



Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



وزارة العمل
المملكة الأردنية الهاشمية

Ministry of Labour
The Hashemite Kingdom of Jordan

Evaluation of the Capacities and Performance of Public Employment Offices in Jordan

August 2021

As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

Published by:

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany

T +49 (0) 228 4460-0 Bonn
T +49 (0) 619679-0 Eschborn
E info@giz.de
I www.giz.de/en

Employment Promotion Programme
GIZ Office Jordan
Mohamed Baseem Al- Khamash St. 13, Sweifieh
Amman 11190 – Jordan
T (+962) 06-586 8090
F (+962) 06-581 9863

E giz-jordanien@giz.de
I www.giz.de/en

URL links:

This publication contains links to external websites. Responsibility for the content of the listed external sites always lies with their respective publishers.

When the links to these sites were first posted, GIZ checked the third-party content to establish whether it could give rise to civil or criminal liability.

However, the constant review of the links to external sites cannot reasonably be expected without concrete indication of a violation of rights. If GIZ itself becomes aware or is notified by a third party that an external site it has provided a link to gives rise to civil or criminal liability, it will remove the link to this site immediately. GIZ expressly dissociates itself from such content.

On behalf of
German Federal Ministry for Economic Cooperation and Development (BMZ)

GIZ is responsible for the content of this publication.

Amman, Jordan. 2021

About the Employment Promotion Programme (EPP) in Jordan

The Employment Promotion Programme, commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the GIZ in partnership with the Jordanian Ministry of Labour (MoL), aims to improve the employment situation of Jordan by building capacities and supporting the expansion of active labour market policies. The project advises the MoL on its monitoring and evaluation system in order to improve its capacity to assess the impact of its policies. In addition, employment initiatives in four selected governorates (Irbid, Balqa, Karak, and Ma'an) bring together local stakeholders, with the aim of increasing the supply of jobs and improving the employability of job seekers in Jordan.

The project implements additional, targeted labour market measures in sectors with particular potential for boosting women's employment. With employers struggling to find and retain employees for technical jobs that have traditionally been considered unattractive, the project also supports the development and implementation of innovative human resources measures designed to increase job retention.

EPP is part of a special initiative designed to stabilize and promote development in North Africa and the Middle East, commissioned by BMZ.

Acknowledgments

This publication was developed utilizing the EPP framework and was prepared by staff of the Policies and Institutional Development Directorate in the MoL, consisting of: Eng. Mai Elian, Eng. Rasha Al Qimish, Lara Hussien Tameme, and Ferdous Al-Sha'ar, under the supervision of Dr. Steffen Horn and Dr. Nooh Alshyab.

The Policies and Institutional Development Directorate and the EPP appreciate and acknowledge the efforts of the Employment Directorate, and the ongoing support and contributions of the managers and staff of all employment offices of MoL all over the country. Additionally, gratitude is extended to Dr. Own Menwer Al Nahar, Dina Hammad, Majdi Abu Saan, Odai Al Thunaibat, Lana Al Masri, Sumia Al Zoubi for their exceptional support in facilitating the data collection process and providing secondary data.

The EPP team would like to thank all its partners for their contributions, particularly the Jordanian Ministry of Labour for its continued cooperation.

Table of Contents

List of Figures	6
List of Tables	7
Abbreviations	8
Executive Summary	9
1 Context: Public employment offices in Jordan.....	9
1.1 The Economic Background and Labour Market in Jordan (update)	12
1.2 Labour market institutions.....	17
1.2 Public employment services: core functions and best practices.....	18
1.3 Public employment services in Jordan (establishment, mandate, structure, staff, description of the existing PEO)	20
1.4 PES and the national and international context (national strategies, regulation, relation with the Active labour market policies in Jordan).....	22
2. Intention of the Evaluation	24
2.1 Objectives of the Evaluation	25
2.2 Guiding Questions.....	25
2.3 Hypotheses	27
3. Methodology.....	27
3.1 Definition of Concepts and Indicators.....	27
3.2 Evaluation Approach	29
3.3 Evaluation Criteria	30
3.4 Methods of Data Collection and Analysis	30
4 Findings.....	34
4.1 Description of Sample	34
4.1.1 Staff and management.....	34
4.1.2 Clients of PES: Enterprises and job seekers	34
4.2 Main Findings from the Primary Data Collection Tools	37
4.6.1 Capacity	37
4.6.2 Effectiveness	45

4.6.3 Relevance	46
4.6.4 Impact.....	48
5. Conclusion	53
6. Recommendations.....	56
References.....	58
Annex I	59
Annex II	61
Annex III	63

List of Figures

Figure 1: Real GDP Growth 2000-2022 (Source: World Bank, 2000a, WDI; for estimate and forecasts see World Bank 2020b)	13
Figure 2: Refined Economic Activity Rate by Gender 2020 (Source: DoS, 2021)	14
Figure 3: Unemployment Rate 2015 - 2020 (Source: DoS, 2021)	14
Figure 4: Distribution of Unemployed by Age Group 2020 (Source: DoS, 2021).....	15
Figure 5: Unemployment rate by educational level in 2020 (Source: DoS, 2021))	16
Figure 6: Distribution of Jordanian population (15+) by educational level in 2020 (Source: DoS, 2021).....	16
Figure 7: Core functions of employment services (Adapted from ILO, 2019)	19
Figure 8: Distribution of (a) sampled PEO and (b) of sampled staff by region	34
Figure 9: Distribution of sampled enterprises by region.....	35
Figure 10: Number of employees per sampled enterprise	35
Figure 11: Job seekers' respondent by (a) age group and (b) marital status	36
Figure 12: Job seekers' respondents by educational level.....	36
Figure 13: Organizational structure of PEO - Management responses.....	37
Figure 14: Distribution of responses to the questions "Procedures are well structured" - Responses from job seekers, management, staff, and enterprises	38
Figure 15: Appropriateness of buildings, rooms, and facilities of PEO - Responses from job seekers, management, and staff	39
Figure 16: Adequacy of electronic system and online platforms - Responses from job seekers, management, staff, and enterprises.....	39
Figure 17: Management assessment of IT capacity and systems	40
Figure 18: Adequacy of (a) number of staff and (b) qualifications – - Responses from job seekers, management, and staff	41
Figure 19: Enterprises' responses on adequacy of capacities and skills of PEO staff.....	41
Figure 20: Assessment of overall capacity of PEO – Responses from job seekers, management, staff, and enterprises	41
Figure 21: Needs for improvement in the capacity of PEO – Responses from job seekers, management, and enterprises.....	43
Figure 22: Staff assessment of areas of perceived difficulties	44
Figure 23: Staff assessment of need for training and better qualifications	44
Figure 24: Staff assessment in regard to access to training	45
Figure 25: Achievement of defined targets in regard to (a) number of job placements and (b) number of counselled persons – Responses from management and staff.....	46
Figure 26: Job seekers' evaluation of the relevance of PEO	46
Figure 27: Job seekers further recommending PEO.....	47
Figure 28: Enterprises' evaluation of relevance of PEO	47
Figure 29: Reliance on PEO for hiring purposes – Responses from enterprises	48
Figure 30: Employment status of job seekers' clients of PEO.....	49
Figure 31: Job seekers' employment status and PEO support in finding a job.....	50
Figure 32: Job seekers' satisfaction with current employment situation.....	51
Figure 33: Enterprises assessment of relevance of PEO to get access to qualified and motivated employees	52
Figure 34: Enterprises assessment of satisfaction with the information exchange with PEO.....	53

List of Tables

Table 1: Labour force in Jordan between 2017 and 2020 (Data Source: DoS, 2021)	14
Table 2: Main Stakeholders involved in labour market regulation and policies	17
Table 3: Number of Staff and Regional Distribution of the Employment Directorate	20
Table 4: Main activities of the PEO during 2019.....	21
Table 5: PES performance indicators for the year 2020 (Data source: MoL Annual Report, 2020)	21
Table 6: Characteristics of population and of sample for the job seekers' questionnaire	32
Table 7: Geographic distribution of employment offices and number of staff in Jordan	32
Table 8: Public employment offices and respective number of staff	33
Table 9: Characteristics of the targeted samples for the four data collection tools.....	33
Table 10: Number and share of job seekers registered at PEO.....	50

Abbreviations

Abbreviation	Full title
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung Federal Ministry for Economic Cooperation and Development
CSB	Civil Service Bureau
DoS	Jordan Department of Statistics
MoL	Jordan Ministry of Labour
PEO	Public Employment Offices
IMF	International Monetary Fund
JD	Jordanian Dinar
PES	Public Employment Services
GDP	Gross Domestic Product
ALMP	Active Labour Market Policies
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
JICA	Japan International Cooperation Agency
HRD	Human Resource Development
NEES	National Employment Electronic
QS	Questionnaire

Executive Summary

With one of the lowest labour market participation rates in the world, Jordan faces major economic challenges, which are only partly caused by the COVID 19 pandemic. In this context, Public Employment Services (PES) are crucial to react on these challenges and to improve matching labour market demand and supply.

In this context, the purpose of this evaluation is to analyse the capacities of Jordanian Public Employment Offices (PEO) and the effectiveness and relevance of their services, particularly job search assistance and placement services, and the interlinkages with other services. Based on this analysis conclusions are drawn how the capacities of Jordanian public employment offices as well as the effectiveness and relevance of their employment services can be improved.

Within the scope of the evaluation the following stakeholders were surveyed to gain insights on the capacities of the PEOs and the effectiveness and relevance of their services:

- the management and 30 staff of 10 sampled PEOs,
- 20 enterprises,
- 100 job seekers.

The **survey design** comprised four central elements:

- Descriptive (quantitative and qualitative) analysis of documents and secondary data,
- Descriptive quantitative analysis of primary data,
- Qualitative in-depth analysis of primary data,
- Triangulation (of the statements of various stakeholders on similar topics, of primary and secondary data sources, and of qualitative and quantitative data).

The analysis gained the following heterogenous **main findings**:

- In the overall perspective the capacity of analysed PEO were rated positive by the majority of stakeholders surveyed. **None of the evaluated aspects of the PEOs capacities signalled significant gaps.** Particularly, the **surveyed enterprises gave a positive feedback** about the services of the PEOs.
- However, the surveyed job seeker gave a more critical feedback. The majority of them would (rather) not recommend the services of the PEO to their family and friends. Furthermore, comparative studies confirmed the overall **marginal outreach of PES among unemployed Jordanians.** In 2019, the PES served only 9% and in 2020 17% Jordanian unemployed. This fact is regarded as very critical in the light of the effectiveness and the relevance of the PEOs' services.
- Moreover, the study shows that there is clarity of mandate for the PEOs in Jordan, according to which they focus on the core functions of **job search and job placement services, labour market information, and labour market programmes.** However, differently to other countries, stakeholders' consultations confirm that **cooperation and monitoring of private employment and non-governmental agencies,** does not belong to the

functions of Jordanian PEOs, but it is only the task of the central employment directorate. Also administering **unemployment benefits**, which is one of the core functions in several countries, does not belong to the PEO mandate in Jordan. Therefore, it can be concluded, that the core functions of PEO in Jordan are **limited to three out of the five functions** which are internationally common.

- In addition, the PEO **do not have organizational autonomy, nor an independent budget**, which **limits the performance and the relevance** of their services.
- The findings also pointed to some need for improvement in regard to the IT system and the online platforms, which are perceived as only moderately adequate.

Based on these main findings, the following **overall recommendations** can be formulated:

- The National Employment Strategy 2011-2020 is the main policy document defining the strategic orientation for employment services and policies in Jordan. This strategy needs to be urgently updated, and the **strategic orientation and guidance for employment services in Jordan need to be sharpened**.
- A **comprehensive framework** needs to be developed to **redefine the role and the core functions of the PEOs in Jordan**, in line with international standards to also include the design of training programs and the administration of unemployment benefits.
- Strengthen the role of the PEO, both in the sense of **more organizational autonomy**, as it is the case in several other countries, and in the sense of assigning them a broader coordination role. The PEO should become an umbrella to supervise, coordinate, and streamline all employment related interventions.
- The necessity of **better coordination and integration of all employment related services** also emerged from stakeholders' consultations, revealing e.g. that job search assistance should be better connected to other employment services.

In order to enhance the **capacity of PEOs** and to increase the **effectiveness of their services** it is recommended that:

- **Capacity of staff needs to be further enhanced** in the areas of guidance and counselling skills, analysing clients' profiles, as well as in communication skills. Further, the staff highlighted the need for better access to training opportunities, among else, in the areas of career counselling and communication skills.
- The PEO **need to improve IT system and online platforms**, including the user friendliness, maintenance level, and operability of the electronic system. Also shared platforms to connect electronically employers with the PEO were recommended. In general, efforts should be oriented towards a more comprehensive digitalization of services.

- **Establish a system for monitoring the performance of PEO staff** since there is no unique platform to electronically record accomplishments and achievements of the employment offices.
- **Introduce suitable incentives for PEO staff** (decoupling them from the regular promotion and incentives schemes of other civil servants) to have it more performance based.

The evaluation also signalled the need to improve the **relevance** of PEO action for clients, both job seekers and employers. It should be in general recommended to:

- **Introduce mechanisms to increase the outreach of PEO.** Currently, only a limited number of job seekers and enterprises make use of PEO services. Increasing their number would expand the portfolio of job offers and the matching capacity of the PEO.
- Moreover, promote the activity of PEO, at best inserting it into an overall more coordinated portfolio of employment policies.
- Enterprises' clients highlighted the need to involve PEO into the design of some sort of induction trainings, to make applicants aware of duties and responsibilities connected with job opportunities. This would increase the relevance of public employment services to the private sector.

1 Context: Public employment offices in Jordan

In 2020, total labour force in Jordan was around 1.74 ml individuals, 1.33 ml employed and around 400 thousand unemployed. This results into an unemployment rate of 23.2%: this means that for every 4 persons willing to work, there is approximately one who cannot find a job opportunity. The situation with female and youth unemployment is even more acute, so that job creation and unemployment reduction are top priorities for the country. These priorities are reflected into the national strategies, such as the National Strategy for Human Resources Development and Jordan Vision 2025.

In this context, Public Employment Services (PES) are crucial to alleviate the failures of the labour market and improve matching of demand and supply. In addition, providing career guidance and counselling, PES support the professional growth of job seekers and facilitate the employers' access to the right candidates. In Jordan, public employment services fall within the responsibility of the Ministry of Labour (MoL), which is the public body mandated to regulate the labour market in Jordan, inspect facilities and working conditions, issue labour related instructions, promote labour education and vocational training, and foster national and international cooperation. Within the ministry, the central Employment Directorate and its regional Employment Offices are responsible to administer employment services in Jordan.

The aim of this study is therefore to evaluate the capacities and performance of Public Employment Offices (PEO) in Jordan, looking at the effectiveness and relevance of their services, particularly the process of job search assistance and placement services, and the connections with other services. It further aims at benchmarking the activity of PEO in Jordan to international standard and herewith drawing conclusions and provide recommendations on how capacities and performance of Jordanian employment offices can be improved.

1.1 The Economic Background and Labour Market in Jordan

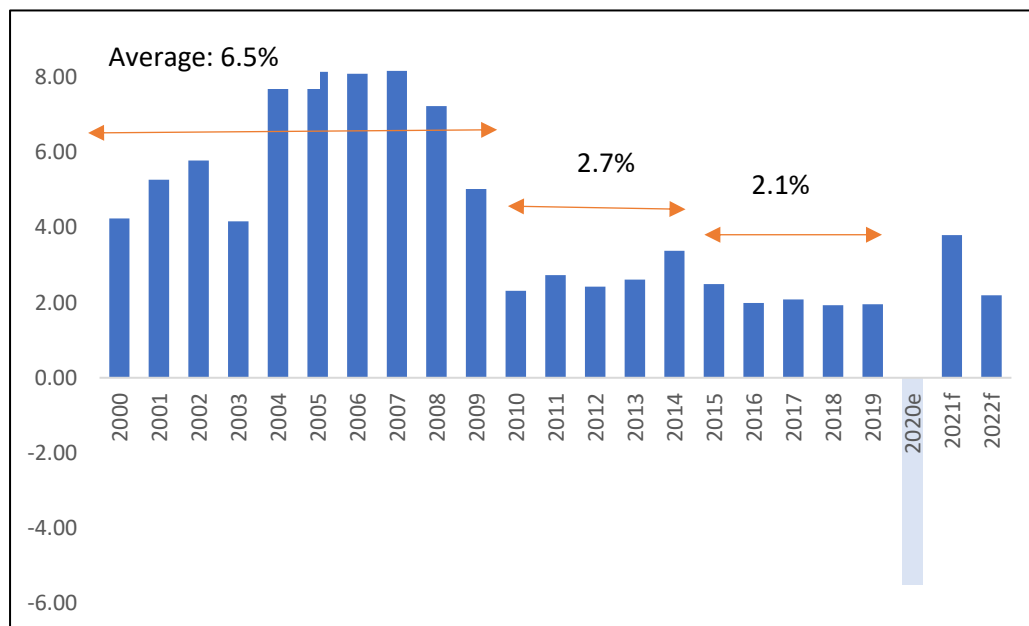
In 2020, population in Jordan was estimated to be 10.5 million inhabitants and GDP was around JD 31 bl (Central Bank of Jordan, 2021) and per capita income was less than JD 3,000. Jordan is herewith classified as an upper middle-income country. Starting by the financial and economic crisis of 1989, Jordan has engaged into a comprehensive economic reform program under the umbrella of the International Monetary Fund (IMF). Despite of all of the reform efforts and achievements, Jordan is still struggling with chronic budget deficit, sustained level of public debt, and high and rising unemployment.

Even though the country achieved remarkable economic growth rates at the beginning of the 2000s (surpassing the 8%), real GDP growth is decreasing since 2007 and, since 2010, could not reach 3% (Figure 3).¹ The consequences of the Arab Spring,

¹ World Development Indicators' database

the disruption of the relatively cheap gas imports from Egypt, the outbreak of the civil war in Syria, and the inflow of a large number of refugees have been heavily affecting the Jordanian economy and further strained on the limited resources of the country. These shocks had a major impact on economic growth, which fell from an average of 6.5% between 2000-2009 to an average of 2.7% between 2010-2014, and an average of 2.1% between 2016 and 2019. As due to the impact of the COVID-19 crisis, in October 2020 the World Bank estimated a decline in real economic growth of -5.5% in 2020 (see Figure 1).

Figure 1: Real GDP Growth 2000-2022 (Source: World Bank, 2000a, WDI; for estimate and forecasts see World Bank 2020b²)



The sluggish economic growth is aggravating the chronic problems of the country and in particular public deficit and debt: At the beginning of the year, the 2020 budget deficit was estimated to be around 1 billion JD. By the end of the year, the actual value of the budget deficit turned out to be almost 2 billion JD. The fiscal deficit 2021 is estimated to be circa 2 billion JD, which represent 21% of total expenditures (28% excluding foreign grants). Interest on public debt is estimated to increase to 1.5 bl in 2021 (15% of total government expenditures). Public debt has reached 99.1% of GDP in 2019 and is projected to increase to 107.1% in 2020 and 108.5% by 2021 (World Bank, 2020a).

According to the Jordan Department of Statistics, in 2020 labour force totalled around 1.74 ml individuals, 1.33 ml employed and around 400,000 individuals unemployed (Table 1). Therefore, the refined economic activity rate, that is the ratio of labour force

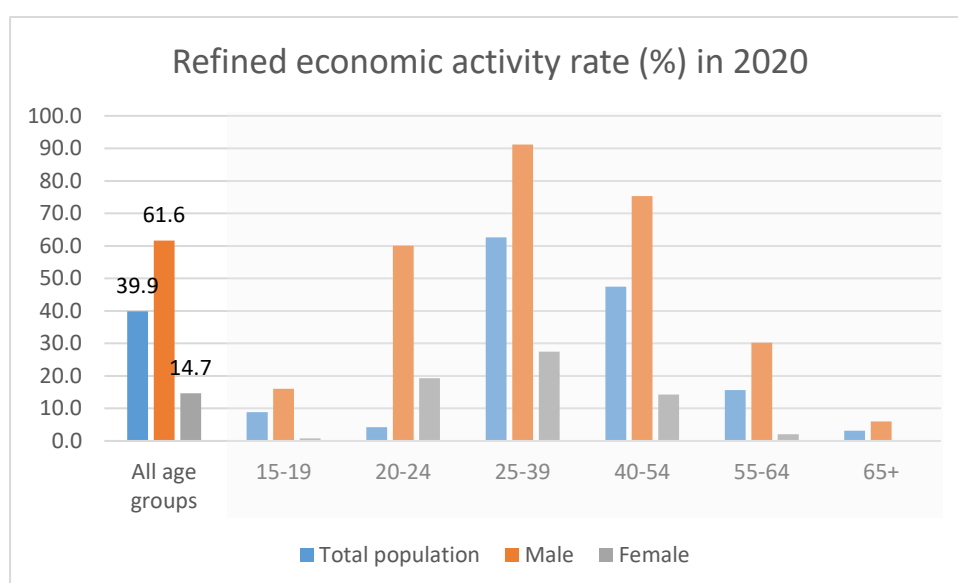
² Note: e = estimate; f = forecast.

by the total working age population was 39.9% in 2020 (61.6% for males and 14.7% for females) (Figure 2). According to World Bank data, labour force participation in Jordan is among the lowest worldwide and is particularly low for females.

