



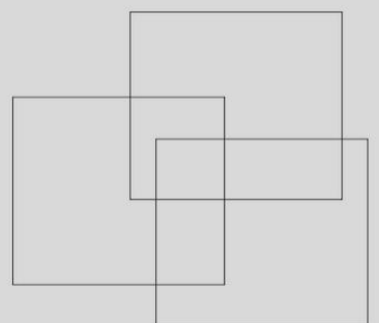
International  
Labour  
Organization

**ILO RESPONSE TO THE SYRIAN REFUGEE  
CRISIS IN JORDAN**

# **PROGRAMME OF SUPPORT TO THE JORDAN COMPACT**

**PROGRESS REPORT 2018**

**A Year in Review**



## Acknowledgements

2018 was a busy year for the International Labour Organization (ILO)'s Programme of Support to the Jordan Compact (POS). Before introducing 2018 achievements and outcomes, it is important to acknowledge the hard work of Project Staff, contributing Technical Specialist and Administrative and Financial Officers and Assistants. Without their continued dedication and support, none of the outcomes would have been possible. Through collaboration and significant administrative support, **11** new Implementation Agreements<sup>1</sup> were signed, over **20** job descriptions advertised, more than **150** Terms of Reference and Concept Notes circulated and over **220** Purchase Orders issued. These figures are not typically the ones shared, but are an important reminder that behind each output are numerous colleagues' efforts.

The POS Progress Report would also like to acknowledge each of the donors that supported 2018 projects (See page 10). An ever more dynamic context required POS projects to adapt to new circumstances in order to achieve target outcomes. Donors' flexibility and trust in the ILO allowed projects to not only deliver results, but strengthen models of support that are serving as examples for ILO projects in other countries and regions. The POS staffs look forward to advancing together with donors and with constituents in 2019 towards more and better jobs for Syrians and Jordanians.

This report was prepared by Maha Kattaa, Regional Resilience and Crisis Response specialist at the ILO Regional Office for Arab States. Valuable comments and feedback were received from Patrick Daru, Jordan's ILO Country Coordinator; Tareq Abu Qaoud, Better Work Jordan Programme Manager; Htun Hlaing; Chief Technical Advisor as well as ILO project Staff Meredith Byrne, Alaa Arabiat, Ahmad AL Badareen, Samer Al Rawashdeh and Amal Mustafa. Particular thanks are due to Meredith Byrne and Nisreen Bathish, Communications Consultant, for their final review and edit.

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<sup>1</sup> Two IA with the Ministry of Agriculture and the Ministry of Public Works and Housing and municipalities, one with the Jordan Construction Contractors Association (JCCA), two with the General Federation of Jordanian Trade Unions (GFJTU), one with Jordan River Foundation (JRF), one with the Vocational Training Centre (VTC) and one with the National Employment and Training Company (NET).

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## Executive Summary

In 2018, the Programme of Support (POS) to the Jordan Compact reached **59,463** direct beneficiaries and an estimated 237,852 indirect beneficiaries.<sup>2</sup> This represents an increase of nearly 54% from 2017. More importantly, this figure represents a growing number of world of work actors that are in a better position to access and support decent work in Jordan and uphold the collective responsibility of social justice for all. Progress toward this objective was achieved through:

- **FORMALIZATION: 31,184** work permits issued to Syrian workers in the agriculture and construction sectors;
- **SKILLS DEVELOPMENT: 5,763** Jordanians and Syrian refugees benefitted from skills development interventions;
- **CAREER COUNSELING: 18,967** Jordanian and Syrian refugee job seekers registered at Employment Service Centre (ESCs);
- **JOB MATCHING: 11,076** Jordanian and Syrian refugee job seekers referred to job opportunities and **6,113** successfully employed;<sup>3</sup>
- **EMPLOYMENT INTENSIVE INVESTMENTS (EIIP): 3,117** Jordanian and Syrian refugee workers employed in Employment Intensive Infrastructure Projects, resulting in 154,232 working days.<sup>4</sup>
- **SME DEVELOPMENT AND JOINT BUSINESS VENTURES: 20** Jordanian and Syrian refugee beneficiaries supported to launch Joint Business Ventures in the construction sector.
- **PRIVATE SECTOR SUPPORT: 5** companies supported to network with European buyers,<sup>5</sup> access qualified workers, legal advices, enhance knowledge through JCI/CBI export coaching<sup>6</sup> and e-learning on the Relaxed Rules of Origin Agreement.

These figures were achieved amidst numerous legislative and policy changes, which necessitated increased agility, national ownership and strategic collaborations both within and outside the ILO. Key themes across 2018 POS projects reflected:

1. Technology as an enabler- In 2018, the POS integrated tech solutions to enhance male and female beneficiaries' access to reliable information and services, while streamlining programme efficiency. A web-based, job-matching platform was developed to harmonise and expand the reach of employment services. A labour law mobile application<sup>7</sup> put user-friendly and accurate information about labour rights in the hands of employers and workers. A transparency portal was launched in the garment sector to enhance buyers' and exporters' connectivity and reinforce accountability,<sup>8</sup> while e-learning provided flexibility for employers to learn about trade opportunities under the 2016 EU Relaxed Rules of Origin. GPS coordinates were systematically used in EIIP to share project sites across implementing agencies and the use of the common cash facility enhanced worker's access to electronic payments.

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<sup>2</sup> Indirect beneficiaries assumes that each direct beneficiary contributes a potential source of income and enhanced economic stability to both themselves and their families. The estimate is calculated by multiplying each direct beneficiary by the average household size in Jordan of 4 persons.

<sup>3</sup> All These Numbers included the Norway EIIP Project (3376) Registered (3637) Employed (1588)

<sup>4</sup> EIIP projects targeted the agriculture sector for soil and water conservation and forestry, in addition to road maintenance and municipal works.

