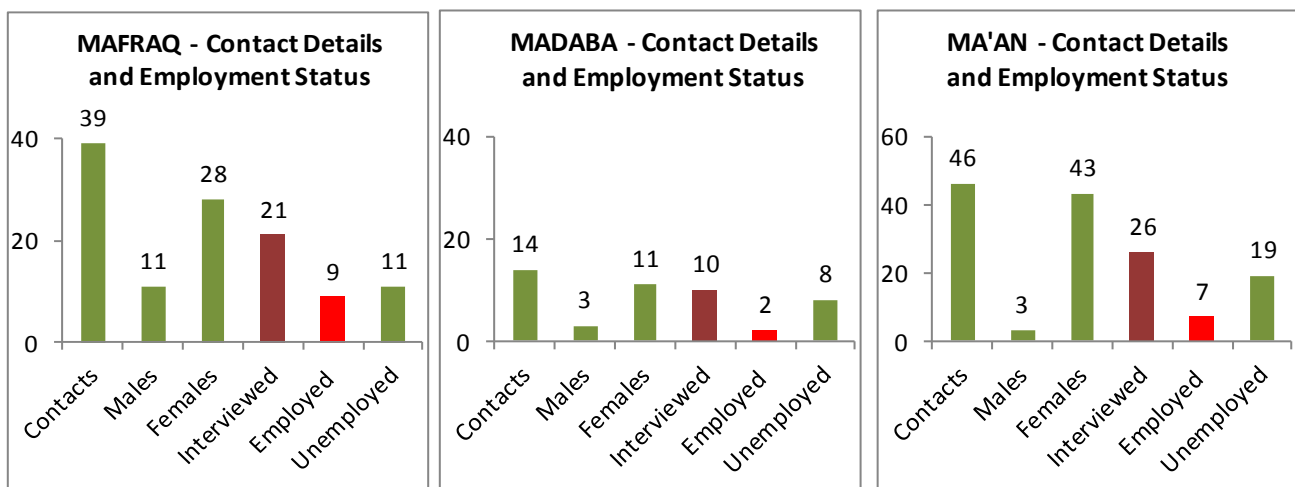
16 were not valid numbers or permanently unreachable

Employment Status

4 employed F – BA BusAdmin >>Teacher
BA IT >> NGO
BA IT >> Teacher – Computer Lab
MID Diploma >> Military medical Center

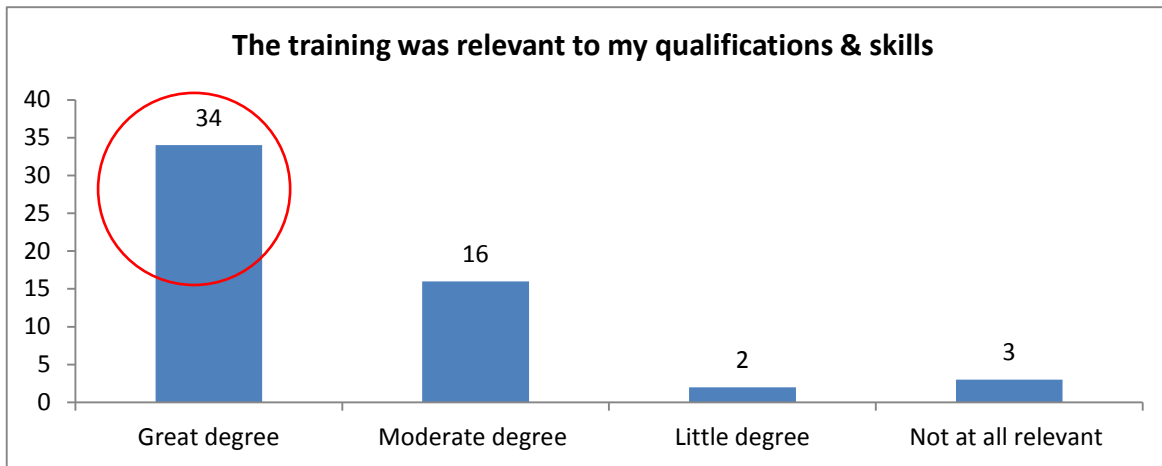
3 employed M - BA Graphic Design >>Aqaba Logistics Co
Tawjeehi >> Electricity Co.
BA Accounting >> Indian Jordanian Chemical Co.