Table 1: Labour force in Jordan between 2017 and 2020 (Data Source: DoS, 2021)

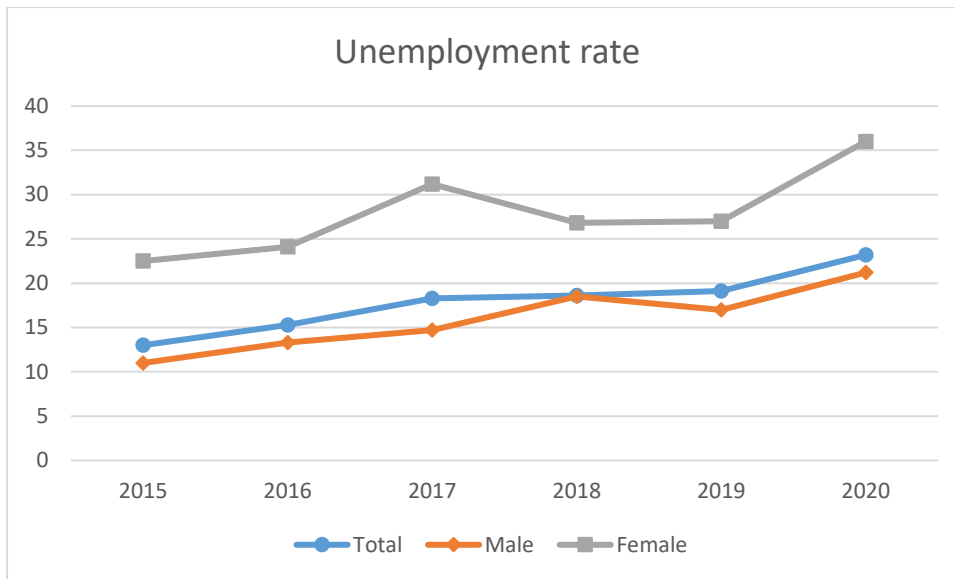
	2017	2018	2019	2020
Employed	1,465,746	1,411,265	1,377,905	1,338,308
Unemployed	329,114	322,983	424,282	404,105
Labour force	1,794,860	1,734,248	1,802,187	1,742,413

Figure 2: Refined Economic Activity Rate by Gender 2020 (Source: DoS, 2021)



In general, the labour market in Jordan is characterized by some deep-rooted imbalances which need to be urgently addressed to relaunch economic growth and improve the macroeconomic conditions: besides the low participation rates and in particular those of females, persisting high unemployment is among the top priorities of the policy agenda. As depicted by Figure 3, since 2015 unemployment has continuously risen from 13% to 23.1% in 2020.

Figure 3: Unemployment Rate 2015 - 2020 (Source: DoS, 2021)



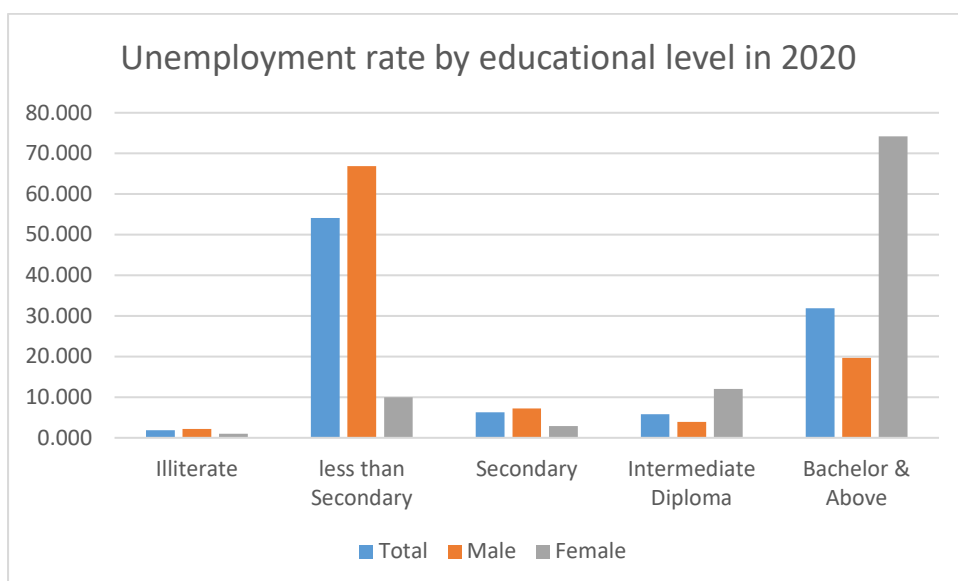
Youth represents the age group that is most affected by unemployment: 56% of Jordanian labour force between 20 and 24 years of age are unemployed (55% for males and 73% for females in the same age category) and 44% of labour force between 25 and 29 years of age are unemployed (39% males and 66% females) (Figure 4). It is thus an utmost priority in Jordan to address youth unemployment and, in particular, for the female youth.

Figure 4: Distribution of Unemployed by Age Group 2020 (Source: DoS, 2021)



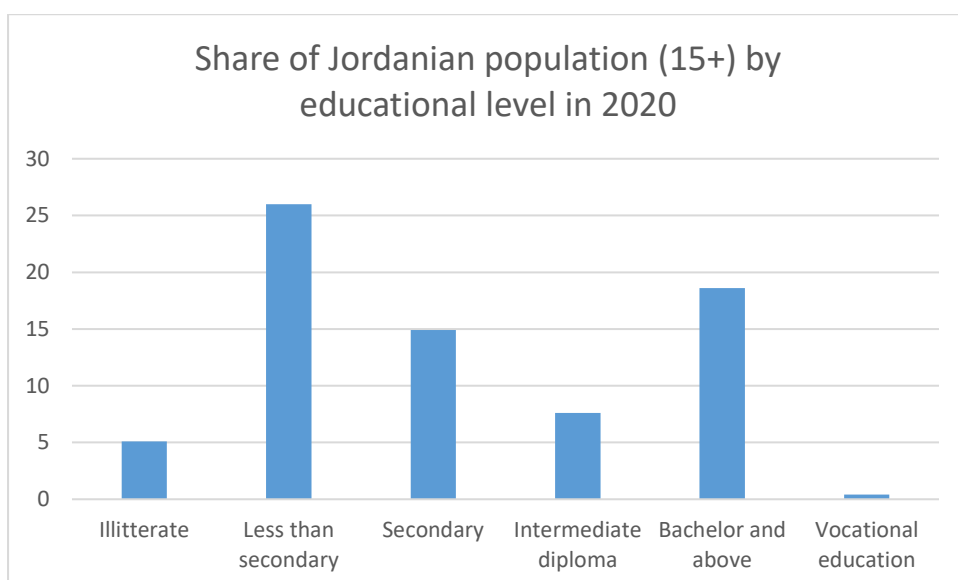
Unemployment among graduates is a further challenge for the Jordanian labour market: in 2020, the Employment and Unemployment Survey by DoS revealed that unemployment among university graduates was almost 32% and surpassed 74% among female graduates (Figure 5).

Figure 5: Unemployment rate by educational level in 2020 (Source: DoS, 2021))



These are particularly worrying trends considering that the Jordanian population is characterized by relatively high educational levels (Figure 6): according to the DoS, in 2020, almost 15% of adult population had completed secondary education, almost 8% intermediate diploma, and 18.6% had a bachelor or higher degree. Vocational education is not much demanded, with only 0.4% of adult population having completed it.

Figure 6: Distribution of Jordanian population (15+) by educational level in 2020 (Source: DoS, 2021)



1.2 Labour market institutions

Labour market institutions consist of labour market regulations, policies, and stakeholders: regulations typically encompass wage settings, social benefits, the system of unemployment insurance, and further aspects of labour legislation (such as minimum wage, employment protection, and enforcement). Labour market policies encompass “all kinds of regulative policies that influence the interaction between labour supply and demand” (ILO, 2021)³ and can be classified into active and passive labour market policies. Passive labour market policies are essentially income replacement measures, while the active labour market policies refer to all further types of labour market interventions targeting unemployed individuals and individuals at risk of becoming unemployed (ILO, 2021). In Jordan, there is a plurality of national and international stakeholders dealing with the labour market, with its regulation, policies, and interventions. An overview is provided in Table 2.

Table 2: Main Stakeholders involved in labour market regulation and policies

State actors
<ul style="list-style-type: none"> - Ministry of Labour (MoL) - Civil Service Bureau (CSB) - Technical and Vocational Skills Development Commission (TVSDC) (former E-TVET) - Vocational Training Corporation (VTC) - Development and Employment Fund (DEF) - National Aid Fund (NAF) - National Employment and Training Company (NET) - Social Security Corporation (SSC) - King Abdullah II Fund for Development (KAFD) - Ministry of Planning and International Cooperation (MOPIC) - Ministry of Digital Economy And Entrepreneurship (MoDEE) - The Ministry of Public Works and Housing (MPWH) - The Ministry of Education (MOE) - Ministry of Higher Education and Scientific Research (MOHE) - Ministry of Social Development (MOSD) - Ministry of Foreign Affairs and Expatriates (MOFAE) - Ministry of Interior (MOI) - Ministry Of Agriculture (MOA) - Ministry of Local Administration (MOLA) - Ministry of Health (MOH) - Ministry of Industry, Trade and Supply (MIT) - Ministry of Finance (MOF) - General Federation of Trade Unions - Trade unions, employers' unions and professional unions - The Jordanian National Commission For Women
International organizations and main donors
<ul style="list-style-type: none"> - World Bank (WB) - International Labour Organization (ILO) - European Union (EU) - US Agency for International Development (USAid) - United Nations Development Programme (UNDP) - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

³ <https://www.ilo.org/empelm/areas/labour-market-policies-and-institutions/lang--en/index.htm>

- Japan International Cooperation Agency (JICA)
- The High Commissioner for the Care of Syrian Refugees (UNHCR)
- UN Women
- United Nations Children's Fund (UNICEF)

In Jordan, the Ministry of Labour is in charge of regulating the labour market, inspecting facilities and working conditions, issuing instructions to provide job opportunities, promoting labour education and vocational training, fostering national and international cooperation (Homepage of MoL).⁴ The MoL undertakes several measures related to employment: it promotes events aimed at training and employing job seekers in private sector companies and institutions and it has a role in promoting support for training and employment projects through the Employment, Training and Vocational and Technical Education Council (E-TVET) (MoL, 2017 Strategic Plan 2017-2020). Until 2019, the E-TVET was mandated to direct all TVET providers in Jordan. In March 2019, the Council was replaced by the Technical and Vocational Skills Development Commission (TVSDC), which is also incorporating accreditation functions.

The MoL has a capacity of 784 employees. The organizational structure of the Ministry includes 26 central directorates, located in ministerial premises, among which there is the Employment Directorate, which is in charge of the employment services. The MoL further includes 30 regional Labour and Employment directorates and offices, the Labour and Employment Directorates, delivering all MoL services to the citizens in the different governorates.

Annex I present two diagrams on the organizational structure of central and regional MoL structure.

1.2 Public employment services: core functions and best practices

Conventionally, ALMPs are classified into four main types (see e.g., ETF, 2014; Kluge et al., 2017): employment services, training and skills development, entrepreneurship promotion and subsidized employment.⁵

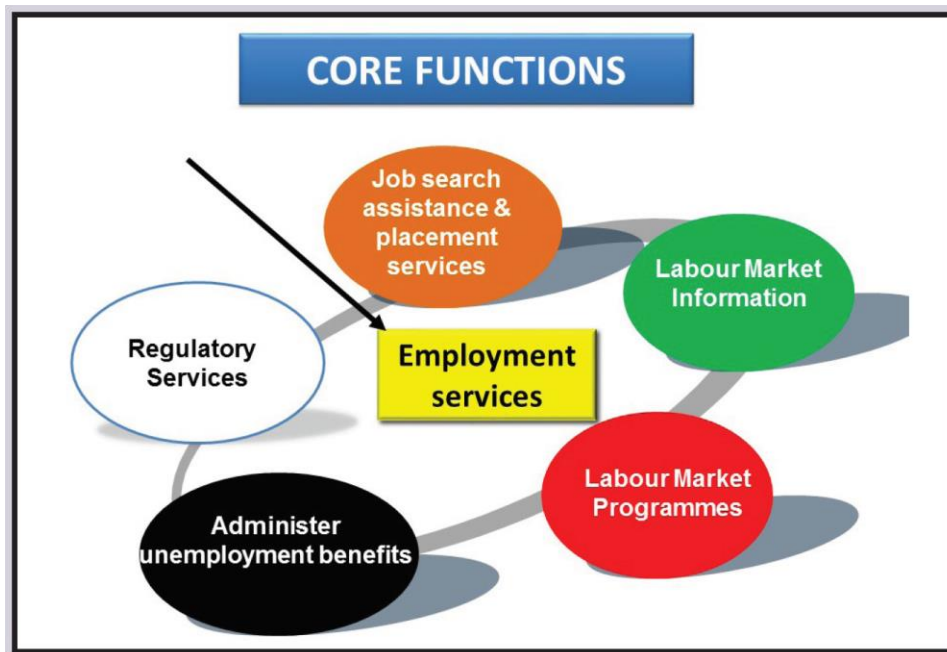
Employment services are essentially mandated to match labour demand and supply. That is, the role of employment services is to facilitate the matching of job seekers with potential employers needing to fill specific vacancies (Koeltz and Torres, 2016). In reliance with the ILO Convention No 88 (1948), the core functions of Public Employment Services (PES) are thus (1) job search assistance and placement, (2) collection and provision of labour market information, (3) design and improvement of

⁴https://portal.jordan.gov.jo/wps/portal/Home/GovernmentEntities/Ministries/Ministry/Ministry%20of%20La bor!/ut/p/z0/04_Sj9CPykssy0xPLMnMz0vMAfljo8ziHU1cQ0wN3B09A42CTAwcfffycXd19grwCg4z0g1Pz9L30o_A rAppiVOTr7JuuH1WQWJKhm5mXlq8f4ZuZl1lcUISpkJ-m4JOYIF-kX5DtHg4AlwqdWg!!/

⁵ https://www.etf.europa.eu/sites/default/files/m/4AA8C1C2FC72E77BC1257D69002AE631_ALMPs_youth.pdf
https://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_508938.pdf

labour market programmes, (4) administration of unemployment benefits, and (5) regulatory services (Figure 7).

Figure 7: Core functions of employment services (Adapted from ILO, 2019)



Job search and placement services are among the most crucial. They typically include:

- Networking with employers, incl. continuous information exchange and maintenance of database to match demand and supply;
- Case management, including the contact with new clients, client profiling (motivation and interests, competencies, working experiences of clients etc.), and client segmentation;
- Client counselling, involving career guidance and counselling, as well as matching with suitable potential employers;
- Developing digital employment service offers;
- Placement of clients.

A further crucial function is the collection and provision of **labour market information** to concerned parties. According to this function, PES collect information on employer demand and labour supply and use it for performance improvement, as well as for identifying trends and predicting future developments and needs in regard to the labour market (ILO, 2019).

Collected information should be also used for the development and formulation of appropriate **labour market programmes**.

In some of the countries with passive LMPs, the administration of **unemployment benefits** is often responsibility of the PES.

Further, also **regulatory services** can belong to the portfolio of PES: PES namely often assume a supervisory role over the ecosystem of all further state and non-state actors providing employment services (ILO, 2016).

1.3 Public employment services in Jordan (establishment, mandate, structure, staff, description of the existing PEO)

The major responsibility for the provision of PES and LMPs lies with the MoL. Overall, there are 88 staff members directly dealing with employment and employment services in Jordan. Table 3 shows the capacity and regional distribution of the PEO.

Table 3: Number of Staff and Regional Distribution of the Employment Directorate

Region	No. of Directorates	No. of employees
North	4	24
Central	9	52
South	4	12
Total	17	88

The Central Employment Directorate is organized into the following departments:

1. Employment
2. Career guidance,
3. Employment of individuals with special needs,⁶
4. Direct employment monitoring,
5. Employment of governmental projects.

The Labour and Employment directorates in the governorates provide the above services by assigning a liaison officer that is mandated to provide it.

Among the main activities performed in regard to employment and career guidance and counseling are employment days and job fairs, workshops and orientation days, as presented in Table 4.

⁶ Article 13 of the Jordanian Labour Law No. 8 of 1996 obliges to hire at least 4% disabled.

Table 4: Main activities of the PEO in 2019

Activity	Number
Employment days	27
Job interviews	70
Self-employment promotion exhibition	3
Workshops in cooperation with civil society organizations	89
Awareness sessions in public universities	32
School awareness sessions	96
Workshops directed to employers in cooperation with the Chambers of Industry and Commerce	40
Vocational guidance sessions for job seekers in the offices of the directorates	498
Specialized professional guidance sessions (in-depth)	345
Issuing vocational guidance manuals, technical directives for holding exhibitions and career days, technical guidance manual for guiding and employing persons with disabilities, and a plan for monitoring, evaluation and improvement of services in employment directorates and departments	3

In regard to the PES, the 88 staff of the Employment Directorate served in 2019 about 40 thousand job seekers and almost 70 thousand in 2020. Between 2019 and 2020, the number of job seekers registered at PEO has increased by almost 74%, clearly pointing to the difficulties faced by the Jordanian labour market in 2020. As a corollary, the rate of jobseekers who found employment decreased from 45% to 15% (Table 5).

Table 5: PES performance indicators for the year 2020 (Data source: MoL Annual Report, 2020)

PES performance indicators for the year 2020	2016	2017	2018	2019	2020
Number of job seekers registered at PES*	18,909	17,966	22,281	40,024	69,630
Number of employees	11,633	9,845	10,520	17,817	10,300
Placement / employment rate	62%	55%	47%	45%	15%

* in the Nees.jo platform

PEO provides employment services for both job seekers and employers. The process and steps via which the PEO provide their services to the clients are described below.

Services provided to job seekers

Following services are provided for Job seekers:

1. Matching with suitable jobs.
2. Career counselling.
3. Introduction to the use of the National employment online platform.

When the job seekers enters the PEO, they will fill an application form either online or by the help of the employment officer, after the review of the form it is submitted on the National Employment online platform, if a suitable job opportunity is available it will be offered for the Job seeker and if the job seeker agrees to apply for the job opportunities, they will be provided by a list of job opportunities that are commensurate with the qualifications and experience requested by the employer, then an official letter addressed to the employer is issued to refer the job seeker to the identified job opportunity that qualify the job seeker for the interview process. If a suitable job opportunity is not available, the job seeker will be transferred to the career counsellor who runs an assessment on the Job application and the qualification and skills of the Job seeker and directs him/her to a training program or loan opportunity to start his/her own business or save the application until a suitable job opportunity becomes available, or a career counselling session is held. Also, the employment officer/career counsellor will introduce the job seeker to the main features of the National Employment online platform.

Services provided to employers:

1. Holding job fairs in coordination with the employers.
2. Providing employers with suitable job seekers.

The employer visits the nearby Employment/Labour directorate, or more often is visited by a delegation from the PEO. The employer fills out a form about employer information and jobs available, to gather information on qualifications and skills needed, wage offered, job description, and conditions of employment, Applications and vacancies are then inserted into the national employment online platform. In addition, the Employment Directorate provides information on the labour market and labour market trends, such as on the demand for certain specializations and professional figures.

1.4 PES and the national and international context (national strategies, regulation, relation with the Active labour market policies in Jordan)

MOL contributes in achieving international, national and sectoral priorities, through alignment with Sustainable Development goals 2030, Jordan Vision 2025, and the National Strategy for Human Resource Development (2016-2025), as follow:

Alignment with international requirements (the 2030 Agenda for Sustainable Development):

1. Ensuring the enjoyment of healthy lifestyles and well-being by all at all ages.
2. Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.
3. Achieving gender equality and economic empowerment of all women and girls.