<sup>5</sup> Strategic partnerships, such as Business Social Compliance Initiative (BSCI), helped to facilitate connectivity with European buyers and provided additional incentives for enhanced compliance.

<sup>6</sup> Export coaching was conducted through the Jordan Chamber of Industry, with support from the Dutch Centre for the Promotion of Exports from Developing Countries CBI

<sup>7</sup> <https://play.google.com/store/apps/details?id=com.dotjo.jollg>

<sup>8</sup> Buyers can access online information on the performance of individual factories in terms of decent work. In 2018, the number of "green" compliant factories increased from 4 to 22.

2. An increasingly agile system of support—The POS adopted a more agile system of operation in 2018, including through strengthened partnerships at the national and municipal levels to influence policy dialogue with evidence-based recommendations and broader networks of key stakeholders to help quickly operationalising responses on the ground. A network of support offices were quickly mobilised under the General Federation of Jordanian Trade Unions (GFJTU) to help issue work permits after changes in regulations, while ILO field support came together to quickly operationalise rapid assessments on decent work to feeding into recommendations at the national level. Inside the ILO, this agility was supported through enhanced collaboration and new ways of working between administrative and financial staff, project staff, regional specialist and technical experts.
3. National stakeholders in positions of ownership and responsibility- 2018 saw POS national partners positioned, not only as recipients, but increasingly as owners responsible for project outputs. POS projects built on 2015-17 capacity buildings, trainings and technical support by delegating responsibility. Since its inception, the ILO EIIP approach has treated the Ministry of Public Works and Housing, Ministry of Agriculture and Municipalities as implementing partners, responsible for the delivery of quality infrastructure outputs. The Jordan Chamber of Industry (JCI) was responsible for the production of an industry mapping and skills gap analysis, while the National Employment and Training Centre (NET), the Jordan Construction Contractors Association (JCCA) and Vocational Training Centre (VTC) took ownership of skills development methodologies to train workers in their own facilities. Labour inspectors carried out more comprehensive inspection work under Better Work Jordan, moving closer to doing so independently.
4. Synergies between projects to scale-up, modify and apply good practices in new sectors and occupations – Collaboration across POS projects helped solidify ILO methodologies and approaches that enable compliance with and access to decent work in Jordan. Better Work Jordan methodology was expanded beyond the garment sector and inspired the development of compliance models in both the construction and agriculture sectors (2018-2021 programming). Expertise under ILO EIIP programming supported new project staff to adopt good practices, including beneficiary selection, sharing GPS project locations and the use of electronic payments. Standard Operating Procedures for EIIP were designed and adopted by all agencies implementing these activities in Jordan. Recognition of Prior Learning methodologies were finalized, building on the experience of the certification of thousands of workers in construction and manufacturing, allowing the ILO to expand in new sectors and occupations. 1,588 beneficiaries of EIIP programmes were referred to Employment Service Centres to help support transition to longer-term employment opportunities.

## Background:

The ILO has been working hand-in-hand with host countries and development partners to support efforts to increase economic opportunities and employment creation in the region – for both refugees and host communities – through promoting an employment-rich national response to the refugee crisis, embedded in the principles of decent work. The ILO Decent Work Country Programme (DWCP) 2018-2022 articulates a common commitment to advance decent work in Jordan. These include DWCP Priority 1 *“Employment creation contributes to economic and social stability,”* DWCP Priority 2 *“Support the development of an enabling environment to underpin improved private sector productivity and the creation of decent work,”* and DWCP Priority 3 *“Support the immediate creation of decent jobs for Syrian refugees and Jordanians to ease current conditions.”*

The ILO Programme of Support to the Jordan Compact (POS) matches the DWCP priorities, as well as United Nations Sustainable Development Framework (UNSD) 2018-2022 commitments to support economic growth, job creation and quality service delivery in Jordan. It directly responds to ongoing labour market challenges exacerbated by the conflict in Syria and builds on a series of subsequent pilot interventions launched between 2013-2015. Since 2016, the ILO POS has scaled-up development-focused and employment-driven interventions to create an enabling environment for decent work and job creation.

There are three key objectives and three cross-cutting areas targeted by the POS that directly respond to current labour market challenges.

### *Three objectives:*

1. Strengthen labour market governance for improved compliance with decent work principles;
2. Support the development of an enabling environment to underpin improved private sector productivity and the creation of decent work;
3. Support the immediate creation of decent jobs for Jordanians and Syrian refugees to ease current conditions;

### *Three cross-cutting actions:*

1. Conducting research and analysis to support evidence-based policymaking;
2. Strengthening social dialogue and social partnerships to develop sustainable national solutions;
3. Raising awareness and improving the education of all actors to enhance the participation of Syrian refugees in the labour market.

The “Three plus Three” approach highlights the necessity of addressing the decent work needs of the national population alongside those of refugees, and tackling long-term labour market weaknesses together with immediate challenges.

## 2018 Programme of Support : An Overview

In 2018, the POS advanced work under the three aforementioned objectives to tackle new and ongoing labour market challenges. The POS continued to strengthen an evidence-base through targeted research, monitoring and evaluations, while integrating national partners into the research processes, so as to more seamlessly transfer knowledge and encourage systematic evidence-based decisions. 2018 also saw enhanced efforts to advance the 2016 EU-Jordan Rules of Origin Agreement, through interventions to enhance human resource capacity and worker productivity inside qualifying Jordanian firms, while adapting Better Work Jordan monitoring tools. The EIIP approach also played a central role, integrated into three separate POS projects, and helping bridge the gap between long-term labour market transformations and beneficiaries’ immediate needs.