19 remained unemployed

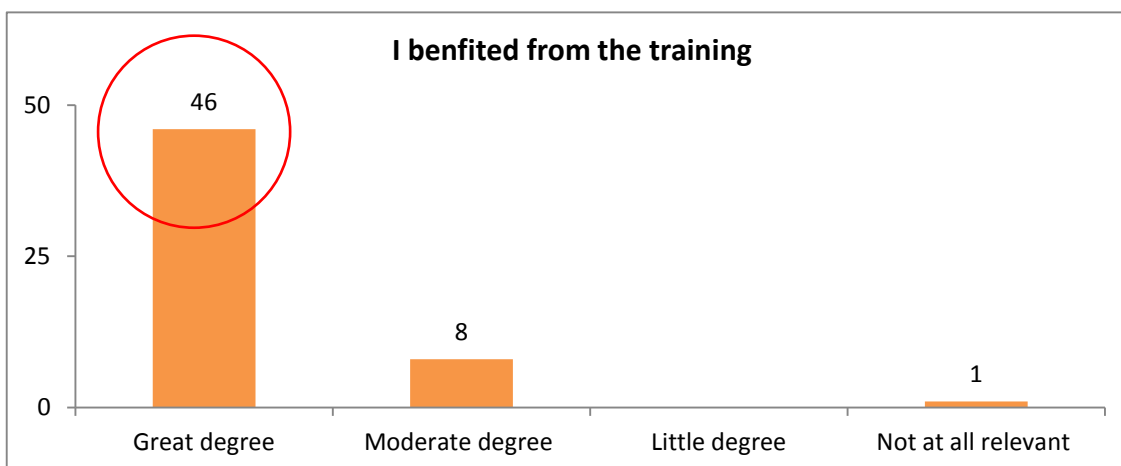


The overwhelming number of contacted trainees (99) as the graph shows a great gender predominance of 82 females to 17 males. While it is true that females are underrepresented in the job market, and hence the more vulnerable constituency, however, in both Mafraq and Ma'an females face certain challenges in their mobility to work in other cities, or as in the case of Ma'an, work in the nearby tourism sector establishments in both Aqaba and Petra/Wadi Mousa.

One third of interviewees have found their way into the labor market, however, the training experience was ‘very relevant’ to almost two thirds of the trainees and positively perceived as ‘greatly beneficial’ to 84% of the interviewees.