National Objectives (Jordan Vision 2025):

1. Reducing poverty and unemployment levels and building an effective social protection system.
2. Improving the level of services provided to citizens and fairness in their distribution.

Sectoral Objectives (Executive Development Program):

1. Contribute to reducing unemployment rates in all economic sectors.
2. Contribute to raising the rates of economic participation for both sexes.

MOL performs its duties in accordance with the provisions of the articles in the Jordanian Labour Law No. 8 of 1996 and its amendments, in coordination with the related institutions, the vision of MOL is to organise and regulate the labour market, through drawing policies and strategies related to the labour market in coordination and cooperation with those concerned, and developing mechanisms, procedures and tools to ensure tackling the main challenges of the labour market, high unemployment rate especially for the youth and women.

PEO are mandated to match job seekers with available opportunities in the labour market and narrow the gap between the requirements of these opportunities and job seekers skills by providing employment and career counselling services to help individuals choose education and training paths that correspond with their abilities, ambitions and interests in alignment to the demands of the labour market, and monitoring the job seekers status. Furthermore, the PEO are committed to:

1. Contribute to the preparation of policies and frameworks for the employment of job seekers and their follow-up in their workplaces.
2. Gathering information, analysing the market, job opportunities and the skills required for the jobs available in the labour market.
3. Managing relations with employers in the private sector, identifying available job opportunities, demands and skills required, and finding proper job opportunities for job seekers.

4. Maintain the National Employment online Platform in the process of matching supply and demand.
5. Matching and aligning job seekers' requests with available job opportunities and employer requirements available on the national employment online platform and the communication with employment officers and career counsellors working in the governorates.
6. Providing employment services, including the following:
 - Organizing exhibitions, job interviews and self-employment promotion fairs for women.
 - Concluding employment agreements with companies.
 - Coordination with private employment offices.
 - Implementation of training programs that targets coaching employment of disabled (TOT).
7. Study the reasons for accepting or rejecting a job opportunity, whether for the job seeker side or the employer side.
8. Presenting project proposals and awareness-raising mechanisms aimed at increasing women's employment, youth employment in vocational sectors.

PES coordinates several activities in collaboration with the Ministry's partners, such as:

1. Within the technical support project, the Skills for Employment and Social Inclusion Programme funded by the by the European Union and implemented by GIZ, which was carried out from 2017 to 2019, the project aimed to establish the best mechanisms for cooperation between the branches of the National Aid Fund and the employment directorates in the governorates for the purpose of improved connectivity between employment and social protection.
2. Economic empowerment program is a program in coordination with the National aid fund and the technical support of the World Bank, the main objective of the program is to support the transition of poor households benefiting from social assistance out of poverty by integrating them into the labour market, by finding opportunities in labour market thereby improving livelihood.
3. Within the project to promote professional advice for youth, implemented jointly by the Ministry of Labour, the King Abdullah II Fund for Development and the Japan International Cooperation Agency - JICA, in the period 2017-2020.
4. Employment Promotion Programme in Jordan, implemented in cooperation with the GIZ, where one of its coordination with PES was creating and launching a Human Resources Guide that contributes to creating a harmonious work environment between employers and workers, leads to a common understanding between them and reduce job turnover rates.

2. Intention of the Evaluation

Given the importance of employment services for matching demand and supply side within the labour market and effectively address unemployment, this evaluation intends to assess performance and capacity of the public employment offices in Jordan, also benchmarking it to international standards. As follows, objectives, guiding questions, and main hypotheses of the evaluation are discussed.

2.1 Objectives of the Evaluation

The main objectives of the evaluation are to:

- Analyse the Jordanian strategies to improve employment services in the country;
- Analyse the **capacities of Jordanian employment offices** and the **effectiveness and relevance of their services, particularly the process of job search assistance and placement services, and the connections with other services**:
 - *Capacities*: Evaluate strengths and weaknesses of the *internal structure and processes* (organisational structure, procedures, facilities [infrastructure, equipment] and instruments [e.g., digital platforms]) of Jordanian employment offices and *capacities* (qualification/competencies) of personnel;
 - *Effectiveness*: Evaluate to what extent the Jordanian employment offices achieve their objectives/fulfil their functions;
 - *Relevance*: Evaluate to what extent the employment offices are relevant to their target groups;
 - *Efficiency*: Evaluate the ratio between costs of the employment offices and their benefits;
- Draw conclusions about capacities of employment offices and the effectiveness and relevance of their services and provide recommendations how the **capacities/performance of Jordanian employment offices** as well as the **effectiveness and relevance of their employment services** can be improved.

2.2 Guiding Questions

The present evaluation aims to answer several guiding questions categorized under the evaluation criteria of capacity, effectiveness, relevance, impacts, and efficiency of PES.

1. *Capacities of employment offices*:
 - a. Is there a mandate of public employment offices defined?
 - b. How is the employment office organised (organisational structure)?

- c. How are the personnel managed? (Are job descriptions available? Is there a performance-based management system in place?)
 - d. Are the facilities well maintained?
 - e. How is this job search assistance connected with other employment promotion services?
 - f. How are the communication channels with employers organised/maintained?
 - g. How is the job search assistance of job seekers organised?
 - h. Is the number of staff adequate?
 - i. Are the personnel adequately qualified?
 - j. Are the personnel able to perform the defined tasks?
 - k. In what areas does the capacity building of the employment office's staff need to be improved?
2. *Effectiveness:*
- a. Is there an adequate policy framework in place?
 - b. Are functions of employment offices clearly defined?
 - c. Do clearly defined objectives/benchmarks exist?
 - d. To what level the objectives/functions are performed?
 - e. What are causes for low/high achievement rates?
 - f. To what extent are the users/target groups of employment offices (jobseekers, enterprises) satisfied? (customer satisfaction survey)
3. *Relevance:* Employment effects on users of employment offices
- a. Are the employment offices well-known in the town/community?
 - b. How useful are the services of employment offices for their clients?
 - c. To what extend do target groups use services of employment offices? If limited extend, why?
 - d. Are the services provided by the employment offices in line with national priorities and strategies?
4. *Impacts:* Employment effects on target groups/beneficiaries of employment offices:
- a. What are placement rates of job seekers?
 - b. What type of employment do the employed clients have?
 - c. What is their level of satisfaction with their employment situation?
 - d. Do the services of the employment offices improve the access to qualified and motivated employees for client enterprises?
 - e. Do the services of the PEO translate into better labour market information for client enterprises?
5. *Efficiency:*
- a. Do the operational costs of the employment offices correspond with the (expected) benefits?

2.3 Hypotheses

The essential knowledge interests are defined by the following six hypotheses:

1. The policy framework is adequate to enable public employment offices to perform their **functions**.
2. Due to **sufficient capacities** employment offices are able to achieve their **objectives**.
3. The **quality of services** provided by public employment offices is good.
4. The services of the employment offices gain positive impacts (**employment effects**) on its clients.
5. The services of the employment offices gain positive impacts (**benefits**) for employers.

3. Methodology

3.1 Definition of Concepts and Indicators

For assessing performance and capacity of public employment offices in Jordan, this evaluation operationally relies on the main concepts of capacity, objectives, quality and relevance of services, and clients' impact, defined as follows:

1) Capacity

Capacity of PES can be captured observing the internal structure and processes (organisational structure, procedures, facilities, and instruments of Jordanian employment offices and *capacities* of personnel.⁷ For the purposes of the present evaluation, capacity has been elicited based on the following elements:

- *Internal structure*:
 - a. The mandate of employment offices is clearly defined and communicated to clients and stakeholders.
 - b. The organisational structure of the employment office is clearly defined.
 - c. Standard operational procedures are clearly defined.
 - d. A performance-based management system is applied (staff incentives etc.).
 - e. A staff development system is applied (HRD strategy, HRD measures).
 - f. Job descriptions of staff are in place.
 - g. An adequate IT system is in place, well maintained and operational. Interfaces with job matching platforms are properly organised.

- *Processes*:

⁷ See e.g. ILO 2016, GIZ 2020, Bundesministerium für Arbeit und Soziales Germany 2019

- a. Case management and counselling services (see section *case management and counselling* above)
 - b. Management processes
 - c. Networking matching services
- *Staff capacities:*
- a. The number of staff is adequate so that the employment office is able to fulfil its functions
 - b. The qualification of staff is adequate so that the employment office is able to fulfil its functions

2) Objectives of public employment offices

Targets and benchmarks referring to the results and quality of services of employment offices that are *SMART*, that is Specific, Measurable, Achievable, Reasonable, and Time-bound.

3) Quality and relevance of services

Quality and relevance of PES can be evaluated in different way. In this evaluation it was decided to evaluate the clients' perception. The analysis of this subjective dimension of quality and relevance, which is very common in evaluations, is captured by evaluating the satisfaction of clients (both job seekers and employees) with the services of the public employment offices, and the degree to which they perceived them to be relevant to their activities and how much they would recommend them to others.

4) Impacts

Impacts are defined as the likely or achieved long-term and indirect results/effects of an intervention.⁸ This means they are:

- Long-term employment effects of the employment offices' clients
- Short and long-term employment effects on indirect beneficiaries, particularly benefits for employers

Impacts can be thus measured based on the employment effects on clients of PES, that is both on job seekers and on enterprises.

Key indicators to measure the impact of PES on job seekers are the employment status, the role of PES in finding a job, and the satisfaction with the own employment situation.

Key indicators to measure the impact of PES on enterprises are the access to adequately qualified and motivated employees and the effects of PES support on the own human resources situation.

⁸ See M&E Concept of MoL (2018), DAC/OECD 2010, Rossi/Lipsey/Freemann 2003

3.2 Evaluation Approach

An evaluation design needs to be in line with internationally common evaluation standards that ensure the evaluation's utility, feasibility, propriety, accuracy.⁹

To align with all these standards the evaluation is based on a **multi-method approach**¹⁰ applying an appropriate mix of quantitative and qualitative data collection and analysis methods. Moreover, it should ensure the validity and reliability of the evaluation results as well as a participative survey implementation.

The evaluation design consists of two major parts

1. Desk study: Briefly analyse **international standard of employment offices/ employment service providers** in order to identify **success factors and quality criteria of effective and relevant employment services** provided by employment offices, such as the international guidelines for effective and relevant employment services (ILO, GIZ)¹¹
2. Field study: Analyse the **capacities of Jordanian employment offices** in light of the identified standard and success factors

Within these two parts, different data collection and analysis methods are to be applied:

- Quantitative and qualitative analysis of literature/technical documents and secondary data,
- Collection of descriptive quantitative analysis,
- Qualitative in-depth analysis,
- Triangulation.

1) Quantitative and qualitative of literature/technical documents and secondary data

This first step of analysis has the function to analyse international standard of employment offices/employment service providers.

In addition, context information about employment offices in Jordan need to be analysed, incl.

- Relevant Jordanian strategies and policies,
- Regulatory framework with relevance to employment offices,
- Documents about organisational structure and internal processes in employment offices (organisational chart, job descriptions of staff, etc.),
- Regional labour market data.

⁹ See e.g. DeGEval Evaluation Standards (DeGEval 2002/2016). The DeGEval framework comprises 25 standards, which refer to these four aspects.

¹⁰ Multi-method (or mixed-method) designs need to be in line with internationally accepted standards of quantitative and qualitative empirical research in social sciences: reliability, internal and external validity, documentation of the whole survey procedure, description of all used concepts and methods within the argumentation, consideration of the object's nature and its context, communicative validation / member checks / peer debriefing, triangulation (see Döring/Bortz 2015, p.114, Mayring 2002, p. 144ff, Mertens 2005).

¹¹ See ILO 2016, GIZ 2020a, GIZ 2020b

2) Descriptive quantitative analysis

In the second step, all relevant quantitative information in regard to the Jordanian labour market, the employment offices, and their clients and staff will be analysed. Particularly the employment effects of the employment offices clients and the benefits for employers will be assessed.

3) Qualitative Analysis

While the quantitative analysis provides a synthetic overview of salient features of the analysed phenomena, qualitative analysis adds to it with richer and multifaceted information. Therefore, qualitative analysis will be used to have a deep look at the perspective of the stakeholders of public employment offices in regard to the main guiding questions and hypotheses of the evaluation. Qualitative analysis will be also used to highlight need for improvement and develop recommendations.

4) Triangulation

As perspectives of many different stakeholders had to be taken into consideration, a range of triangulation methodologies were applied:

- Triangulation of the statements of different stakeholders referring to similar topics,
- Triangulation of secondary and primary data sources,
- In depth analysis of qualitative data and regression analysis, as a follow-up to the descriptive analysis of quantitative figures and indicators.

3.3 Evaluation Criteria

Annex II presents the evaluation criteria identified to assess the capacities and performance of PES in Jordan and matches it appropriate data collection and analysis methods.

3.4 Methods of Data Collection and Analysis

The main objective of the evaluation is to analyse the capacities of Jordanian employment offices identifying gaps and areas of improvement according to international standards. Therefore, a multi-method approach was used, combining evidence from primary and secondary data.

Desk research aimed at identifying the core functions of PES and understanding the status quo of the capacity of PES in Jordan, in order to highlight their strengths and weaknesses. **Secondary data sources** essentially consisted of:

- Data about the Jordanian economic and labour market situation
- Comparative studies and reports
- Studies about role and international standard of public employment services

Primary data were collected to evaluate the capacities of Jordanian employment offices and the effectiveness and relevance of their services, in particularly the process of job search assistance and placement services, and the connections with other services. Therefore, we developed four data collection instruments to elicit information from the following main **four target groups/ stakeholders** of public employment offices (PEO):

1. PEO staff: staff working at public employment offices in Jordan;
2. PEOS management: directors and/ or head of departments of public employment offices in Jordan
3. Enterprises' clients: managers, Human Resources directors, and other representatives of enterprises making use of the services of the public employment offices in Jordan
4. Job seeker clients of PEO: individuals searching for job through the public employment offices in Jordan

Data were collected via experts' interviews based on a structured grid of questions for the first three target groups (PEO staff, management, and enterprises clients), whereas for the last target group (job seekers) a questionnaire was developed. Experts' interviews were administered either face to face or telephonically, depending on geographical location of respondents and/ or on the epidemiological situation and COVID-19 restrictions at time of interview. The job seekers' questionnaire was administered telephonically.

Sampling methodology

The sampling methodology applied aimed at ensuring reliability of analysis and representativeness of results. It should be in general considered that the appropriate sample size and selection for a survey (questionnaire study) administered over a relatively large population, can be determined based on Slovin's formula and respecting a minimum sample size of 30. An interview study can be based on a smaller sample size, depending on the information power of responses (Patton, 2014; Creswell and Clark, 2011). Further considerations, such as heterogeneity sampling should be kept in mind, though.

Job seekers' questionnaire

In order to determine the sample size of respondents to the job seekers' questionnaire, a population size of 69,630 individuals was considered (the total number of job seekers registered in the Nees platform in 2020, see Table X above). The application of the Slovin's formula with a level of tolerance of 10%, results into a sample size of 99.7 respondents. Therefore, we targeted a total of 100 job seekers, at least. Sample selection was based on stratified sampling, considering the geographical location of respondents (Northern, Southern, and Central region), in order to be representative of the working adults in Jordan.

Working population in Jordan is geographically distributed as shown in Table 6. Accordingly, in selecting our sample we aimed at pooling a similarly geographically distributed sample of respondents. To ensure the possibility of comparing across sub-

groups, the target share of respondents from the Southern region was increased to 20%.

Table 6: Characteristics of population and of sample for the job seekers' questionnaire

Stratus/ Region	Population characteristics		Targeted sample characteristics	
	Total number of workers in 2019	Share of workers(%)	Sample distribution (%)	Sample size
North	425,855	32%	30%	30
Central	767,322	57%	50%	50
South	155,153	12%	20%	20
Total	1,348,330	100%	100%	100

Experts' interviews with employment offices' staff, management, and enterprises' clients

As mentioned, structured interviews were conducted with staff and management of PEO and enterprises clients. The sampling methodology for interview studies differs from that of questionnaire studies as due to the depth of information collected (Patton, 2014). Sampling criteria are hereby inspired to saturation of information and information power of responses. To grant however heterogeneity of the sample (Palinkas et al., 2015) geographical location and size of employment offices were considered.

A total number of 17 employment offices is operational in Jordan with a total number of 88 employees, as presented in Table 7 and Table 8.

Table 7: Geographic distribution of employment offices and number of staff in Jordan

Region	No. of Directorates	No. of employees	% share of employees
North	4	24	27%
Central	9	52	59%
South	4	12	14%
	17	88	100%

Table 8: Public employment offices and respective number of staff

	Employment office	No. of employees	
1	MoL	14	Central region
2	Amman I	4	
3	Amman II	14	
4	Amman III	7	
5	Amman IV	1	
6	Zarqa	6	
7	Balqa	3	
8	Madaba	3	
9	Irbid	13	North
10	Mafraq	5	
11	Jarash	3	
12	Ajloun	3	
13	Karak	6	South
14	Tafileh	2	
15	Ma'an	1	
16	Aqaba	3	
	Total	88	

We clustered 10 out of the 17 public employment offices, that is we consider 59% of total population. 3 of the employment offices should be located in the North, 5 in the centre, and 2 in the South of Jordan, also taking into consideration a heterogeneous selection in terms of economic centres versus peripheral areas.

Sample size and characteristics of the targeted samples for all of the four data collection instruments are summarized by Table 9.

Table 9: Characteristics of the targeted samples for the four data collection tools

Target sample by geographical location	Target distribution	Management interviews	Staff interviews	Enterprises interviews	Job seekers questionnaire
North	30%	3	7	4-6	30
Central	50%	5	19	8-10	50
South	20%	2	4	4-5	20

Targeted sample size		10	30	16-21	100
----------------------	--	----	----	-------	-----

4 Findings

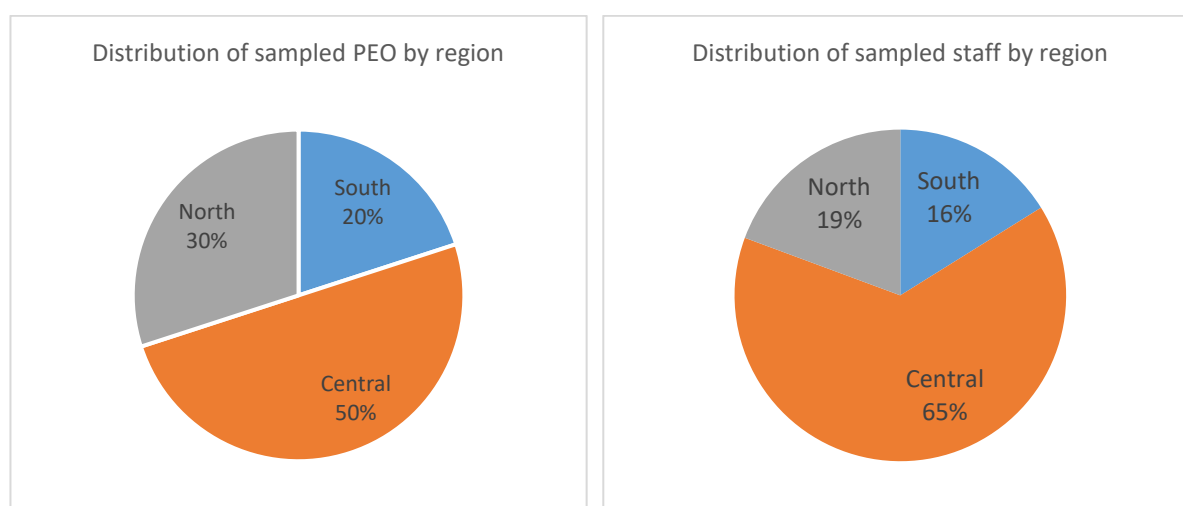
4.1 Description of Sample

As follows, the characteristics of the samples considered for the evaluation and selected relying on the sampling methodology specified in Section 3, are described.

4.1.1 Staff and management

Based on the cluster methodology described in Section 3, the staff of the 10 selected public employment offices was sampled (Figure 8a). This resulted into a total of 32 staff, the majority of which were located in the central region (65%), 19% in the Northern and 16% in the Southern of Jordan (Figure 8b).