There are distinctive challenges the POS faced in its implementation:

#### Labour market governance:

- Policies that underlie labour market regulations do not systematically rely on evidence;
- While initial research has identified underlying weaknesses and challenges within the labour market, more targeted research is required to better inform policy and decision-making;
- Regulations are not always applied consistently, which can lead to widespread misunderstanding of requirements. This also highlights the importance of outreach to labour directorates and inspectors;
- Female labour force participation continues to face challenges due to inconsistencies and a lack of clarity in the labour law;
- The capacity of social partners remains low and space for social dialogue is increasingly constrained. There is a need for expanding the representation and organisation of all workers, including refugees and women, as well as micro and small enterprises in employers' organisations.

#### Challenges to support a more enabling environment for private sector growth and job creation:

- Private sector companies' opportunities under the EU trade scheme are compromised by lacking HR systems and weak quality assurance mechanisms to comply with EU standards;
- A complicated quota system for migrant workers including refugees, closed occupations for non-Jordanian workers and restrictions on the number of work permits issued per firm. These policies create barriers for private sector companies to export to the EU and benefit from the relaxed EU "Rules of Origin," thus hindering growth and job creation for both Jordanians and Syrian refugees;
- Home-based businesses and small businesses faced a complex regulatory system and poor access to support services. There is unrealised growth potential and the possibility to enhance female labour force participation;
- Work places largely fail to provide gender responsive working arrangements, including arrangements for workers with family responsibilities.

#### Challenges to increase immediate employment opportunities and enhanced employability:

- Current infrastructure work in agriculture and forestry, carried out by the Ministry of Agriculture, offers significant opportunities for employment intensive approaches to be used, and to generate working days for refugees and host communities but is currently under-funded;
- The efficiency of employment services and their outreach to refugees needs to be improved, particularly for workers in short-term employment;
- Syrian refugee and host community workers lack certified and in-demand skills and will need opportunities to upgrade and/or acquire new skills through both practical and theoretical learning, while many programmes target new entrants in specific sectors.

Networks, support structures and methodologies developed and strengthened under the 2017 POS, continued to play a central role in 2018 responses, while at the same time adapting to new labour market dynamics and taking advantage of new opportunities.<sup>9</sup> The strengthened elements of the POS (see picture 2) provided examples and good practices for replication in other countries and regions responding to crisis, namely in Iraq, Lebanon and the Horn of Africa.

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<sup>9</sup> New dynamics in 2018 largely reflected changes to regulations, including on work permits, home-based businesses and worker quotas. At the macro-level, improvements in the region have slowly started to shift focus toward reconstruction, which will enhance future demand for Jordanian products, skills and labour.

Picture 1 Programme of Support Ecosystem Elements

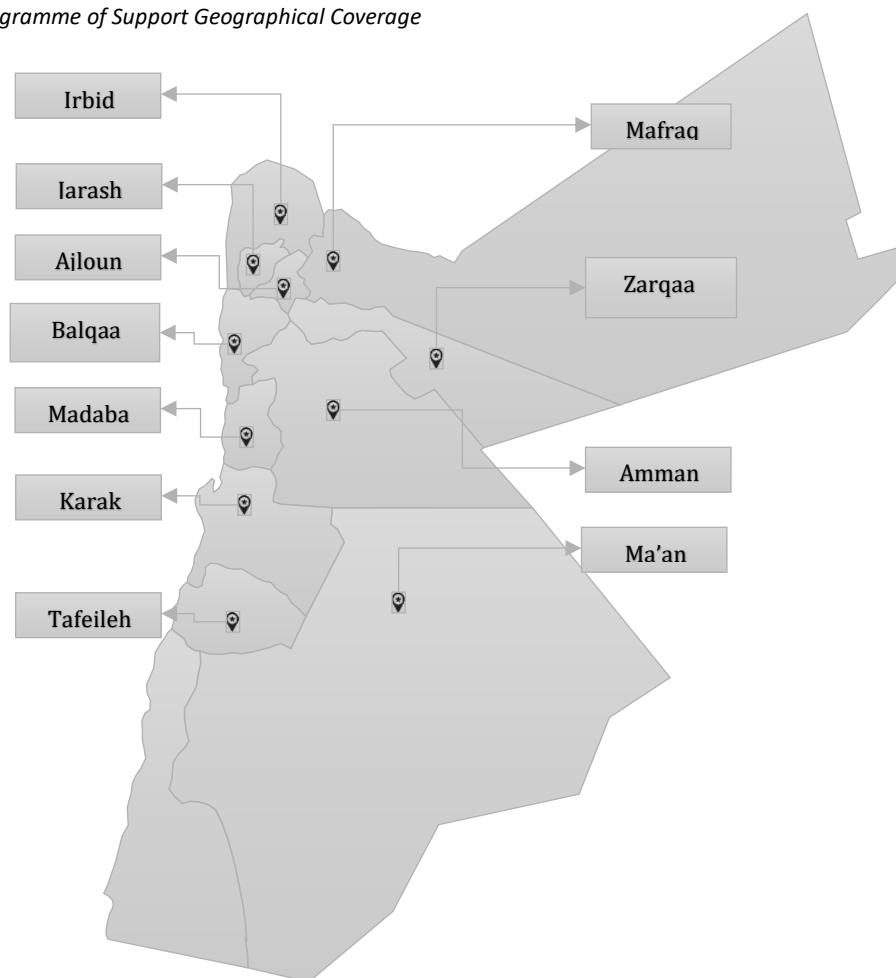


## 2018 POS Geographical Coverage

POS activities were targeted at both the national and local levels. At the local level, the programme implemented direct interventions in eleven governorates: Amman, Irbid, Mafraq, Zarqaa, Jarash, Ajloun, Karak, Madaba, Balqaa, Maa'an and Tafaileh.