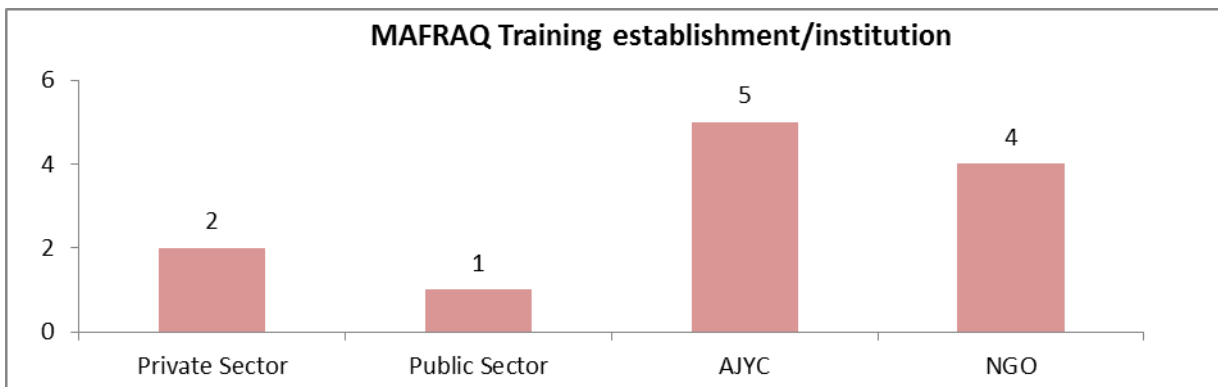
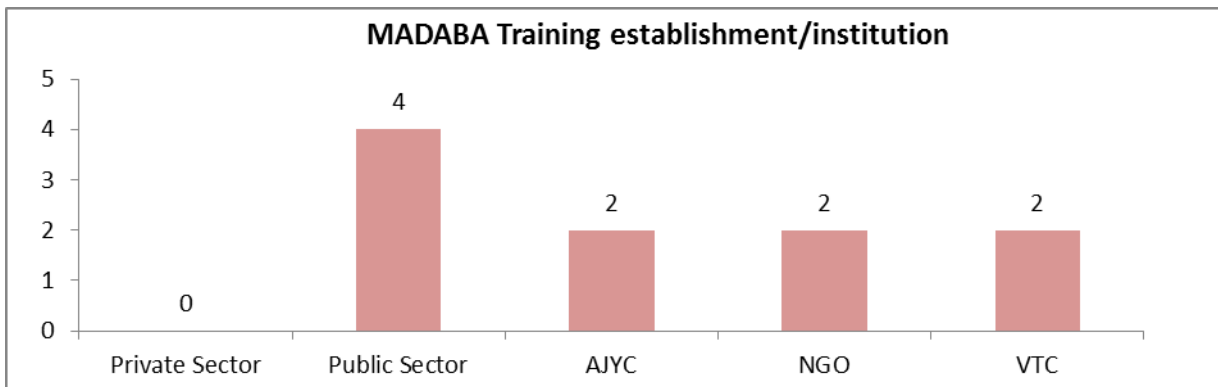
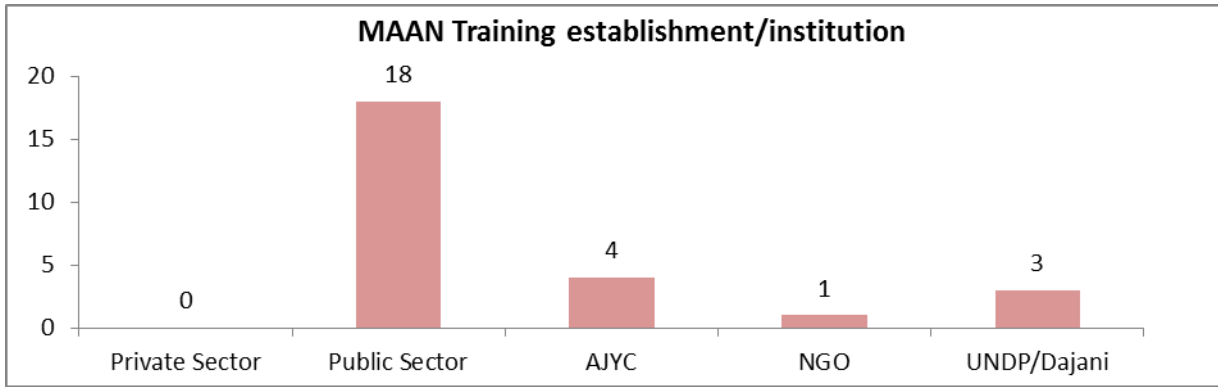
Out of 55 interviewees, a majority of 62% stated that the training was ‘very relevant’ to their qualifications



Out of 55 interviewees, a majority of 84% stated that the training was ‘greatly beneficial’.

The overwhelming majority of interviewees trained in public/quasi-public sector institutions while the contribution of the private sector was dismal.