Figure 8: Distribution of (a) sampled PEO and (b) of sampled staff by region



In general staff revealed longstanding experience in the PEO, as experience ranged from 4 month to 14 years of service and was on average 7 years (84.5 months).

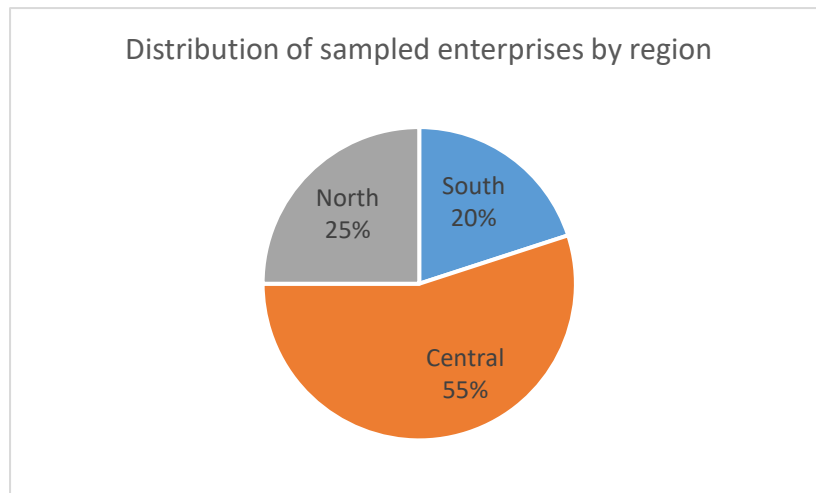
In each of the clustered employment offices, we conducted an in depth interview with the director (PEO management). On average, interviews lasted for 60 minutes. Average experience in managerial position within the PES was 36 months.

4.1.2 Clients of PES: Enterprises and job seekers

Experts' interviews were also run with directors, human resources management, and/ or other representatives of enterprises making use of the services of the public employment offices. A sample of 20 enterprises managers were considered. Interviews lasted for an average of 60 minutes. The geographical distribution of

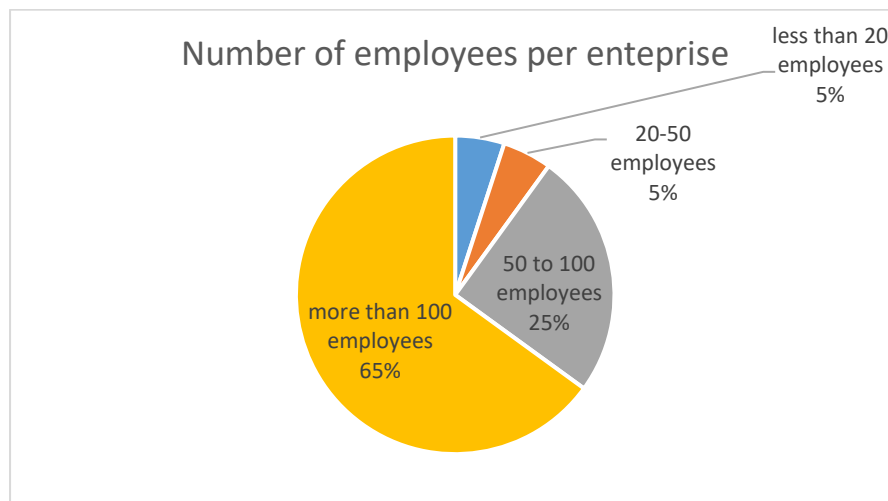
sampled enterprises (Figure 9) corresponds to the geographical distribution of the samples of other respondent groups and closely matches the larger number of businesses located in the central region of Jordan.

Figure 9: Distribution of sampled enterprises by region



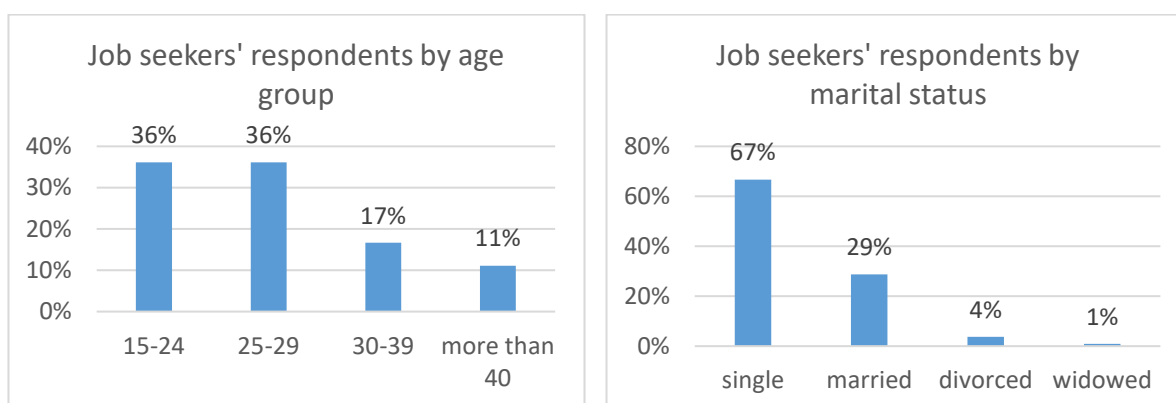
Almost all of the sampled businesses consisted of large companies and this is representative of the PES corporate clients. In particular, 65% of enterprises employ more than 100 employees, 25% between 50 and 100, and the remaining 10% less than 50 (Figure 10).

Figure 10: Number of employees per sampled enterprise



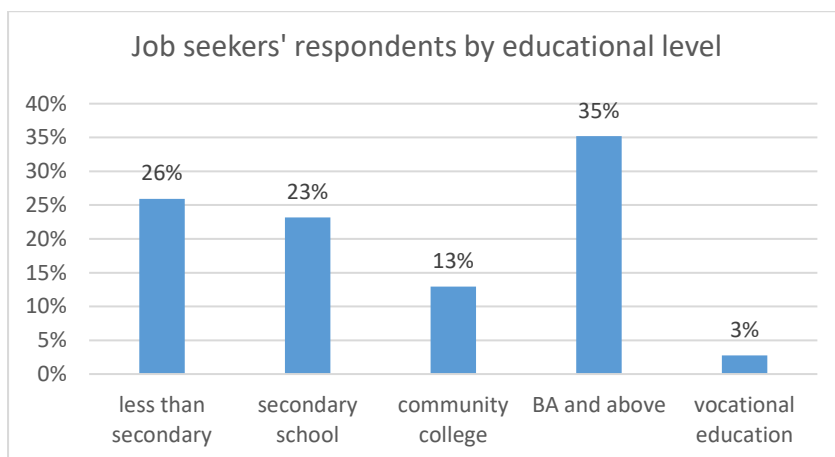
In regard to the individual clients of PE= (job seekers), a total of 109 valid responses were collected. 67 of respondents were male (61.5%) and 42 female (38.5%). Classifying the sample of respondents by age group (Figure 11a), it emerges that 72% of the sampled job seekers were below 29 years of age. This is consistent with the challenging youth unemployment in the country. In regard to the marital status, the majority of respondents (67% of total sample) was single (Figure 11b).

Figure 11: Job seekers' respondents by (a) age group and (b) marital status



The characteristics of the sample in terms of educational level reveals that almost half of the respondents (49%) have achieved secondary education or below and that 35% has completed university education (Figure 12). The large share of job seekers with bachelor degree and above clearly points to the high unemployment among graduates, which is one of the features of the Jordanian labour market. The fact that only 3% of sample stated to have vocational education reflects the preference for academic education and the low demand for vocational education and training in Jordan.

Figure 12: Job seekers' respondents by educational level



In regard to the date of registration with the public employment offices, 40% of respondents registered in 2021, 50% between 2016 and 2015, 8% between 2010 and 2014, and only 2% before.

4.2 Main Findings from the Primary Data Collection Tools

As follows, the main findings from the primary data collection tools are discussed with reference to the guiding questions and evaluation criteria for the assessment.

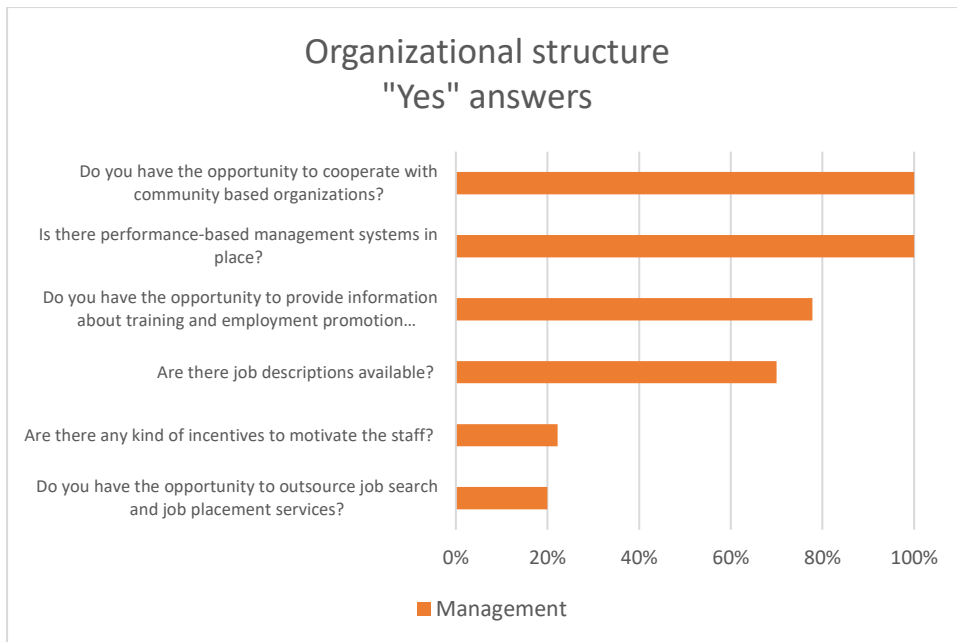
4.6.1 Capacity

An important purpose of the evaluation was to understand what is the **mandate** and what are the **core functions** of PES in Jordan. Therefore, managers were asked about the portfolio of employment services provided. They confirmed that PES in Jordan provides job search and job placement services, labour market information, labour market programmes. It further emerged from the managers' consultations, that regulatory services and in particular cooperation and monitoring of private employment and non-governmental agencies, does not belong to the core functions of all employment offices, but it is only the task of the central employment directorate. Administering unemployment benefits, which is one of the core functions in several countries, does not belong to the PES mandate in Jordan.

As stated by the guiding questions, capacity is evaluated based on the PES mandate and on the understanding of **internal structure and processes** (*organizational structure, procedures, facilities and instruments*) of Jordanian employment offices, as well as on the **staff capacities**.

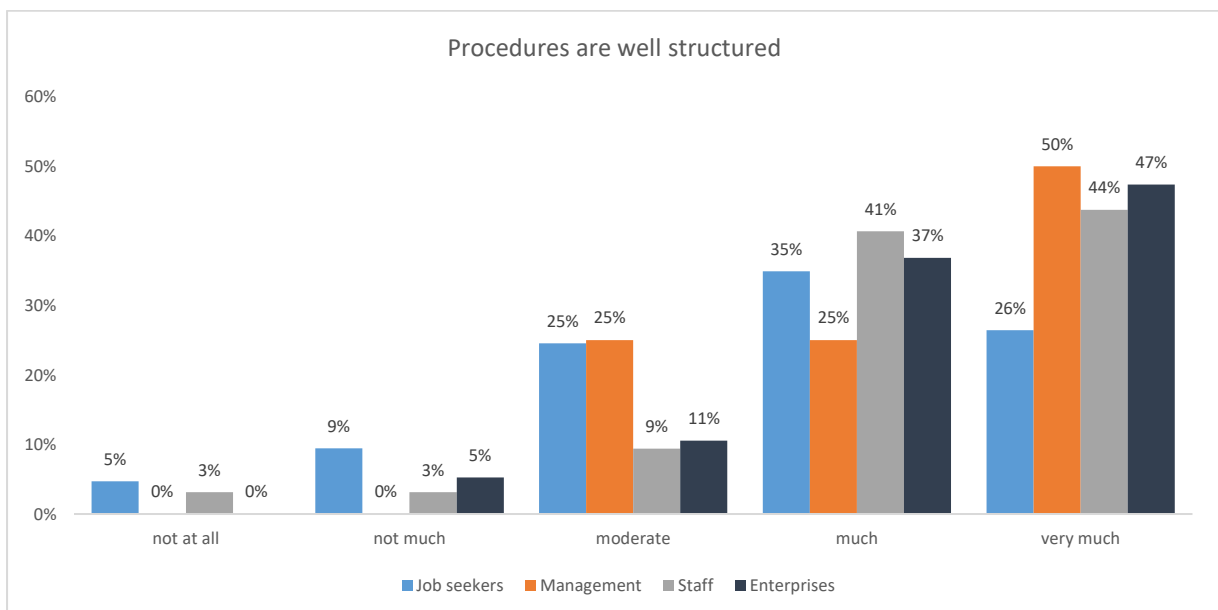
Organizational structure was assessed based on management consultations and questionnaire. The main results are summarized in Figure 13. The interviewed managers were unanimous in declaring the possibility of cooperating with Community Based Organizations (CBOs) and in confirming the existence of a performance-based management system. It emerged from interview that the performance of all staff is regularly evaluated and that each employee's achievements are reported for follow up purposes in the yearly report. 78% of the interviewed managers stated the opportunity to provide information about training and employment promotion programmes. According to 70% of management, job descriptions for the PES staff are also available. Further, there is no special set of incentives to motivate staff of the PES, as the system of incentives and of promotion schemes is subject to the same regulation as all ministerial and public sector employees. In regard to the possibility to outsource job placement services, only the central employment directorate, located in the Ministry, can approve outsourcing agreements.

Figure 13: Organizational structure of PEO - Management responses



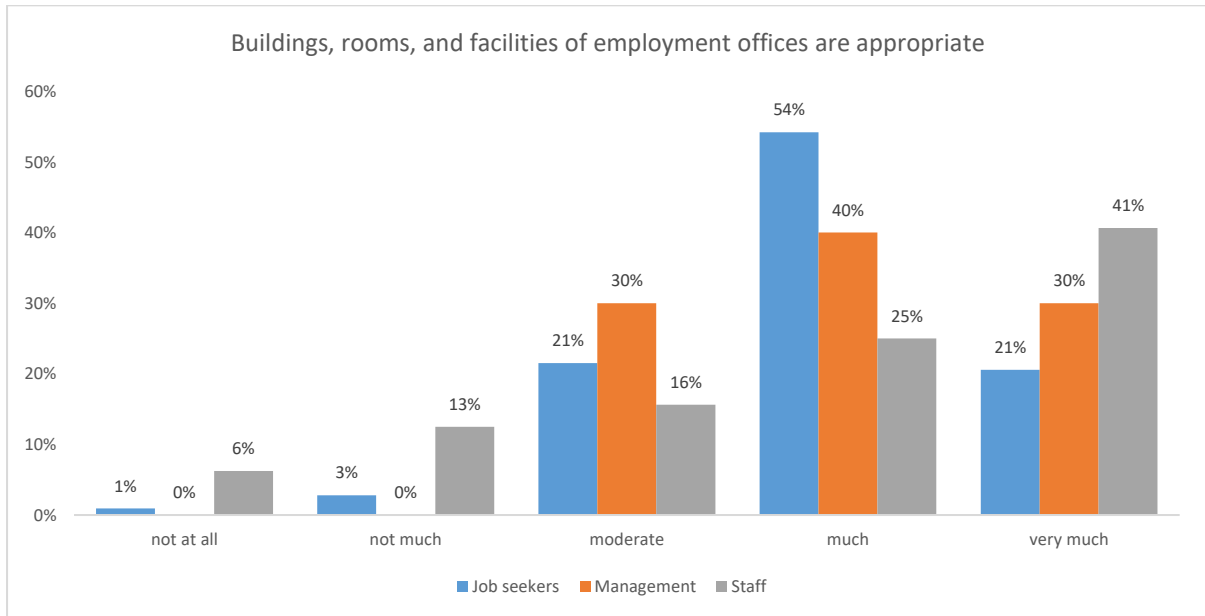
While the organizational structure was only discussed with the managers, we asked all of the stakeholders about how well are PES *procedures* structured. In particular, we asked job seekers, management, staff, and enterprises to express their rating on a Likert scale from 1 (not at all) to 5 (very much) (Figure 14). In general, it seems that respondents are satisfied with the PES procedures, with the clear majority of the ratings being between “much” and “very much.” More specifically, the average of the job seekers’ responses was 3.7, those of management, staff, and enterprises 4.2. In general, it seems that procedures are well structured, but also that some efforts should be invested to better encompass the needs of the job seekers.

Figure 14: Distribution of responses to the questions “Procedures are well structured” - Responses from job seekers, management, staff, and enterprises



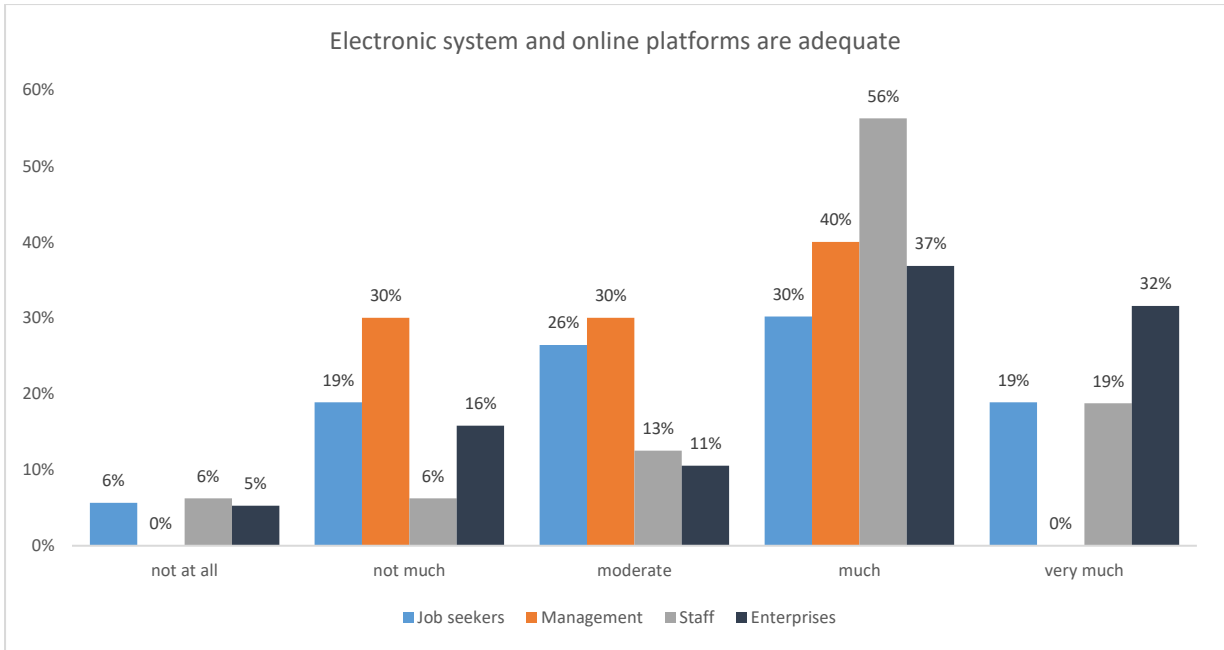
Facilities of employment offices seem to be in general appropriate (Figure 15): specifically, 54% of the 100 job seekers and 40% of the 10-management staff assessed them as appropriate. 41% of staff considers them to be even very appropriate. We did not ask the enterprises to rate the facilities and buildings of PES, as companies are in the rule visited by staff of the employment offices.

Figure 15: Appropriateness of buildings, rooms, and facilities of PEO - Responses from job seekers, management, and staff



Responses revealed more need for improvements in regard to the electronic system and the online platforms: with an average rating across all stakeholders of less than 3.5, electronic systems can be assessed to be moderately adequate. As presented by Figure 16, only a minority of respondents evaluated the IT systems as very adequate.