Picture 2 Programme of Support Geographical Coverage



## 2018 POS Portfolio

The 2016-2021 programme portfolio amounts to \$63.1 Million USD. The 2018 portfolio included five main projects, extended into a second phase after 2018.<sup>10</sup> A new project, funded by the Ministry of Municipal Affairs under the World Bank multi-donor trust fund, was added to the POS. It provides for a new mode of engagement for ILO with line ministries to mainstream components piloted under the POS. At the same time, two new partners are expected to join the group of donors supporting the POS in 2019.<sup>11</sup> The combination of existing and new projects will enable the transfer of lessons learned across projects, while scaling-up and building on interventions that were particularly successful in 2016-18.<sup>12</sup>



Table 1 Programme of Support Projects (2016-2021)

#	Project	Time Frame	Donor	Budget USD
1	<u>Decent jobs for Jordanians and Syrian refugees in the manufacturing sector</u>	2017 – 2019	The Kingdom of the Netherlands	5 M
2	Decent work in agriculture sector-compliance model	2018 – 2019	The Kingdom of the Netherlands	6.4M
3	Creating job opportunities for Jordanians and Syrians in green works in agriculture and forestry (Phase I)	2016 – 2017	The Kingdom of Norway	1.8 M
4	<u>Job creation for Syrian refugees and Jordanian host communities through green works in agriculture and forestry (Phase II)</u>	2017 – 2018	The Kingdom of Norway	2.4 M
5	Combating worst forms of child labour in agriculture sector	2018 – 2019	The Kingdom of Norway	2 M
6	<u>EU-ILO collaboration in the monitoring of labour aspects in the implementation of the EU's rules of origin initiative for Jordan (Phase I)</u>	2017 – 2018	The European Union	1M
7	EU-ILO collaboration in the monitoring of labour aspects in the implementation of the EU's rules of origin initiative for Jordan (Phase II)	2018 – 2020	The European Union	2.7 M
8	Supporting the strategic objectives of the London conference 2016 (Phase I)	2016 – 2017	The United Kingdom Foreign and Commonwealth Office	1.5 M

<sup>10</sup> Second phase projects are supported by the European Union, the United States Bureau of Population, Refugees and Migration, the Kingdom of Norway, the Kingdom of the Netherlands and the German KfW.

<sup>11</sup> New partners include Agence française de développement, and the Ford Foundation.

<sup>12</sup> This includes the ILO EIIP approach, the Employment Service Centre and Guidance and Support Office models, theoretical and practical skills trainings and Better Work monitoring and assessment tools.

9	<u>Supporting the strategic objectives of the London Syria Conference 2016 (Phase II)</u>	2017 – 2018	The United Kingdom Foreign and Commonwealth Office	1 M
10	<u>Formalizing access to the legal labour market through Recognition of Prior Learning (RPL) and certification for Syrians and Jordanians working in the construction, confectionary and garment sectors (Phase I)</u>	2017 – 2018	The United States Bureau of Population, Refugees and Migration	2 M
11	Formalizing access to the legal labour market	2018 – 2019	The United States Bureau of Population, Refugees and Migration	2.2M
12	<u>Employment through Labour Intensive Infrastructure in Jordan (Phase I)</u>	2016 – 2017	German KfW	11 M
13	<u>Employment through Labour Intensive Infrastructure in Jordan (Phase II)</u>	2017 – 2018	German KfW	11.7 M
14	<u>Employment through Labour Intensive Infrastructure in Jordan (Phase III)</u>	2018 – 2019	German KfW	5.7 M
15	<u>Employment through Labour Intensive Infrastructure in Jordan (Phase IV)</u>	2018 - 2020	German KfW	22.7 M
16	The impact of work permits on the employment of Syrian refugees	2018 – 2019	Ford Foundation	300 K
17	Support for Municipal Services and Social Resilience Project	2018-2020	Multi-Donor trust fund managed by the World Bank	0.6 M
<b>Total</b>				75.5 M

## 2018 POS Main Achievements

In 2018, the POS built on 2017 achievements to scale-up and integrate interventions and create a more enabling environment for job creation and decent work. The achievements were made thanks to strengthened institutional capacity, which facilitated a gradual hand over of responsibility to national partners. At the same time, project interventions both influenced and adapted to changing legislative and operational contexts. Key stakeholders were effectively mobilised at the national level to support evidence-based policy change, while networks at the municipal levels helped translate policy change into results on the ground.

### 1 Strengthen labour market governance for improved compliance with decent work principles.

#### 1.1. Policy Change

In close cooperation and coordination with its national constituents, the donor community and other key stakeholders, joint advocacy led to improved policy responses to new dynamics in the labour market. This includes evidence-based recommendations that informed the government's decision to improve regulatory frameworks for home-based businesses and to ease the process of obtaining work permits for Syrian refugees.

- a. Home-based businesses regulations revised to encourage the formalisation of SMEs, particularly those run by Syrian and Jordanian women;
- b. Comprehensive regulation for the entry of Syrians into the formal labour market;

- c. Flexible work permits in the sectors of agriculture and construction, de-linking Syrian workers from single-employers and facilitating their movement to meet seasonal and project-based labour demand<sup>13</sup> will be used as an example to be replicated for migrant workers.
- d. Excluding Syrians from the 25% reduction of migrants under National Empowerment and employment Programme ;
- e. Excluding Syrians from the category of “migrants” for the calculation of Jordanian quotas;
- f. Opening of technical level occupations to Syrians;
- g. Mandatory status for Better Work Jordan in factories exporting to the EU market under the 2016 EU-Jordan trade scheme.