Ma’an: 2 out of 40 trainees trained with private sector establishments; Madaba was better with 15 (11 in tourism) out of 34 and in Mafrag, 12 were out of 79 trainees.



استمارة البرنامج التدريبي للشباب - UNDP
2013

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صباح الخير / مساء الخير أنا ----- من شركة الرأي الدقيق لقياس الرأي العام, لقد شاركت/ي في برنامج تدريبي للشباب قامت بتنظيمه منظمة الأمم المتحدة للأمناء في الفترة ما بين شهر تموز الى نهاية كانون اول 2012 ... نعم. لآ. (للتأكيد) ، وأود أن تمنحني بعضاً من وقتكم للإجابة على بعض الأسئلة للأطمئنان عن وضعك العملي بعد أن شاركت بهذا البرنامج . وأؤكد لكم أن جميع المعلومات التي نحصل عليها سوف تعامل بسرية مطلقة وسيتم إدخالها على الحاسوب بطريقة لن تظهر منها أي معلومات شخصية.

				1 . اسم المستجيب من اربعة مقاطع:
العائلة	الجد	اسم الاب	الاسم الاول	

	101			
ما هي مؤهلاتك العلمية أو المهارات التدريبية الخاصة ان وجدت؟				
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	102			
ماذا هي طبيعة أومجال التدريب الذي شاركت به؟				
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	103
ومع أي شركة أو مؤسسة تلقيت التدريب؟	

998. رفض الاجابة

104 الى أي درجة كان التدريب يتناسب مع طبيعة مؤهلاتك العلمية / مهاراتك ؟

1. الى درجة كبيرة 2. الى درجة متوسطة 3. الى درجة قليلة 4. لا يتناسب على الاطلاق

105 هل تعمل حالياً في ؟ (أقرأ)

الشركة التي تدرت بها
1 ← انتقل الى سؤال 110
2 في مكان اخر غير الشركة التي تدرت بها
3 ← انتقل الى سؤال 108
4 ← انتقل الى سؤال 109
8 ← انتقل الى سؤال 110
رفض الاجابة

106 اين تعمل حالياً؟ (اسم مكان العمل)

998. رفض الاجابة

107 هل أسهم هذا البرنامج التدريبي بشكل أو بآخر في أيجادك لفرصة عمل؟

نعم
1 ← انتقل الى سؤال 110
لا
2 ← انتقل الى سؤال 110
رفض الاجابة
8 ← انتقل الى سؤال 110

108 منذ متى وانت تبحث عن عمل ؟ باليوم

يوم _____

998. رفض الاجابة

A108 بعد تلقيك للبرنامج التدريبي بأعتقادك ما هي أسباب عدم حصولك على فرصة عمل ؟

998. رفض الاجابة

للباحث: يسأل سؤال 109 لمن اجاب على سؤال 105 " لا أعمل ولا ابحت عن عمل " غير ذلك انتقل الى سؤال 110

109 لماذا لا تبحث/ين عن عمل (أقرأ)

- 1 غير مهتم/ة في البحث عن عمل
- 2 لا يوجد فائدة في البحث عن عمل
- 3 لا يوجد شركات في المنطقة
- 4 اخرى (حدد/ي)-
- 8 رفض الاجابة

110 الى أي درجة كانت استفادتك من برنامج التدريب المذكور؟

1. الى درجة كبيرة
2. الى درجة متوسطة
3. الى درجة قليلة
4. لم أستفيد على الاطلاق

111 لو أنتيخ لك أن توصل رسالة الى القائمين على برنامج التدريب للشباب والذي تقوم بتنظيمه منظمة الأمم المتحدة للأئماء لتحسين البرنامج ما هي الرسالة؟

ل ل ل

998. رفض الاجابة

رقم هاتف المستجيب: _____

اسم الباحث/ة: _____

‡ اشكر المستجيب وبيّن له امكانية الاتصال مرة اخرى ‡