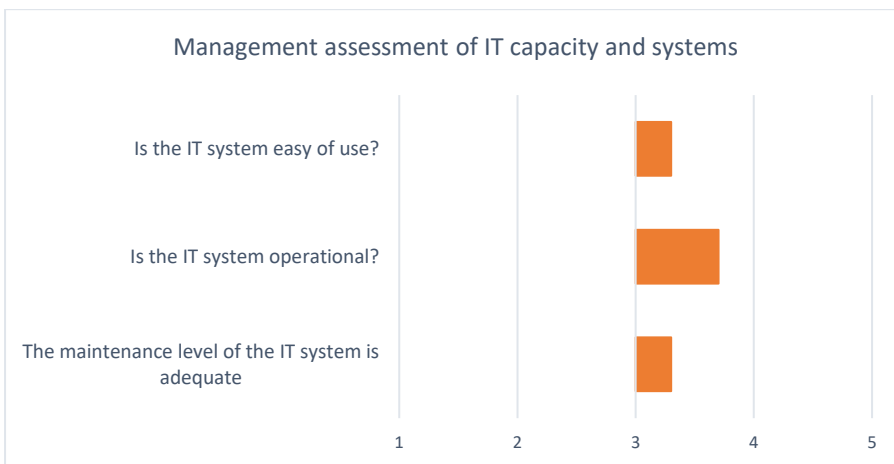
Figure 16: Adequacy of electronic system and online platforms - Responses from job seekers, management, staff, and enterprises



To further investigate this aspect, the management was also asked in regard to further specific dimensions related to the IT system. The findings corroborate the idea that user friendliness, maintenance level, and operability of the electronic system do not exceed the moderate range (Figure 17).

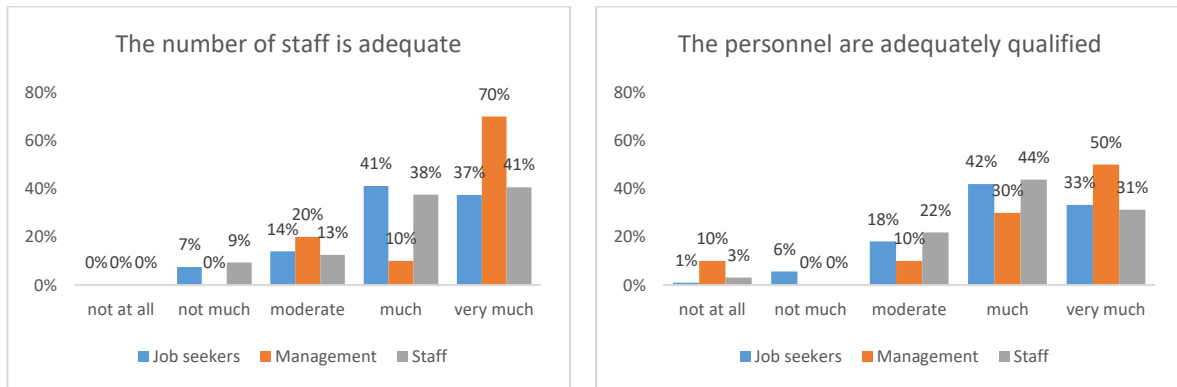
Thus, the management clearly advocates for the need of improving the IT system and its operability.

Figure 17: Management assessment of IT capacity and systems



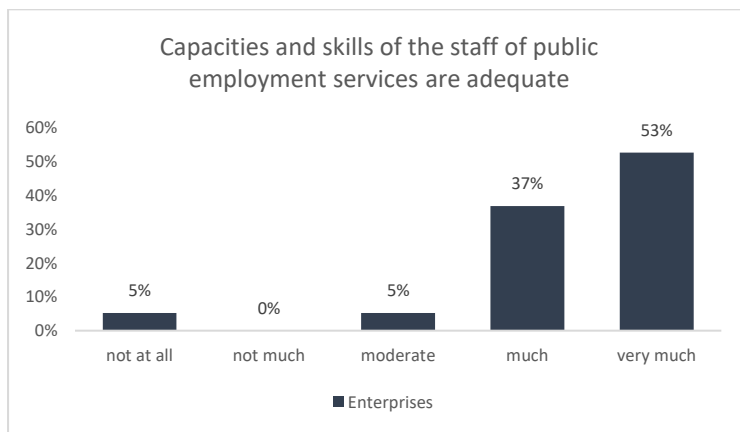
Further important elements of capacity are represented by the **staff** and its qualification. The majority of responses (80% of the 10 management staff, 78% of the 100 job seekers, and 79% of the 30 staff) depict the number of staff as adequate to very adequate (Figure 18a). Also staff qualifications are rated very positively, with 80% of management and 75% of both job seekers and staff assessing the personnel as much to very much adequate (Figure 18b).

Figure 18: Adequacy of (a) number of staff and (b) qualifications – Responses from job seekers, management, and staff



This evaluation can be triangulated with the similarly high assessment of staff capacities and skills indicated by the sampled enterprises (90% of companies rating it with “much” or “very much”) (Figure 19).

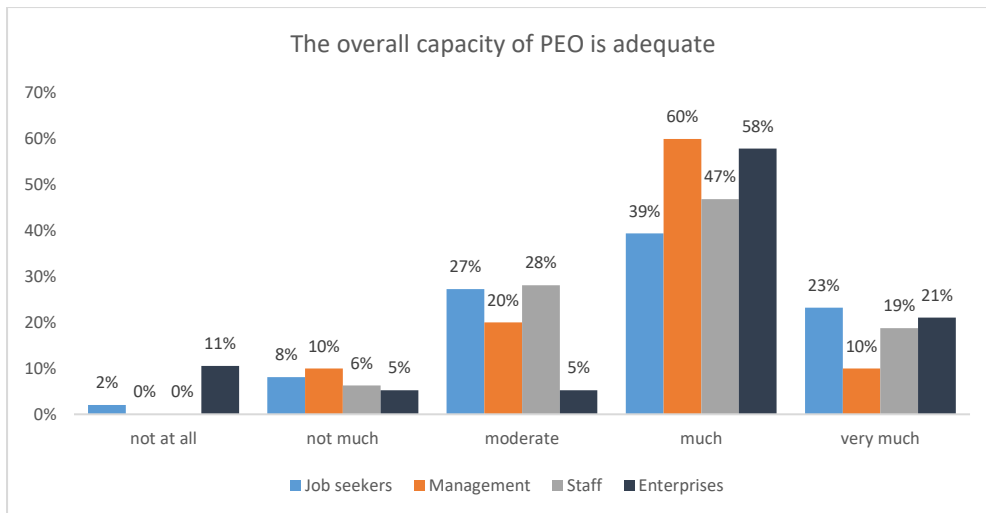
Figure 19: Enterprises’ responses on adequacy of capacities and skills of PEO staff



Reviewing all findings in regard to the elicited elements of capacity, the responses from all stakeholders confirm that the capacity of PEO is adequate. In none of the elements, responses signalled significant gaps.

As a control question, stakeholders were also asked to directly assess whether the overall capacity of PES is adequate, rating it on a Likert scale from 1 (not adequate at all) to 5 (very much adequate) (Figure 20). Interestingly, the average response for all stakeholders was 3.7, which confirm that the capacity is perceived as adequate. Also, the results of a one-way ANOVA show that there are no significant differences in the average responses of the different stakeholders ($F=0.023$ and $p\text{-value}=0.994$).

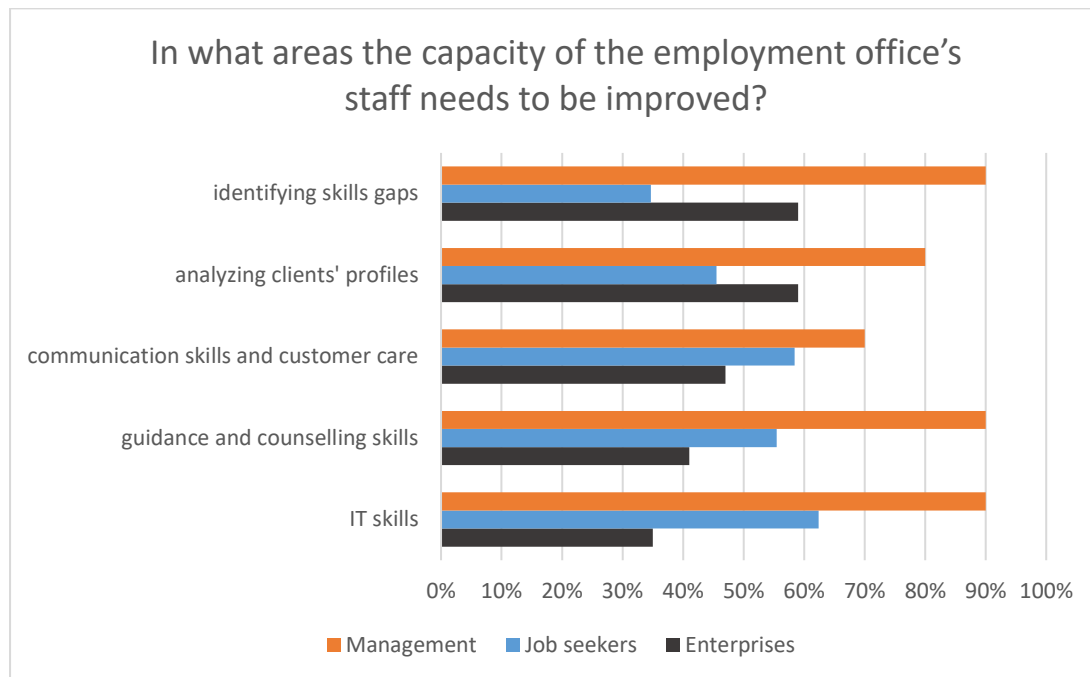
Figure 20: Assessment of overall capacity of PEO – Responses from job seekers, management, staff, and enterprises



Nevertheless, we asked for the perceived **needs for improvement** of capacity of the employment offices' staff in the areas of identifying skills gaps, analysing clients' (job seekers and enterprises) profiles, communication skills and customer care, guidance and counselling skills, as well as IT skills and use of IT system. Even though the capacity was overall favourably assessed by the stakeholders, it is always a very important exercise to identify needs for improvement and to understand in which areas of intervention they are located. The activity of PEO consists of challenging and steadily evolving tasks and it is important to engage staff and management into a continuous learning process, to make sure they are up to understand the evolving conditions and trends in the labour market and that they have competencies and skills to embrace new technologies and improve organizational effectiveness.

It emerges from the findings (Figure 21), that the management is particularly aware of the importance of capacity and skills improvement and locates needs for enhancement in all areas, but specially in the areas of career guidance, identifying skills gaps, and IT skills. Overall, job seekers and enterprises also signal, but to a lesser extent, the need for improvement in the PEO staff's capacity. More precisely, 62% of job seekers saw need for improvement in the IT skills, 58% in communication skills, and 55% in guidance and counselling skills. In the perspective of the enterprises, PEO staff would need capacity improvement in the areas of identifying skills gaps and analysing clients' profiles (both areas being mentioned by 59% of responses).

Figure 21: Needs for improvement in the capacity of PEO – Responses from job seekers, management, and enterprises



To elicit unbiased responses concerning needs for improvement of staff capacity, the staff was asked about how far they face difficulties in different areas of provisions of employment services. Ratings were expressed on a Likert scale from 1=no difficulties at all to 5=very much difficulties. On average, responses indicate much to very much difficulties in all of the listed areas (Figure 22). This interesting result validates the findings from the management questionnaire and supports the view that efforts should be invested into upscaling PES staff capacity. Interestingly, also 80% of management reported needs for improvement in the ability of staff to self-organize.

Figure 22: Staff assessment of areas of perceived difficulties



To better understand the stand with PEO staff capacity and eventual need for improvements, staff had to rate how much they need better qualifications and training for the delivery of employment services. The vast majority of staff (72%) stated to agree or strongly agree with the need for better qualifications (Figure 23). This further support the view of a necessary improvement in the staff capacity. On average, responses were 3.8.

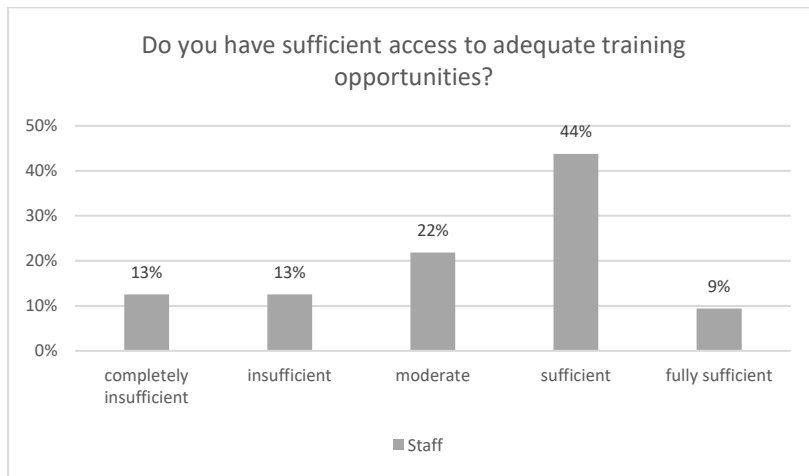
Figure 23: Staff assessment of need for training and better qualifications



In general, 80% of staff mentioned that they participated to trainings (Figure 24), the most useful of them were in career counselling and in communication skills. Further, the staff was asked to evaluate their access to adequate training opportunities: 44% of the respondents stated to have sufficient access to training and 9% fully sufficient. The average response was hereby 3.25, thus in the moderate range. Therefore, we

believe, there is the need to provide more training opportunities and in particular in the fields that were perceived to be more beneficial by the staff.

Figure 24: Staff assessment in regard to access to training



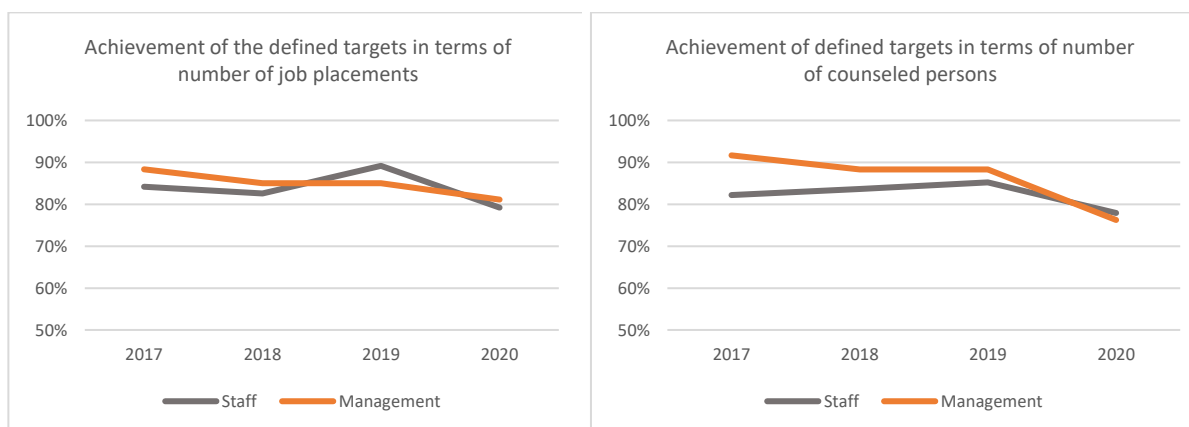
4.6.2 Effectiveness

Effectiveness measures to what extent the Jordanian employment offices are able to fulfil their core functions and achieve their objectives. As such, it should be related to findings on the organizational capacity (4.6.1.), which revealed that there is clarity of mandate, that job descriptions are available, and that, despite of some need for improvement, procedures are well structured and perceived as such by all stakeholders.

In regard to the objectives achievements, it emerges from staff and management consultations that there are predetermined targets and that achievement rates are in general high (Figure 25). Management and staff were coherent in signaling achievement rates meeting more than 80% of targets (Figure X), with no significant differences between the average responses of the two groups (t-value= 2.364 and P-value=0.745).

Comparing the achievement rates from 2017 and 2020, it emerges that there has been no improvement, but rather a slight reduction (Figure 25). This is most probably due to the increasing difficulties in the labour market conditions.

Figure 25: Achievement of defined targets in regard to (a) number of job placements and (b) number of counselled persons – Responses from management and staff

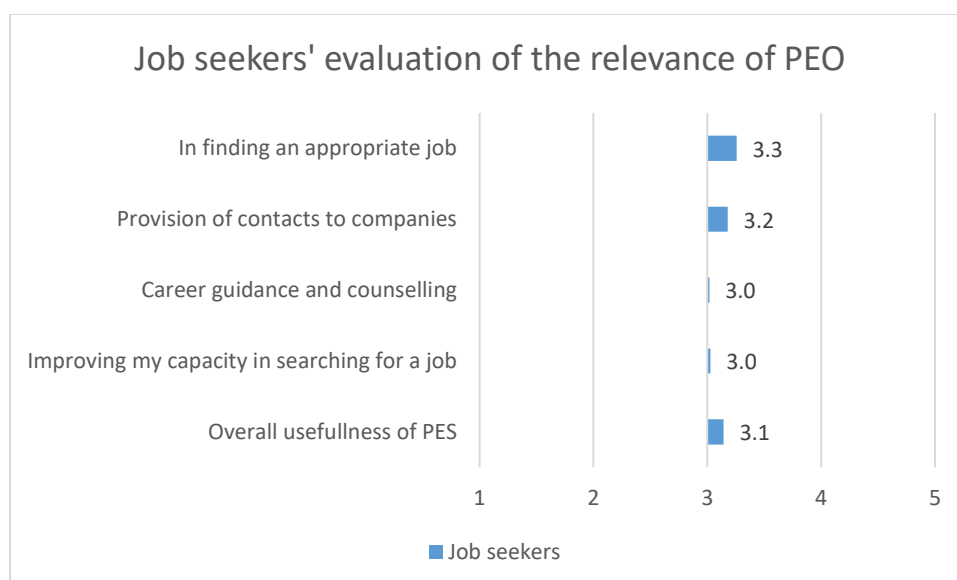


4.6.3 Relevance

We asked both types of clients (job seekers and enterprises) to rate the relevance of PES for their job search/ hiring process, stating their responses on a scale between 1 (not relevant at all) to 5 (very relevant).

On this scale, job seekers rated the overall usefulness of PEO for an average of 3.14, with 3 representing moderate (Figure 26). Further elicited were the relevance of PES in finding a job (3.3), for the provision of contacts to companies (3.2), in regard to career guidance and counselling, as well as for improving the job seekers' capacity to find job (both rated on average 3.0).

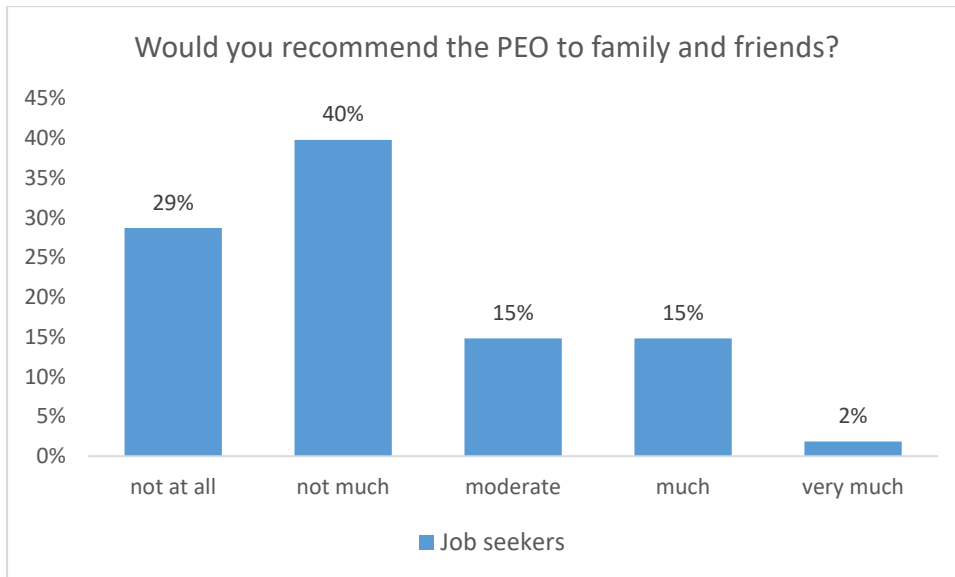
Figure 26: Job seekers' evaluation of the relevance of PEO



As a control question, it was also asked to the job seekers, whether they would recommend the PEO to family and friends. This is a very important question to understand the relevance of PEO support for job search. It emerges that 40% of job

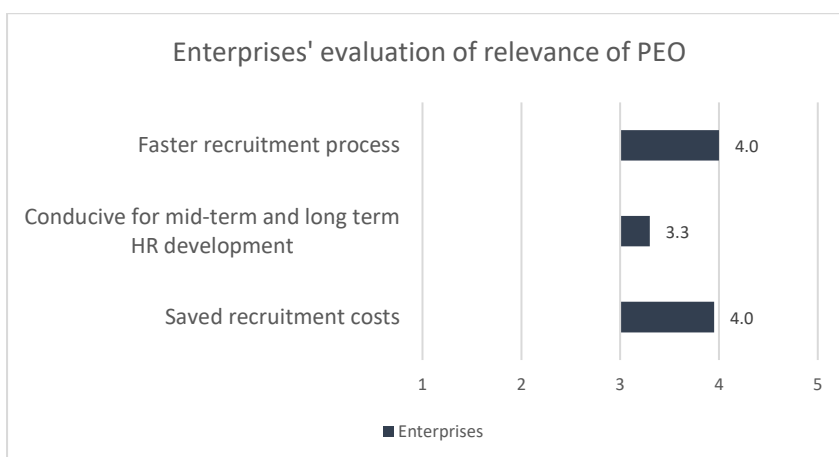
seekers would not recommend much PES and that 29% would not recommend them at all (Figure 27). This confirms the low relevance of employment office services for the community of job seekers.