## 1.2. Research

The POS conducted and contributed to publications that helped inform evidence-based policy recommendations, raised awareness, targeted program support and monitored and evaluated existing interventions, policies and regulations. This included publications in peer reviewed journals, as well as internal reports tracking worker retention and satisfaction with employment services, a summary of which can be referenced below. 2019 research will aim to advance the POS research agenda and fill gaps in knowledge, especially in regards to the size and forms informal work amongst Syrian and Jordanian workers, the added-value of the Better Work Transparency Portal, targeted research on the retention of female workers and wider research on mental health and workers’ well-being.

Table 2 POS 2018 Publications

#	2018 Reports, Articles and Guides
1	Employment Service Centre (ESC) Quarterly reports <sup>14</sup>
2	Study on the Retention of Syrian and Jordanian job Seekers Placed in Jobs through the EU-funded ESCs
3	Skills Gap Analysis: Identification of Skills Needs at the Managerial Level and in Manufacturing Production Processes <sup>15</sup>
4	Investment Map <sup>16</sup>
5	<u>Quality of work for Syrian refugees in Jordan, <i>Forced Migration Review No.58</i></u>
6	<u>Decent work and agriculture sector in Jordan</u>
7	Contribution to the Livelihoods Chapter of the Jordan Response Plan 2019-2021
8	Standards Operating Procedures on EIIP and Cash for Work
9	Employment Intensive Workers Survey
10	<u>Guide to Jordanian Labour Law for Garment Industry<sup>17</sup></u>
11	<u>Guide to Jordanian Labour Law for Chemical Industry</u>
12	<u>Guide to Jordanian Labour Law for Engineering Industry</u>
13	<u>Guide to Jordanian Labour Law for Plastic Industry</u>

## 1.3 Work Permits

To translate changes in work permit procedures to results on the ground, most notably the adoption of flexible work permits in agriculture and construction (see page 10, c.), the POS operationalised new structures and

<sup>13</sup> It was the first non-employer- and non-position-specific work permit in the Arab region.

<sup>14</sup> Data collected from the ILO ESCs, documenting registered job seekers, job referrals and job placements, disaggregated by nationality, sex, governorate and disability.

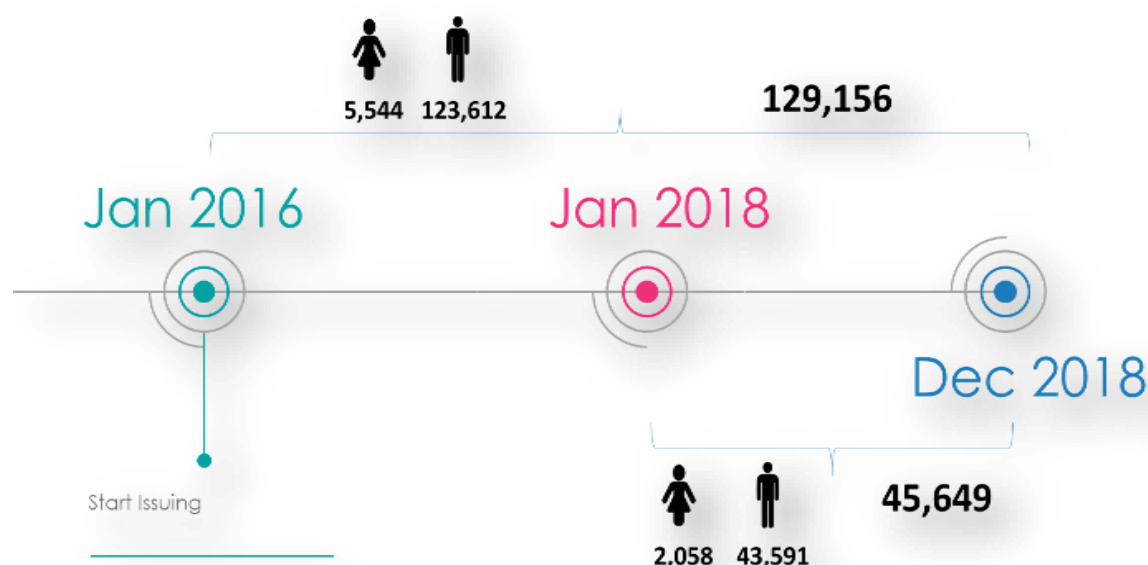
<sup>15</sup> Carried out in cooperation with the Jordan Chamber of Industry

<sup>16</sup> Ibid

<sup>17</sup> Labour Law Guides were produced with expertise of the ILO Better Work Jordan Program

enhanced existing ones, while intensifying awareness raising in collaboration with UNHCR and through a network of Employment Service Centres (ESCs). In total, the number of work permits facilitated through the POS from January 2018 until 31<sup>st</sup> December 2018 was 45,649. While this represents a small decrease from the number of permits facilitated in 2017 (47,522), it represents a larger share of all work permits issued to Syrian workers in Jordan (68%). The number of permits issued to women continued to lag behind those issued to men, at approximately 4% of all permits, however women inside Zaatari benefited from an increased share about 14%, suggesting a window of opportunity to enhance female labour force participation.

Picture 3 2016-18 Work Permits Numbers



The number of work permits issued in 2018 were largely concentrated in the construction and agriculture sectors,<sup>18</sup> as a direct result of flexible work permits. Five Guidance and Support Offices (GSOs) were established under the POS and General Federation of Jordanian Trade Unions (GFJTU) to help issue flexible work permits for Syrian refugees in the construction sector and provide legal advisory services. More than 13,000 work permits were issued under the GFJTU, including 30 work permits to women in a sector where they are severely underrepresented.<sup>19</sup> Alongside the Ministry of Labour, the ILO also helped certify a network of 30 agricultural cooperatives to issue flexible permits in the agriculture sector. Out of the 17,320 work permits issued through cooperatives, 1,314 were issued to women.<sup>20</sup>

Table 3 2018 POS Support for Work Permits in Agriculture and Construction

Sector	Permits Issued With Direct POS Support	Percentage of the total WP
Agriculture	17,320	37,90%
Construction	13,864	30,37%
Total	31,184	68,27%

<sup>18</sup> Male dominance in these sectors and subsequent working environments that fail to provide for the needs of both men and women workers partially explains low uptake of permits by women.