Figure 27: Job seekers further recommending PEO



In comparison to the job seekers, enterprises revealed a higher evaluation of relevance of PES in supporting them in their recruitment: the enterprises' responses show that PES are partially relevant. In particular, it seems that the services provided by the employment offices are relevant to reduce time and cost associated with the recruitment process (both dimensions being rated on average 4) (Figure 28).

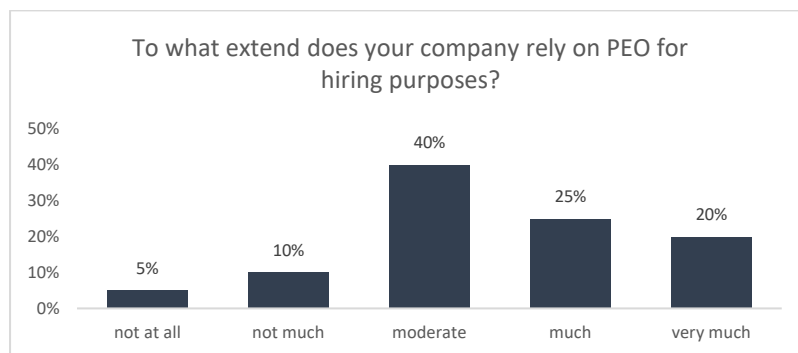
Figure 28: Enterprises' evaluation of relevance of PEO



Further digging into the relevance of PES for enterprise clients, 45% of companies declared to rely much or very much on PEO for hiring purposes and further 40% of

companies on moderate basis (Figure 29). Considering that our sample consists of client enterprises of PEO, it is worth mentioning that not all of the companies in Jordan are making use of the services of the employment offices for hiring purposes. The results from the clients' consultations showing that less than half of the companies are relying much and very much on the PEO for recruitment is therefore not really encouraging in regard to the perceived relevance of the employment services. This is also supported by the fact that companies highlighted need for improvements in identifying skills gaps and analysing clients' profiles: improving the capacity of PES staff in this regard is thus necessary to improve the relevance of PEO for the employers. Being relevance of services a very important aspect, it can be further recommended to conduct a survey both among PEO clients and non-clients' enterprises, among else to understand the motives inducing companies not to make use of the PEO.

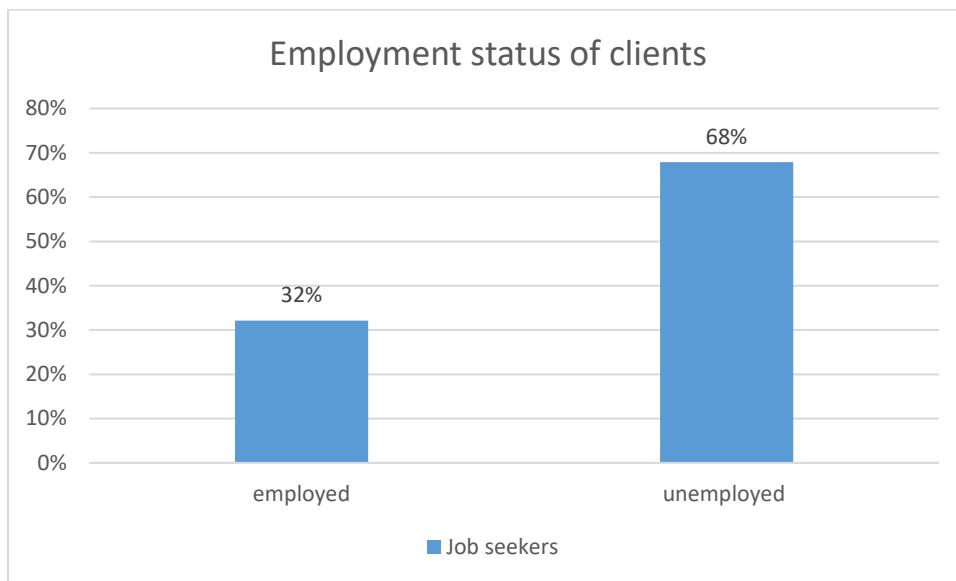
Figure 29: Reliance on PEO for hiring purposes – Responses from enterprises



4.6.4 Impact

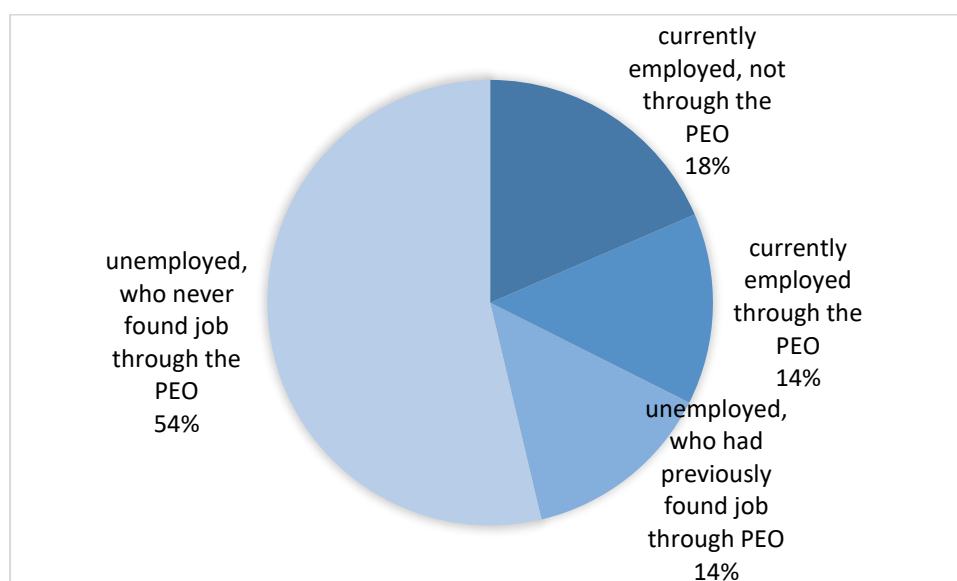
The sampled job seekers registered with the PES were asked about their employment status: 68% declared to be unemployed and 32% employed (Figure 30). Almost one third of the employed respondents (31%) also stated to be searching for job.

Figure 30: Employment status of job seekers' clients of PEO



In order to capture the impact of PEO on job seekers, both employed and unemployed individuals were asked whether they found (currently or in the past) job with the support of the PEO and, in case, to specify the duration of employment. It emerges that 43% of employed respondents found job with the support of the employment offices for an average employment duration of 13 months (and the remaining 57% of employed found job through other sources rather than the PEO). If we consider that overall employed respondents represent 32% out of the total sample, this means 14% out of the overall sample is currently working thank to the support of PEO (Figure 31). Further, the results reveal that 20% of unemployed respondents stated to have previously worked through the support of the employment offices (that is a further 14% of the overall sample), for an average duration of 4.5 months. Therefore, if we consider employed and people who found job in the past as due to the help of PEO, we can conclude that 28% of our sample found job through the PES support (Figure 31).

Figure 31: Job seekers' employment status and PEO support in finding a job



In order to further understand the impact of PEO on the probability of job seekers to find employment, our primary data from the job seekers' survey were triangulated with secondary data (Table 10). In 2019, 40,000 individuals, that is 9% of the total number of unemployed persons in Jordan were registered in the electronic platform of the PES. In 2020, this number increased to almost 70,000, representing 17% of Jordanian unemployed individuals. This reveals the overall marginal outreach of PES among unemployed Jordanians. Assuming that on average the PES helps approximately 15,000 individuals per year to find job, this would represent around 3.7% of total Jordanian unemployed. Important is also to consider that more than 92% of Jordanian unemployed are registered at the Civil Service Bureau (CSB, 2019), which is responsible for hiring in the public sector and whose placement rate was only 2% in 2019.

This point to the low job creation and the sluggish economic growth in Jordan and further confirm the idea of a modest impact of public employment services on the labour market in Jordan. Concluding, the PEO reach only a small share of job seekers and do not manage to match the majority of them with employers.

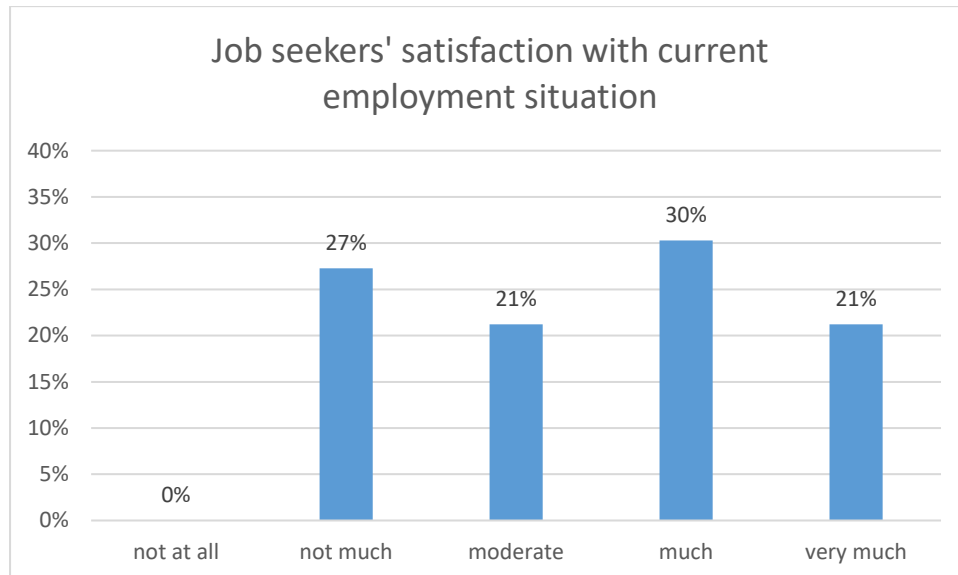
Table 10: Number and share of job seekers registered at PEO

	2019	2020
Number of people registered at PES	40,024	69,630
Number of unemployed	424,282	404105
Share of unemployed registered at PES	9%	17%

Employed respondent were further asked to rate their satisfaction with the current employment situation on a Likert scale from 1=not at all to 5=very much. As visualized

in Figure 32, responses are scattered and while no respondent stated to be not satisfied at all, all of the other categories were chosen by 21 to 30% of individuals. This reflects in general the difficult labour market conditions in Jordan.

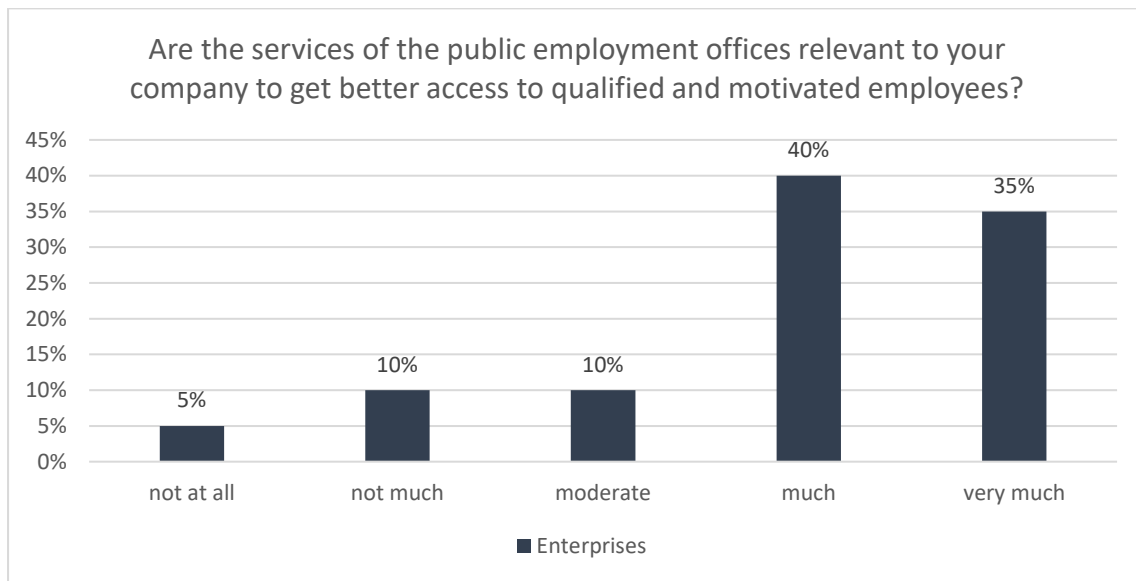
Figure 32: Job seekers' satisfaction with current employment situation



In order to evaluate the impact of PEO, it is however also important to consider the perspective of the enterprises. Therefore, we asked the enterprises to state how far PES reflect into better access to qualified and motivated employees. Responses, which were recorded on a Likert scale from 1=not at all to 5=very much, are presented in Figure 33.

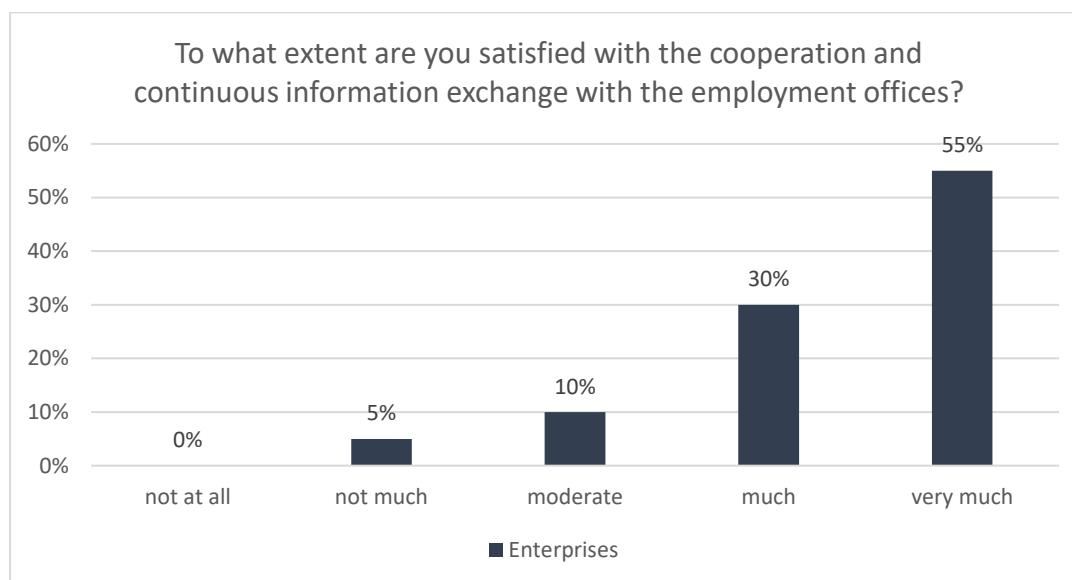
75% of the sampled enterprises assessed PEO to support much or even very much their access to qualified and motivated staff. It thus seems that there is a positive and recognizable impact of the services of the employment offices on the HR situation of the client companies of PEO.

Figure 33: Enterprises' assessment of relevance of PEO to get access to qualified and motivated employees



A positive impact can be also inferred, considering that 85% of companies are satisfied or very satisfied with the continuous information exchange with the employment offices (Figure 34). This goes back to one of the core functions of the PEO, namely, to provide labour market information to the concerned parties. The interviewed enterprises' representatives further elaborated in interviews on the areas of satisfaction in cooperation and information exchange with the employment offices. It emerges that PEO are supporting the companies in shortening the time of employment process, providing legal advice on labour law and employment, communicating with the employer, helping to post jobs on the online platform, and providing career guidance.

Figure 34: Enterprises' assessment of satisfaction with the information exchange with PEO



In general, we can conclude that PEO are useful to companies to provide them with labour market information and to support them in their recruitment process. However, as the evaluation of relevance of PEO support for companies and their perceived need for improvement signalled, efforts should be invested into improving the PEOS capabilities to analyse clients' profiles, understanding their recruitment need, and better matching candidates with enterprises.

From the interviews with enterprises' representatives further needs for improvement were mentioned in the main areas of (1) automating the process and improving the national electronic platform, (2) preparing potential candidates for the labour market, making them aware of legal obligations and job responsibilities, as well as equipping them with the necessary skills, and (3) quality and accuracy of data exchange and communication with the enterprises.

5. Conclusion

Within the context of persisting high unemployment, public employment services are crucial to support matching of labour market demand and supply. Therefore, the aim of the study was to assess capacities and performance of public employment offices in Jordan, applying a mixed method of analysis, combining secondary with primary data and engaging in consultations with both providers (staff and management) and clients (job seekers and enterprises) of public employment services in Jordan.

Summarizing the main findings from primary data collection tools and from secondary sources considered, the following conclusions can be drawn in regard to the evaluation criteria and guiding questions:

A needed premise is that the major responsibility for the provision of public employment services (PES) lies within the Employment Directorate and Offices at the MoL. As such, the PEO do not have organizational autonomy, nor an independent budget. It emerged from the study that there is clarity of mandate for the public employment offices in Jordan, according to which the PEO focuses on the **core functions of job search and job placement services, labour market information, and labour market programmes**. Differently than in other countries, stakeholders' consultations confirm that **cooperation and monitoring of private employment and non-governmental agencies, does not belong to the core functions of all employment offices**, but it is only the task of the central employment directorate. Also administering **unemployment benefits**, which is one of the core functions in several countries, **does not belong to the PEO mandate in Jordan**. It can be thus concluded that the core functions of PEO in Jordan are limited to three out of the five functions highlighted in the literature as best practices.

1) Capacity

In order to assess the capacity of public employment offices in Jordan, it has been focused on **internal structure and processes** (*organizational structure, procedures, facilities and instruments*), as well as on the **staff capacities**. The general conclusion in regard to capacity is that primary confirm that the capacity of PEO is adequate, as none of the elements elicited for the capacity assessment signalled significant gaps.

More precisely, in regard to the organizational structure, it emerged that **job descriptions are available** to PEO staff and that there is a **performance-based management system**, managers and staff are well aware of. It should be however highlighted that there is **no special set of incentives to motivate staff of the PEO**, rather than the regular promotion and incentives system of civil servants in Jordan.

Triangulating the perspective of the different stakeholders, facilities can be depicted as appropriate and procedures as well structured. Nevertheless, the results from the job seekers' survey signalled that some **efforts should be invested to better encompass the needs of the job seekers**.

The findings also pointed to some need for improvement in regard to the IT system and the online platforms, which are perceived by all of the consulted groups of respondents as moderately adequate. The management of PEO hereby suggested the **need to improve user friendliness, maintenance level, and operability of the electronic system**.

Capacity in terms of staff were perceived as adequate or even very adequate, both in terms of the number of staff and of its capabilities and skills. Nevertheless, all of the consulted stakeholders, including management and staff itself, signals the desirability of capacity and skills improvement specially in the areas of career guidance, analysing clients' profiles, and identifying skills gaps. Management also pointed to the need of upgrading IT skills and PEO staff would wish improved access to training, which proved to be particularly beneficial in the areas of career counselling and in communication skills.

2) Effectiveness

Being the degree to which the Jordanian employment offices achieve their objectives and fulfil their functions, effectiveness should be also assessed in relation to operational structure and to policy framework and institutional context in which the PEO operate. The overall good level of satisfaction of all of the consulted stakeholders about the organizational structure and processes of PEO represents thus one of the conditions for public employment offices to be able to fulfil their mandate. In regard to the policy framework, the present evaluation has shown that the reduction of unemployment is one of the core objectives of national strategies.

Interviews with management and staff of employment offices confirm the **existence of predetermined targets and in showing that achievement rates**, even though slightly decreasing since 2017, are in general higher than 80% of target.

3) Relevance

Relevance measures the employment effects of public employment services on their clients, that is, the extent to which they perceive the services of employment offices to matter for job search respectively hiring process.

Job seekers signalled in general the **low relevance of employment office services for job search and are not really prone to further recommend the services of the PEO to others**. Relevance is perceived to be low, in particular in regard to career guidance and counselling, as well as for improving the job seekers' capacity to find job. These are very important domains of PEO intervention and were also mentioned as areas for needed capacity improvement.

In comparison to the job seekers, **enterprises revealed a higher, but still moderate, evaluation of relevance of PEO in supporting them in their recruitment**. It further emerged from the interviews that improving the capacity of PEO staff in identifying skills gaps and analysing clients' profiles would be important to enhance the relevance of PEO for the employers.

4) Impact on clients (job seekers and on enterprises)

A core result of the present evaluation is the need to boost impact of PEO, both for job seekers and enterprises. The PEO in Jordan **serve less than 20% of Jordanian unemployed and is successful in intermediating to employment for only 28% of its job seeking clients, showing herewith a modest impact on the labour market in Jordan**. Even though this is surely due to low job creation and sluggish economic growth in the country, efforts should be urgently invested in improving impact and outreach of PEO.

Even though enterprises recognize a positive and recognizable impact of the services of the employment offices on their human resources situation and recruitment process, not all of the companies are PEO clients. Improving outreach of PEO among companies would help in increasing the overall impact of the public employment offices and would also reflect into a better overview and thus better matching of job seekers to enterprises. Improving outreach would also reflect into an overall improvement of relevance of PES, both for job seekers and for corporate clients.

6. Recommendations

Based on the main findings from the evaluation of capacity and performance of the PEO in Jordan, the following overall recommendations can be formulated:

- The Employment services and policies in Jordan fall within the context of the National Employment Strategy 2011-2020. This document needs to be urgently updated, to provide appropriate guidance and strategic orientation for all employment related interventions;
- Develop a comprehensive framework to redefine the role and the core functions of the employment offices, in line with international standards to also include the design of training programs and the administration of unemployment benefits;
- Strengthen the role of the PEO, both in the sense of more organizational autonomy, as it is the case in several other countries, and in the sense of assigning them a broader coordination role. The PEO should become an umbrella to supervise, coordinate, and streamline all employment related interventions. This would benefit the overall coordination of the sector and improve efficacy and impact of employment policies in Jordan;
- The necessity of better coordination and integration of all employment related services also emerged from stakeholders' consultations, revealing e.g., that job search assistance should be better connected to other employment services.

Even though **capacity** of PEO was in general positively assessed, it emerged from the evaluation that:

- Capacity of staff needs to be further enhanced in the areas of guidance and counselling skills, analysing clients' profiles, as well as in communication skills; also, the staff highlighted the need for better access to training opportunities, among else, in the areas of career counselling and communication skills;
- the PEO need to improve IT system and online platforms. This was suggested by the managers, highlighting the necessity to improve user friendliness, maintenance level, and operability of the electronic system. In regard to the IT system, enterprises also highlighted the need to create some shared platforms to connect electronically employers with the PEO. In general, efforts should be oriented towards the complete digitalization of services.

Further recommendation that would enhance capacity and at the same time lead to maximize **effectiveness**, would be to

- establish a system for monitoring the performance of PEO staff. The evaluation indicates that there is no unique platform to electronically record accomplishments and achievements of the employment offices. This would also help in benchmarking achievements with predefined targets;
- rethink incentives for PEO staff (decoupling them from the regular promotion and incentives schemes of other civil servants) to have it more performance based.

The evaluation also signalled the need to improve the **relevance** of PEO action for clients, both job seekers and employers. It should be in general recommended to:

- Better promote the activity of PEO, at best inserting it into an overall more coordinated portfolio of employment policies;
- Create some mechanisms to increase the outreach of PEO. At present, only a relatively small number of job seekers and enterprises make use of PEO services. Increasing this share would also expand the portfolio of job offers and of candidates and improve the matching capacity of the PEO;
- Enterprises' clients highlighted the need to involve PEO into the design of some sort of induction trainings, to make applicants aware of duties and responsibilities connected with job opportunities. This would increase the relevance of public employment services to the private sector;
- A related and necessary aspect would be to conduct a survey both among PEO clients and non-clients' enterprises, among else to understand the motives inducing companies not to make use of the PEO.

References

Central Bank of Jordan, 2021. Monthly Bulletin, May 2021.

Civil Service Bureau, Annual Report 2019.

Creswell, J.W.; Clark, V.L.P. Designing and Conducting Mixed Methods Research; SAGE Publications, Inc.: Thousand Oaks, CA, USA, 2011

DeGEval (2002/2016): Evaluation Standards, <https://www.degeval.org/degeval-standards/standardsfuer-evaluation>

Döring, N.; Bortz, J. (2015): Forschungsmethoden und Evaluation für Human- und Sozialwissenschaftler, Springer Verlag.

DoS (2020). Department of Statistics Jordan. <http://dosweb.dos.gov.jo>

GIZ (2019). Employment impacts of German development cooperation interventions – A collaborative study in three pilot countries.

GIZ (2019a). Impact Evaluation. Expansion of Training and Employment Programme. <https://www.giz.de/en/downloads/FoA1-2019-Feb-Impact%20Evaluation-Expansion%20of%20Training%20and%20Employment%20Programme-en-Khattab.pdf>

International Labour Organization, ILO, 2019. Setting up effective job centers in developing countries with particular reference to anglophone Africa and MENA region. Guidelines and Toolkit, ILO and YouMatch.

Mayring (2002): Qualitative Content Analysis, Forum Qualitative Sozialforschung

Mertens (2005): Transformative Mixed Methods Research.

National Strategy for Human Resources Development 2016-2025, Jordan.

Palinkas, L.A.; Horwitz, S.M.; Green, C.A.; Wisdom, J.P.; Duan, N.; Hoagwood, K. Purposeful Sampling for Qualitative Data Collection and Analysis in Mixed Method Implementation Research. *Adm. Policy Ment. Heal. Ment. Heal. Serv. Res.* 2015, 42, 533–544.

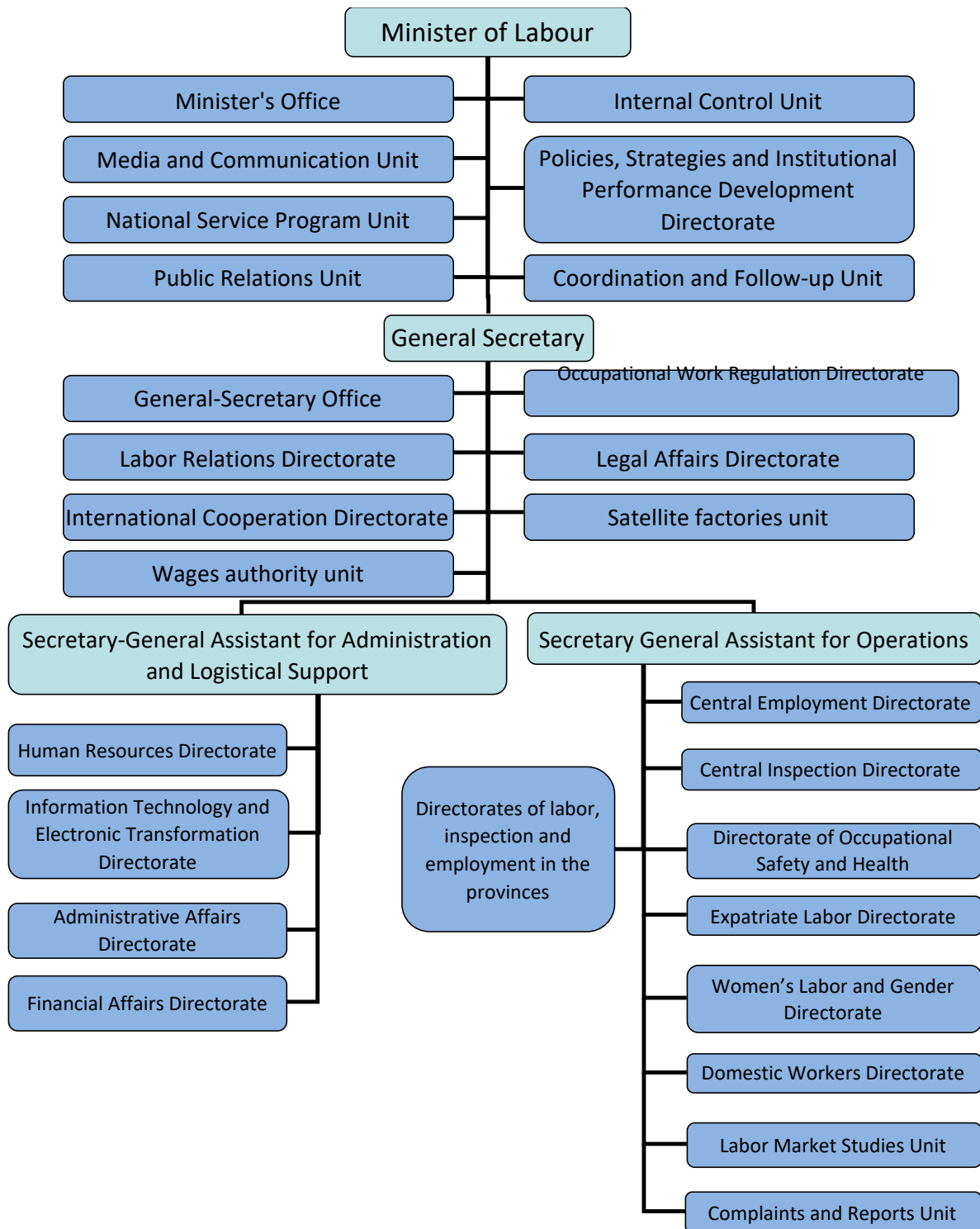
Patton, M.Q. Qualitative Research & Evaluation Methods Integrating Theory and Practice, 4th ed.; SAGE Publications, Inc.: Thousand Oaks, CA, USA, 2014

World Bank (2020a). Jordan Economic Monitoring Spring 2020. <http://documents1.worldbank.org/curated/en/895901594653936142/pdf/Jordan-Economic-Monitor-Spring-2020-Weathering-the-Storm.pdf>

World Bank, 2020a. World development Indicators Database, 2020.

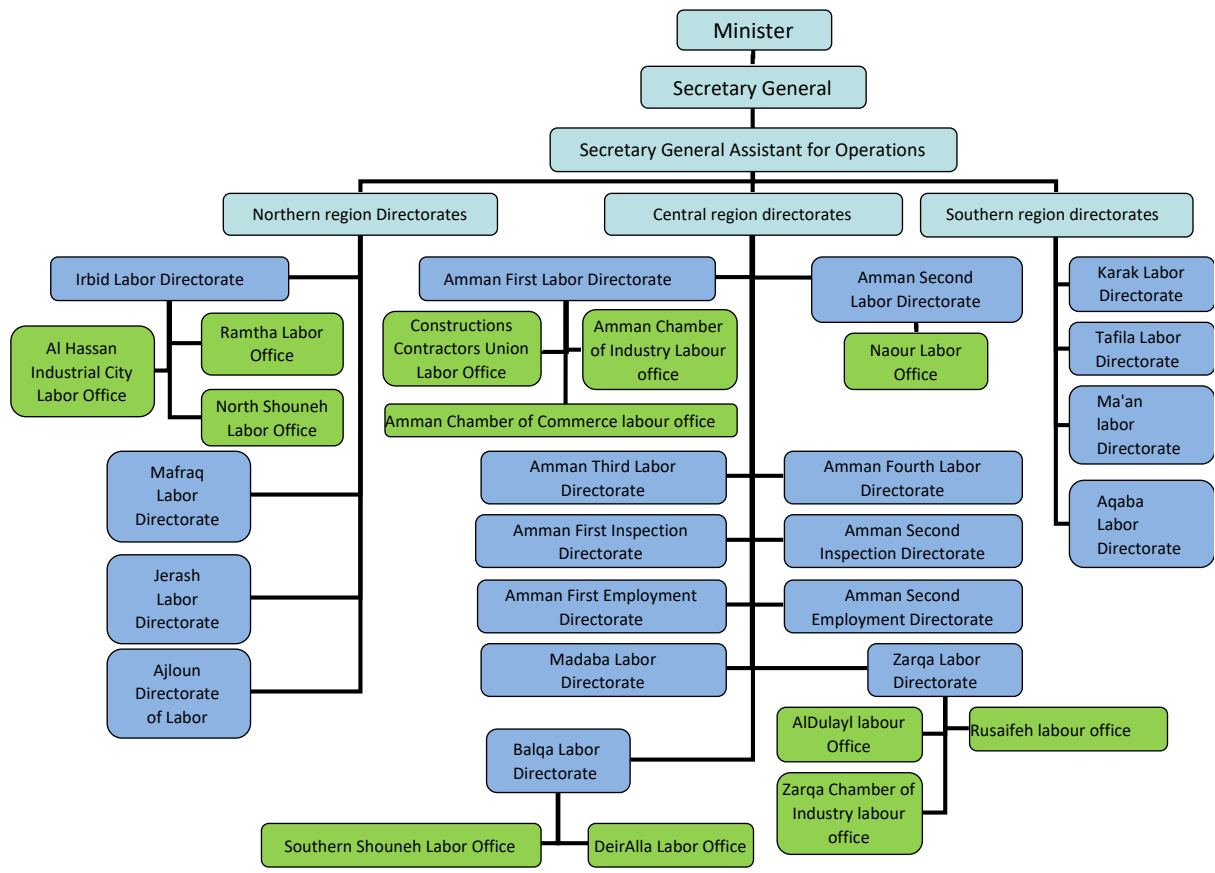
Annex I

Central MoL structure



The organizational structure of the center's directorates

Organizational structure of MoL field directorates



The organizational structure of the field directorates

Annex II

Overview of evaluation criteria

Criteria	Guiding question	Questioned person/institution	Specific Indicators / Questions	Data collection	Data analysis
Relevance	<i>Relevance of provided services for clients:</i> - How useful are the services provided by the employment offices? - To what extend do target groups use services of employment offices? If limited extend, why?	- Management of PEOs, - Employers, - Job seekers - Central management of employment offices: MoL	- Usefulness rated by clients of the employment offices - Usefulness rated by employers - Awareness level in the town/village/ community rated by clients of the employment offices - Recommendations for changes	Focus group interviews (and individual interviews in selected cases, if resources are available) with clients of employment offices Expert interviews with employers	Quantitative and qualitative analysis
	<i>Relevance regarding national strategies:</i> - Is the project in line with national strategies such as the <i>Jordan 2025 Strategy</i> and the <i>National Employment Strategy</i> and <i>National Strategy for Human Resources Development</i> ?	- Central management of employment offices: MoL	Priorities of the strategies Mandate and objectives of employment offices	Document analysis of relevant strategies	Qualitative content analysis of strategies, comparison of strategies with mandate and objectives of employment offices
Effectiveness	- To what extend the employment offices achieve their objectives/targets?	- Management of PEOs	Comparison of planned and achieved values: - No of counselled clients - No/proportion of clients placed in jobs	Expert interview with management of PEOs Employment offices' statistics	Comparison (percentage) planned value / actual values
	- What are reasons (internal and external factors) that the objectives could not be fully achieved?	- Management of PEOs - Relevant MoL personnel	(Project) Internal factors - Is the organisational structure appropriate / efficient? What are challenges? - Roles and responsibilities of partners / external factors)	Expert interviews with management of PEOs and relevant MoL staff Employment offices' statistics	Qualitative analysis of answers and draw conclusions for improved steering of employment offices
Capacities of employment offices	<i>Organizational structure:</i> - How is the employment office organised (organisational structure)? - How is the personnel managed? (job descriptions available?, performance-based management systems in place? Etc) - Are the facilities well maintained?	- Management of PEOs - Relevant MoL personnel	<i>Organizational structure:</i> - Availability / clarity of organisational chart - Descriptions of standard operational procedures and supporting processes - Application / characteristics of a performance-based management system staff incentives etc.).	Analysis of internal documents of employment offices Expert interviews with management of employment offices Expert interviews with relevant MoL personnel	Quantitative and qualitative analysis of documents and expert interview results

Criteria	Guiding question	Questioned person/institution	Specific Indicators / Questions	Data collection	Data analysis
	<ul style="list-style-type: none"> - Is there an adequate IT system in place, well maintained and operational? How are interfaces with job matching platforms and LIMIS organised? <p><i>Processes:</i></p> <ul style="list-style-type: none"> - How is this job search assistance connected with other employment promotion services? - How are the communication channels with employers organised/maintained? - How is the job search assistance of job seekers organised? - Staff - Is the number of staff adequate? - Is the personnel adequately qualified? - Is the personnel able to perform the defined tasks? - In what areas the capacity of the employment office's staff needs to be improved? 		<ul style="list-style-type: none"> - Application / characteristics of a staff development system (HRD strategy, HRD measures) - Availability / characteristics of job descriptions of staff are in place. - Availability / characteristics of an IT system - Maintenance level of the IT system - Extend how far the IT system is applied in the counselling/job matching of clients - Interfaces with job matching platforms and LMIS - No of staff in the employment office - Rating to what extend the number of staff is adequate (by management) - Qualification level of staff - Rating to what extend the staff is adequately qualified (by management) - Indication of areas the capacity of the employment office's staff needs to be improved 		
Impact	<p><i>Employment effects on job seekers:</i></p> <ul style="list-style-type: none"> - What are placement rates of beneficiaries/clients? - What type of employment (and income) do the employed clients have? 	<ul style="list-style-type: none"> - Management of PEOs - Relevant MoL personnel - Survey on job seekers 	<ul style="list-style-type: none"> - Employment status (employed / not employed) - Type of employment (wage employed, self-employed, occasionally employed) - Income - Quality of employment: Contractual basis - Quality of employment: Social security - If not employed: What are reasons? 	<p>Analysis of internal documents/statistics of employment offices</p> <p>Expert interviews with management of employment offices</p> <p>Expert interviews with relevant MoL personnel?</p> <p>Focus group interviews/tracer studies with clients?</p>	<p>Qualitative and quantitative analysis of documents/statistics answers from the interviews</p>
	<p><i>Effects/benefits for employers</i></p> <ul style="list-style-type: none"> - Do the services of the employment offices improve the access to qualified and motivated employees? 	<ul style="list-style-type: none"> - Selected enterprises 	<p>Better access to adequately qualified and motivated employees: rating by interviewees</p> <p>Better ability to plan/to develop the enterprise: rating by interviewees</p>	<p>Expert interviews with management/HR staff of employers</p>	<p>Qualitative and quantitative analysis of answers from the interviews</p>

Annex III

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: لـ

Interview Guideline: Management of Employment Offices

1. Name, governorate of employment office:

اسم المديرية/اسم مكتب التشغيل، المحافظة

2. Total number of staff (male, female):

عدد الموظفين: ذكور اناث

3. How long have you been working in the field of employment services?

ما هي المدة التي تعمل بها في مجال خدمات التشغيل سنة/ شهر

Capacity المهارات

4. Which kind of employment services do you provide (multiple answers are allowed)

ما هي أنواع خدمات التشغيل التي تقدمونها من خاتلكم (بإمكانك تحديد أكثر من خيار)

job search and job placement services

البحث عن فرص عمل وخدمات التثبيك

labour market information

معلومات عامة عن سوق العمل ومتطلباته

labour market programs

برامج سوق العمل للتشغيل والتدريب

administering unemployment benefit

إدارة مبالغ بدل التعتل عن العمل (مثل راتب بدل التعتل او الضمان الاجتماعي)

Cooperation and monitoring of Private Employment and nongovernmental Agencies

التعاون والاشراف على شركات التوظيف الخاصة

others _____

أخرى

Organizational Structure الهيكل التنظيمي

Management structure: التنظيم الاداري

5. Do you have the opportunity to outsource job search and job placement services: yes no, if yes, please describe

هل لديكم امكانية التعاقد مع جهات من خارج الوزارة تقدم خدمات البحث عن العمل والتوظيف؟ إذا كانت الإجابة نعم يرجى التوضيح

6. Do you have the opportunity to Cooperate with Community based organizations: yes no, if yes, please describe

هل هناك امكانية للتعاون مع المنظمات المجتمعية؟ إذا كانت الإجابة نعم يرجى التوضيح

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: ___

7. Do you have the opportunity to Provide information about training and employment promotion programmes? yes no, if yes please describe

هل لديكم إمكانية تزويد معلومات حول برامج التشغيل والتدريب؟ إذا كانت الإجابة نعم يرجى التوضيح

8. Is there performance-based management systems in place? yes no, if yes, please describe

هل نظام الإدارة عندكم يستخدم مقياس الأداء في تحقيق الإنجازات؟ إذا كانت الإجابة نعم يرجى التوضيح

9. Are there job descriptions available? yes no

هل يوجد وصف وظيفي متوفر لموظفي التشغيل؟ نعم/لا

10. Are there any kind of incentives to motivate the staff? yes no, if yes, please specify

هل هناك أي نظام حوافز لتشجيع موظفي التشغيل؟ إذا كانت الإجابة نعم يرجى التوضيح

How do you rate the capacity of public employment services?