<sup>19</sup> These permits were issued to women as plumbers. Further work is needed to reform working environments in target occupations where women demonstrate a willingness to work.

<sup>20</sup> ILO research suggests that more women do participate in the sector, but fill informal jobs. 2019 will consider the size and scope of informality among Syrian workers, with a focus on the informality of women.

Table 4 2017-2018 POS Work Permit Outcomes in Agriculture and Construction

Percentage of the total WP Per Year		
Sector	2017	2018
Agriculture	41.51%	37.90%
Construction	13.59%	30.37%

Figure 1 Work Permits Per Sector

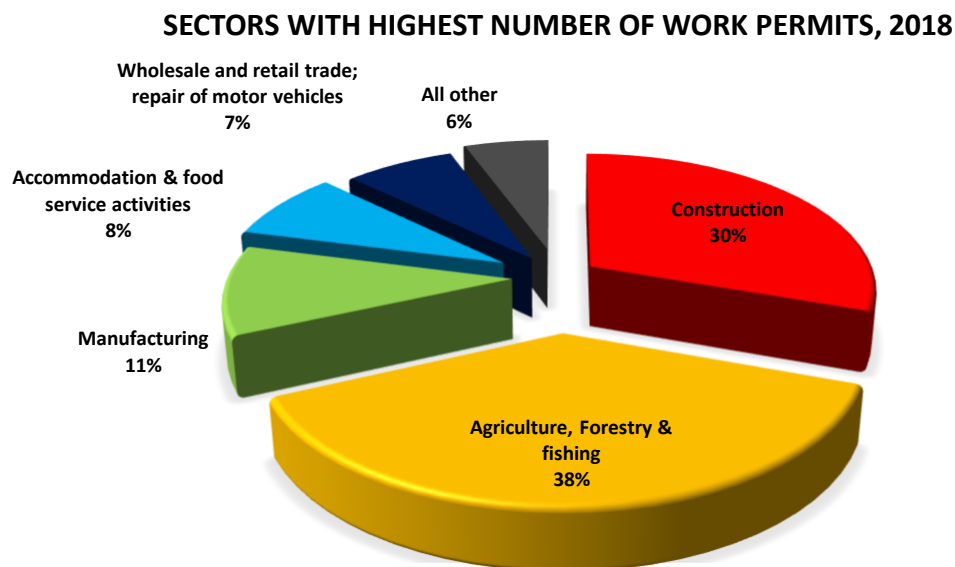
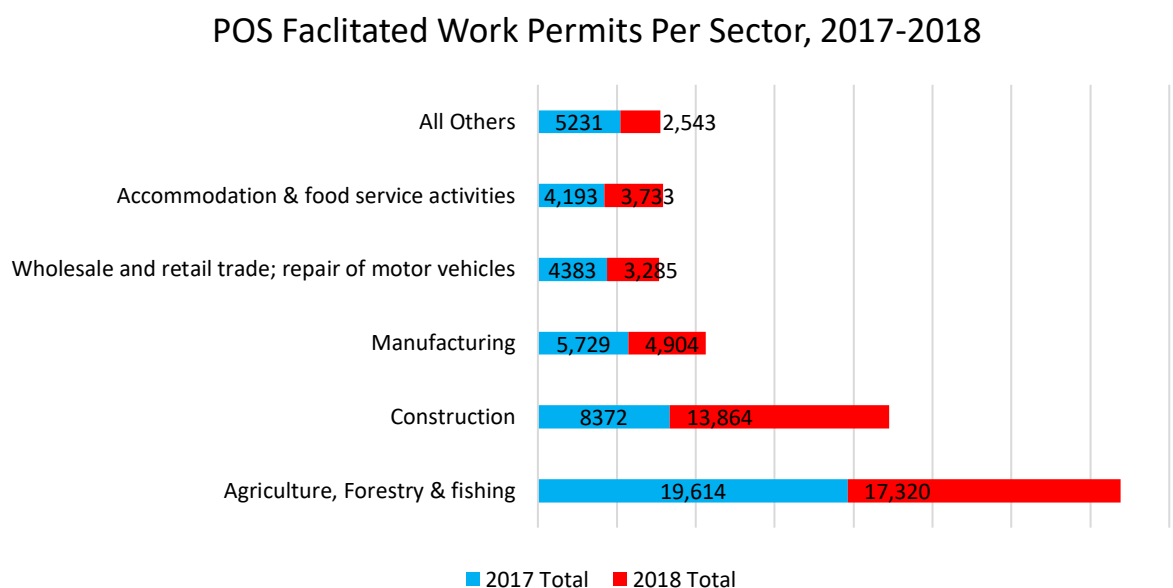


Figure 2 Comparing Work Permits Per Sector and Year



### 1.3. Firm-level compliance

The quantity of jobs and work permits is only a partial measure of POS achievements. The picture is incomplete without indicators on the quality of work. Better Work Jordan's (BWJ) primary role and focus in the refugee response has been to ensure that those employed in Jordan's apparel sector are employed under decent working conditions. Under the 2016 EU-Jordan trade scheme, BWJ has a particularly critical role to facilitate Jordanian firms access to European Markets by helping monitor and improve working conditions inside factories. In 2018, BWJ expanded its services beyond the garment sector to the manufacturing sector (see "Assessment and Advisory Tools" below). The BWJ approach also inspired work across POS projects to enhance compliance in the agriculture and construction sectors.