كيف تقيم إمكانيات/قدرات خدمات مديرية/قسم التشغيل

Aspect	5 Very much جيد جدا	4 much جيد	3 Moderate متوسط	2 Not much ضعيف	1 Not at all ضعيف جدا
الموظفين Staff					
11. The number of staff is adequate عدد الموظفين مناسب	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The personnel are adequately qualified الموظفون مؤهلون بشكل مناسب	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Are the personnel able to perform the defined tasks? هل الموظفون قادرين على أداء المهام الموكلة إليهم؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
المرافق Facilities					
14. Buildings, rooms, and facilities of employment offices are appropriate المرافق الموجودة في مكتب التشغيل (بناء، حرف) مناسبة؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT					
15. Electronic system and online platforms are adequate النظام الإلكتروني والمنصات المستخدمة مناسبة؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Is the IT system easy of use? هل النظام الإلكتروني سهل الاستخدام؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Is the IT system operational? هل النظام الإلكتروني يعمل حالياً؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The maintenance level of the IT system is adequate الصيانة الدورية للنظام الإلكتروني مناسبة؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
العمليات Processes					

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: ___

19. Procedures are well structured
الإجراءات الإدارية منظمة بشكل جيد؟

20. How is this job search assistance connected with other employment promotion services? Please describe:

كيف يتم ربط الباحث عن العمل مع الخدمات التي تقدمها مديرية التشغيل؟

21. How are the communication channels with employers organised/maintained?

كيف يتم تنظيم ومتابعة قنوات الاتصال مع أصحاب العمل؟

22. How is the job search assistance of job seekers organised?

كيف يتم تنظيم خدمة ربط الباحث عن عمل مع فرص العمل؟

5 4 3 2 1
Very much 4 much Moderate Not much Not at all
جيد جدا جيد متوسط ضعيف ضعيف جدا

23. The overall capacity of public employment services is adequate
الإمكانات البشرية والوجستية العامة لمديرية/اقسام التشغيل مناسبة

24. In what areas the capacity of the employment office's staff needs to be improved?

في أي المجالات التالية يحتاج موظفوا مديرية التشغيل الى تطوير مهاراتهم؟

IT skills / use of IT system

مهارات تكنولوجيا المعلومات واستخدام النظام الإلكتروني

Guidance and counselling skills

الارشاد والتوجيه المهني

Communication skills, customer care / communication with employers

مهارات الاتصال، وخدمات العملاء، والاتصال مع أصحاب العمل

Self-organisation

التنظيم الذاتي (الإدارة الذاتية للعمل)

Analyzing job seekers' profiles, identifying strengths and weaknesses

تحليل الملف الشخصي للباحث عن عمل وتحديد نقاط القوة والضعف لديه

identifying skill gaps and providing appropriate guidance

تحديد فجوات المهارات وتقديم التوجيه المناسبة

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: ___

الآثر Impact

25. Do you have yearly objectives / benchmarks?

هل لديك اهداف سنوية للمعايير التالية؟

Year	Number of counseled persons عدد الأشخاص المستهدف ارشادهم/توجيههم	No. of Job placements عدد الأشخاص المستهدف توظيفهم
2017		
2018		
2019		
2020		

الفعالية Effectiveness

26. To what extend did your employment office achieve the defined objectives / benchmarks?

ما مدى تحقيق مكتب التشغيل الاهداف المحدده في كل عام (التشغيل)؟

2017: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
2018: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
2019: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
2020: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

If achievement rate below 100%: What are reasons?

إذا كان نسبة تحقيق المستهدفات اقل من 100% ما هي الأسباب؟

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: ___

اسم او رمز المقابل:----/---/ اسم الشخص الذي يجري المقابلة التاريخ:---/---/2021

استبيان لموظفي التشغيل

Interview Guideline: Staff of Employment Offices

1. Name, governorate, location of employment office:

1. اسم مكتب التشغيل، المحافظة؟

2. What position do you have?

2. ما هو المسمى الوظيفي الذي تشغله؟

3. How long have you been working in the field of employment services? Year: _____, Month: _____

منذ متى وأنت تعمل في مجال خدمات التشغيل؟: كم سنة: _____، كم شهر: _____

القدرات / المهارات Capacity

4. How do you rate the capacity of public employment services?

كيف تقيم قدرات خدمات التشغيل؟

Aspect	5 Very much جيد جدا	4 much جيد	3 moderate توسط	2 Not much ضعيف	1 Not at all ضعيف جدا
The number of staff is adequate عدد الموظفين كافي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The personnel are adequately qualified الموظفين مؤهلين بشكل كافي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buildings, rooms, and facilities of employment offices are appropriate المباني والقرى والمرافق الخاصة بالمكاتب التشغيل مناسبة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic system and online platforms are adequate النظم الإلكترونية والمنصات مناسبة وكافية	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procedures are well structured الاجراءات منظمه بشكل جيد	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the duties and tasks you have to fulfil clear to you? هل الواجبات والمهام التي عليك اداؤها واضحة لك؟	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The overall capacity of public employment services is adequate القدرات الإجمالية لخدمات التشغيل كافي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Do you believe you would need better qualifications and training to better perform your job duties?

هل تعتقد أنك تحتاج إلى مؤهلات وتدريب أفضل لإداء واجباتك الوظيفية بشكل أفضل؟

fully agree agree neither agree nor disagree disagree strongly disagree

وافق تماما وافق لا وافق معارض بشده معارض

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: ___

6. Have you participated in capacity building trainings related to employment services? yes no
هل شاركت في تدريبات بناء قدراتك في مجال التشغيل؟

نعم لا

7. If yes, can you list the most beneficial ones:

إذا نعم أذكر التدريبات الأكثر فائدة:

.....

.....

.....

8. Do you have sufficient access to adequate training opportunities?

fully sufficient sufficient moderate insufficient completely insufficient,

if below "fully sufficient", state reason why:

هل لديك فرص كافية للحصول على التدريب المناسب؟

كافي تماما كافي متوسط غير كافي غير كافي اطلاقا ، اذكر الاسباب

.....

.....

9. In what areas do you face difficulties: في أي المجالات تواجه تحديات او صعوبات:

Aspect البند	5 Very much جدد جدا	4 Much جيد	3 Moderate متوسط	2 Not much ضعيف	1 Not at all ضعيف جدا
Identification of job seekers/clients' weaknesses, strengths, interests, support/counselling needs تحديد نقاط ضعف الباحثين عن العمل ونقاط القوة /اهتماماتهم /احتياجاتهم	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Counselling of job seekers/clients تقديم الارشاد المهني والوظيفي والتوجيه للباحثين عن العمل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identification of potentially adequate employers تحديد فرص العمل المناسبة لدى أصحاب العمل المناسبين	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication with employers التواصل مع أصحاب العمل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use of IT system / IT skills استخدام نظم تكنولوجيا المعلومات / مهارات تكنولوجيا المعلومات	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-organization التنظيم الذاتي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others غير ذلك اذكرها:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Date: ___/___/2021, Name of interviewer: _____, Name or code of interviewee: ___

الآثار Impact

10. Do you have predetermined job targets / benchmarks? yes no If yes:

هل لديك مستهدفات/ مرجعية محددة مسبقا لكل عام؟

نعم لا

Year	Number of counselled persons العدد المستهدف لمتلقي خدمات الارشاد المهني والوظيفي	No. of Job placements العدد المستهدف للمشتغلين أو الذين سوف يتم تشبيكهم مع قرص العمل
2017		
2018		
2019		
2020		

الفاعلية Effectiveness

11. To what extend did you achieve the defined job target in relation to the number of persons placed in job?
نسبة ما تم تحقيقه بالرجوع إلى عدد المشتغلين أو الذين تم تشبيكهم مع قرص عمل?

2017: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2018: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2019: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2020: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

12. To what extend did you achieve the defined job target in relation to the number of counselled persons?
نسبة ما تم تحقيقه بالرجوع إلى عدد متلقي خدمات الارشاد المهني والوظيفي?

2017: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2018: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2019: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

2020: 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Work satisfaction الرضا الوظيفي أو الرضا عن العمل

13. To what extend are you satisfied with the working conditions at the employment office:

13. إلى أي مدى أنت راض عن ظروف العمل في مكتب / مديرية التشغيل؟

Aspect البند	5 Very Satisfied راضى جدا	4 Satis- fied راضى	3 Neutral متوسط	2 Not satisfied غير راضى	1 Not satis- fied at all غير راضى على الإطلاق
Working hours ساعات العمل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Salary الراتب أو الدخل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career opportunities فرص العمل التطوير الوظيفي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working atmosphere / relation with staff بيئة العمل / العلاقة بين الموظفين	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others: غير ذلك اذكرها:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall satisfaction الرضا بشكل عام	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Date: 2021/ / Company No. / / Name of interviewer: _____

Enterprise Survey Questionnaire

استبيان الشركات (أصحاب العمل)

General information / معلومات عامة

1. Address / العنوان:

Enterprise name / اسم الشركة: _____ Town / المدينة: _____

Governorate / المحافظة: _____

Position of interviewee / المسمى الوظيفي للشخص الذي يتم مقابله _____

2. How many employees are employed in the enterprise? / كم عدد موظفي الشركة؟

_____ employees (total) / إجمالي عدد الموظفين / Male / عدد الذكور _____
Female / عدد الإناث _____

3. To which sector does the enterprise belong? / إلى أي قطاع تنتمي الشركة؟

- | | |
|---|---|
| <input type="checkbox"/> Agriculture, forestry, fishery / الزراعة والحراجة وصيد الأسماك | <input type="checkbox"/> Transportation and storage / النقل والتخزين |
| <input type="checkbox"/> Mining / التعدين | <input type="checkbox"/> Hotels and restaurants / الفنادق والمطاعم |
| <input type="checkbox"/> Manufacturing / الصناعة | <input type="checkbox"/> Information and communication / المعلومات والاتصالات |
| <input type="checkbox"/> Construction / الإنشاءات | <input type="checkbox"/> Financial services / الخدمات المالية |
| <input type="checkbox"/> Trade / التجار وإصلاح المركبات | <input type="checkbox"/> Education / التعليم |
| <input type="checkbox"/> Electricity, gas, and water supply / إمدادات الكهرباء والغاز والمياه | <input type="checkbox"/> Health / الصحة |
| <input type="checkbox"/> Others, please specify / أخرى ، ارجو التحديد / _____ | |

4. Which market does the enterprise's business cover? / ما هي الأسواق التي تغطيها الشركة؟

- National market / الأسواق المحلية International market / الأسواق العالمية Both / كلاهما

Relevance / الملاءمة

5. How useful are the services provided by the public employment offices for your company?

كيف تقيم خدمات مكتب التشغيل المقدمة للشركة في الجواب التالي؟

Aspect / الجانب	5 Very much جيد جدا	4 Much جيد	3 Moderate متوسط	2 Not much ضعيف	1 Not at all ضعيف جدا
Saved recruitment costs توفير تكاليف عملية التوظيف	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conducive for mid-term and long term HR development مساهمة مديرية/قسم التشغيل في تطوير الموارد البشرية على المدى البعيد	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Faster recruitment process تسريع عملية التوظيف	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. To what extent do you rely on public employment offices for hiring purposes?

هل أي مدى تعتمد على مكتب التشغيل لأغراض التوظيف والتعيين؟

5 Very much كبير جدا	4 Much كبير	3 Moderate متوسطة	2 Not much ضعيف	1 Not at all ضعيف جدا
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Would you recommend the public employment offices services to other employers?

هل تشجع أصحاب العمل الآخرين على التعاون مع مكاتب التشغيل؟

5 Very much بشكل كبير جدا	4 Much بشكل كبير	3 Moderate متوسط	2 Not much ضعيف	1 Not at all ضعيف جدا
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Capacity / الإمكانيات

8. How do you rate the capacity of public employment services?

كيف تقيم إمكانيات خدمات مكاتب التشغيل في الجوانب التالية

Aspect / الجانب	5 Very much جيد جدا	4 Much جيد	3 Moderate متوسط	2 Not much ضعيف	1 Not at all ضعيف جدا
Capacities and skills of the staff of public employment services are adequate القدرات والمهارات التي يتمتع بها موظفي مكتب التشغيل مناسبة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The time needed to get information is adequate الوقت اللازم للحصول على المعلومات مناسب	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic system and online platforms are adequate النظام الإلكتروني والمنصات الإلكترونية مناسبة وملائمة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procedures are well structured الإجراءات منظمة بشكل جيد	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The overall capacity of public employment services is adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

الإمكانيات العامة لمكاتب التشغيل مناسبة

9. In what areas the capacity of the employment office's staff needs to be improved?

ما هي المجالات التي تساهم في رفع قدره موظفي مكاتب التشغيل؟

- IT skills / use of IT system
المهارات الإلكترونية واستخدام النظام الإلكتروني
- Guidance and counselling skills
مهارات التوجيه والإرشاد المهني
- Communication skills, customer care
مهارات الاتصال وخدمة العملاء
- Analyzing job seekers' profiles, identifying strengths and weaknesses
تحليل الملف الشخصي للباحث عن عمل وتحديد نقاط القوة والضعف لديه
- identifying skill gaps and providing appropriate guidance

تحديد فجوات المهارات وتقديم التوجيه المناسب

Impact / الأثر

10. Are the services of the public employment offices relevant to your company to get better access to qualified and motivated employees?

ما أهمية خدمات مكتب التشغيل بالنسبة لشركتكم للوصول بشكل أفضل إلى موظفين مؤهلين ومتمحمسين في الشركة؟

5	4	3	2	1
Very much	Much	Moderate	Not much	Not at all
مهم جداً	مهم	متوسطة	ضعيف	ضعيف جداً
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. In the overall perspective: To what extent are you satisfied with the cooperation and continuous information exchange with the employment offices?

إلى أي مدى أنت راضٍ عن التعاون وتبادل المعلومات المستمر مع مكتب التشغيل؟

5	4	3	2	1
Very much	Much	Moderate	Not much	Not at all
جيد جداً	جيد	متوسطة	ضعيف	ضعيف جداً
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. In what areas are you satisfied / very satisfied with the cooperation and continuous information exchange with the employment offices?

في أي المجالات أنت راضٍ إلى حدٍ جداً عن التعاون وتبادل المعلومات المستمر مع مكتب التشغيل؟

13. In what areas do the cooperation and continuous information exchange with the employment offices need to be improved?

في أي المجالات التي يحتاج فيها التعاون وتبادل المعلومات المستمر مع مكتب التشغيل إلى التحسين؟

14. What would you recommend for the future development of public employment offices?

ما هي توصياتك ومقترحاتك للتطوير المستقبلي لمكتب التشغيل؟

Date: __/__/20__, Name of interviewer: _____,
Code of interviewee: __ __

Beneficiaries Survey

Personal Data

1. Date of birth: ____/____/____
تاريخ الميلاد: ____/____/____
2. Sex: male female
الجنس: ذكر أنثى
3. Marital status: single married divorced widowed
الحالة الاجتماعية: أعزب متزوج مطلق أرمل
4. What is your highest educational degree (general education)?
ما هي أعلى درجة علمية حصلت عليها (التحصيل العلمي)
 Less than secondary school Secondary School Community College
 Vocational training Bachelor and above
 أقل من الثانوية العامة ثانوية عامة دبلوم / كلية مجتمع تدريب مهني بكالوريوس فأعلى
5. Place of living / governorate: _____
مكان السكن / المحافظة: _____
6. What employment office counseled you (town): _____
مكتب التشغيل الذي قدم لك الخدمة/اسم المديرية _____
7. In which year did you visit the employment office: Start: 20__ -
في أي سنة قدمت بأول زيارة لمكتب العمل؟

Current Employment Situation (impact) حالتك الوظيفية الحالية

8. Please indicate your current employment status?
حالتك الوظيفية الحالية؟
 Employed unemployed employed and searching for work
 مشغول عاطل عن العمل مشغول ويبحث عن عمل
9. If unemployed: have you previously worked through the support of the employment office?
 yes no, if yes, for how many months? ____ months
إذا كنت معطل عن العمل: هل سبق لك وأن اشغلت من خلال مساعدة مكاتب التشغيل التابعة للوزارة؟
إذا نعم فكم كانت مدة عملك بالأشهر ____ لا نعم
10. If employed: did you find your job with the support of the employment office?
 yes no, Since how many months are you working? ____ months
إذا كنت مشغول: هل حصلت على عملك الحالي من خلال مساعدة مكاتب التشغيل التابعة للوزارة؟
إذا نعم منذ متى وأنت تعمل بالأشهر ____ لا نعم
11. To what extend are you satisfied with your employment situation:
إلى أي مدى أنت راضٍ عن وضعك الوظيفي؟

- very much much partially not much not at all
 غير راضى إطلاقاً غير راضى محايد راضى راضى جداً

Relevance الأهمية

12. How useful do you rate the support by the employment offices?

ما مدى الاستفادة من الخدمات المقدمة من مكاتب / مديريات التشغيل التابعة للوزارة؟

Aspect	5	4	3	2	1
	Very useful	useful	moderately useful	Not useful	Not useful at all
	5	4	3	2	1
	مفيدة جداً	مفيدة	متوسطة	غير مفيدة	غير مفيدة على الإطلاق
In finding an appropriate job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
إيجاد فرصة عمل مناسبة لك	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provision of contacts to companies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
توفير معلومات وأرقام اتصال للشركات	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Career guidance and counselling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الإرشاد المهني والوظيفي	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving my capacity in searching for a job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
تحسين قدرتك ومهاراتك في البحث عن عمل	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall usefulness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
استفادتك بشكل عام	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
أخرى	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. Would you recommend the public employment offices services to your friends or family members?

هل تنصح أصدقائك أو أفراد أسرتك بالاستفادة من خدمات مكاتب / مديريات التشغيل التابعة للوزارة؟

5	4	3	2	1
Very much	much	Moderate	Not much	Not at all
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> لا على الإطلاق	<input type="checkbox"/> لا	<input type="checkbox"/> متوسط	<input type="checkbox"/> نعم	<input checked="" type="checkbox"/> نعم بشدة

Capacity الإمكانات

14. How do you rate the capacity of public employment services?

ما تقييمك للإمكانات الموجودة لدى مكاتب / مديريات التشغيل التابعة للوزارة؟

Aspect	5	4	3	2	1
	Very much	much	moderate	Not much	Not at all
	جيد جداً	جيد	متوسط	ضعيف	ضعيف جداً
The number of staff is adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
عدد الموظفين مناسب	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The personnel are adequately qualified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الموظفون مهملون بشكل مناسب	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Buildings, rooms, and facilities of employment offices are appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
المباني والمرافق الخاصة بمكاتب التشغيل مناسبة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electronic system and online platforms are adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
النظام الإلكتروني والمنصات الإلكترونية مناسبة وملائمة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Procedures are well structured	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الإجراءات منظمة بشكل جيد	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The overall capacity of public employment services is adequate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
الإمكانيات العامة لمكتب التشغيل مناسبة	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

15. In what areas the capacity of the employment office's staff needs to be improved?

ما هي المجالات التي تساهم في رفع قدرة موظفي مكاتب التشغيل؟

IT skills / use of IT system

مهارات تكنولوجيا المعلومات و الأمتعة

Guidance and counselling skills

مهارات الإرشاد الوظيفي

Communication skills, customer care

مهارات الاتصال وخدمة العملاء

Analyzing job seekers' profiles, identifying strengths and weaknesses

تحليل ملفات الباحثين عن عمل وتحديد نقاط القوة والضعف لهم

Identifying skill gaps and providing appropriate guidance

تحديد فجوات المهارات وتقديم التوجيه المناسب