#### ***Assessment and advisory tools.***

- Assessment Tool for the Chemicals manufacturing sector
- Assessment Tool for the Engineering manufacturing sector
- Assessment Tool for the Plastics manufacturing sector

The Better Work model leverages balanced support from ILO tripartite constituents through an approach that works with employers and workers to monitor and improve working conditions, while clearly demonstrating a business case for compliance.<sup>21</sup> A newly implemented [transparency portal](#) demonstrated the effectiveness of this approach, the Transparency reporting scheme is developed and implemented, according to which buyers can access online information on the performance of individual factories in terms of decent work. We have seen in 2018 the number of factories in the "green" compliant category to increase from 4 to 22. The Transparency reporting scheme is developed and implemented, according to which public audience can access online information on the performance of individual factories in terms of decent work. By end of 2018 it has been observed the number of factories in the "green" compliant category to increase from 4 to 22, compared with 2017.

Better Work successfully negotiated with the support of the EU, the mandatory status for the participation of factories exporting to the EU market in Better Work, upon the decision from MOL. ". Better Work negotiated with the national stakeholders in close coordination with EUD, the mechanism of gaining access to the participation of factories exporting to the EU market in Better Work, proposed MoL instructions have been consulted with national stakeholders and EUD in December 2018. In collaboration with an IT firm, BWJ has developed a mobile application for the guide. The application will be officially launched in January 2019.

Better Work Jordan joins forces with organisations such as Business Social Compliance Initiative (BSCI) to facilitate the collaboration of Jordanian factories with European buyers about sourcing in Jordan.

## 2 Support to improved private sector productivity and the creation of decent work.

### 2.1. *Support to the private sector*

In 2018, Jordanian firms had enhanced opportunities to access new markets, including through export facilitation to facilitate access to EU markets under the 2016 EU Rules of Origin trade agreement. The POS played a facilitating role, along with the donor community, including through high-level negotiations<sup>22</sup> and support to national partners. Out of twelve companies certified to export to the EU under the 2016 scheme, the POS supported five companies, helping to network with European buyers,<sup>23</sup> access qualified workers,

<sup>21</sup> <https://www.enterprise-development.org/wp-content/uploads/Quality-jobs-policy-brief-1.pdf>

<sup>22</sup> The ILO and European Union developed shared advocacy messages to support a ministerial decision to grant mandatory status for Better Work Jordan in manufacturing.

<sup>23</sup> Strategic partnerships, such as Business Social Compliance Initiative (BSCI), helped to facilitate connectivity with European buyers and provided additional incentives for enhanced compliance.

enhance knowledge through JCI export coaching<sup>24</sup> and e-learning on the [Relaxed Rules of Origin Agreement \(ROO\)](#).

Table 1 Factory Supported to export to the EU by ESC's

Factory name	Placed Job seekers	Value (Euro)
<b>Sigma Detergents Industry</b>	21	Not exporting yet
<b>Winner International Plastic Industries</b>	5	24,845
<b>Jarash Garments and Fashion Manufacturing</b>	142	1,601,919
<b>Classic Fashion Apparel Industry Ltd. Co.</b>	199	5,523,001
<b>Needle Craft for Clothing Industry</b>	134	1,974,386
<b>Total</b>	<b>501</b>	<b>9,124,151</b>

In addition to these five firms, 1,440 private sector firms benefitted from a package of services provided through the EU and Dutch financed Employment Service Centres (ESCs). A summary of these services can be referenced below.

Picture 4 Services Provided Through ESC's



## 2.2. Support for micro and small businesses

In Jordan, small and micro enterprises comprise the majority of firms in growing sectors. Building on an Implementation Agreement (IA) signed between the ILO and JCCA (2017) and the momentum behind home-based businesses, the POS directly supported 10 Joint Business Ventures between Jordanians and Syria refugees. It procured plastering machines for the JBV's and provided resources<sup>25</sup> to the JCCA to facilitate necessary trainings. JCCA and national partners lead the provision of technical support through the operationalization of a Steering Committee.

- 3 Support the immediate creation of decent jobs for Jordanians and Syrian refugees to ease current conditions.

### 3.1. Immediate job creation through Employment Intensive Investment Programmes (EIIP)

While decent work and sustainable job creation require ongoing work, direct beneficiaries have immediate needs and must provide for themselves and their families. In 2018, EIIP projects played a critical role in

<sup>24</sup> Export coaching was conducted through the Jordan Chamber of Industry, with support from the Dutch Centre for the Promotion of Exports from Developing Countries

<sup>25</sup> Two additional plastering machines were provided to JCCA to equip their training facilities



facilitating immediate job opportunities that are both decent and help enhance overall employability. At the same time, communities benefit from enhanced infrastructure in the longer-term.

In 2018, the EIIP approach reached 1,588 workers in the construction of agriculture infrastructure and 1,529 workers in public works. This included 19% women, who are typically underrepresented in EIIP.<sup>26</sup> 154,232 working days were generated across projects including municipal waste management, land management, road infrastructure maintenance, forestry, nurseries and terraces. Indirect beneficiaries included 677 farmers who had enhanced access to irrigation and green houses.

Table 2 EIIP Beneficiaries

Project	Jordanian		Syrians		Total
	Male	Female	Male	Female	
Norway Phase II	724	129	697	38	1,588
KFW Phase II	615	174	608	132	1,529
Total – Gender	1,339	303	1305	170	3,117
Total – Nationality	1,642		1,475		

Table 3 Norwegian Project Services Categories

Project Activities	KFW		Norway	
	2017	2018	2017	2018
Farmers benefited from Cisterns construction	231	41	141	120
Implementation of soil terraces	7.523 km	1.097 KM	15 KM	20 KM
Install Irrigation Systems and planted with forest trees	-	-	1,000 Dunum	1,200 Dunum
Installation of concrete irrigation system	0.9 km		-----	-----
Job opportunities for Jordanians and Syrians		1,287	1,200	1,588
Working days	137,107	112,427	27,800	41,805
People employed (Head count)	4,638	1,823	-----	-----
Governorate	2	2	5	8
Fruit & Trees Seedlings production	-----	-	-----	200,000
Green houses construction	26	-	-----	2
forest maintenance	151.4 ha	248.3 ha	-----	1,000
Hydroponic construction	-	2	-----	-----
Maintenance of Highway	-	360km	-----	-----
Maintenance of old roads	-	660km	-----	-----
Maintenance of new roads	660 km	364 km	-----	-----
Municipalities cleaning work	2	2	-----	-----

A third project integrated the EIIP approach under the World Bank Multi-Donor Trust Fund and began to engage new municipal partners on labour intensive approaches. The project includes a new fund for municipalities to compete with innovative projects that reach the most vulnerable, using labour intensive methods. In coordination with other POS projects, the ILO will also help facilitate career services for workers

<sup>26</sup> In 2018, EIIP considered new supporting occupations, such as cleaners of project sites, which enhanced interested and willingness of women to participate.

through the ESCs. So far, the project has engaged over 100 municipal leaders and will support partners to operationalise municipal works in 2019-2020.

### 3.2. Skills training, certification and enhanced employability

In 2018, more than 5,763 Jordanians and Syrian refugees, benefited from skills development interventions, 21% of whom were women. These reflect interventions that combine both practical and theoretical trainings, as well as life skills, to enhance employability, while supporting workers, employers and service providers to take on leadership to advancing decent work for all. Throughout 2018, the POS refined two main skill-training methodologies, namely Recognition of Prior Learning (RPL) and On-the-job training (OJT). As a result, 2,420 beneficiaries were awarded RPL skills certificates<sup>27</sup> in the construction sector and 900 in the manufacturing sector, while 650 beneficiaries were placed in jobs through OJT, 92% of whom were women. The POS also executed trainings to build capacity at the industry level and support decent work, including certification of 90 workers and contractors to serve as Occupational Safety and Health (OSH) supervisors.

Table 4 Skill Development Beneficiaries

#	Skills Development Interventions	Beneficiaries By Nationality And Sex				Total NO. Of Beneficiaries
		JOR		SYR		
		Male	Female	Male	Female	
1	Recognition of Prior Learning (RPL) and Certification in the construction sector.	120	0	2,300	0	2,420
2	Recognition of Prior Learning (RPL) and Certification in the Manufacturing sector	150	500	210	40	900
3	Life skills training based on ILO Manual.	30	10	20	20	80
4	Training and capacity building on employment and career counselling services	10	10	0	0	20
5	On-the-job training and employment	12	220	15	235	482
6	Vocational training for electricians and mosaic restoration	0	46	0	85	131
7	Training of Trainers (TOT) Teaching and Learning Methods and Approaches <sup>28</sup>	17	3	55	5	80
8	Training and Certification on Occupational Safety and Health (OSH)	34	6	10	0	50
9	Training on labour rights and Decent Work principles	678	22	870	30	1,600
Total Gender		1,051	817	3,480	415	5,763
Total Nationality		1,868		3,895		

Both RPL and OJT focus on the development and certification of demand-driven skills. OJT targets workers of entry-level skills and provides opportunity for trainees to gain theoretical knowledge in a classroom setting, while executing job-specific tasks at work, with close supervision from industry experts and their employers. OJT proved to be a particularly promising model for training female workers, partially because of the sectors identified for training in 2018. Out of 650 trainees, 94% were women, all of whom obtained a yearlong contract in the firms listed below.

<sup>27</sup> Certification was developed and validated in cooperation with the Centre of Accreditation and Quality Assurance (CAQA), the VTC, NET, the GFJTU, JCCA and employers.

<sup>28</sup> Conducted in collaboration with the GFJTU

Table 5 On the Job Training Sub-Sectors

Company/Organization	Sub-Sector
<b>EAM MALIBAN GROUP</b>	Garment
<b>Ayn Textile Company</b>	Garment
<b>CLASSIC FASHION</b>	Garment
<b>Needle Graft factory</b>	Garment
<b>Jerash Garment Factory</b>	Garment
<b>Ninawa factory</b>	Garment
<b>JRF/IKEA</b>	Garment
<b>Obido sweet factory</b>	Sweet Making
<b>Nafesa factory</b>	Sweet Making

RPL certified workers' skills through observation of work performed on the job, as well as a written test, developed and validated in collaboration with the Centre of Accreditation and Quality Assurance (CAQA), the VTC, NET, the GFJTU, JCCA and employers. In 2018, the methodology was applied to 47 Occupations in construction and manufacturing, as listed in table 10 and 11. In 2019, the models will be applied to new occupations and sectors, and provide a skills development model for ILO projects in other countries and regions, including Iraq, Ethiopia, Lebanon and the Horn of Africa.

Table 6 Skilled & Semi Skilled RPL Certified Occupations in Construction

Occupation	Occupation
Tile setter	Blacksmith
Plasterer	Woodwork
Carpenter	Plumber
Gypsum board decoration	Blacksmith-Aluminium
Building painter	Blacksmith-Building
Stonemason	Air-conditioning
House wiring "electrical"	Industrial machines technician

Table 7 Skilled & Semi Skilled RPL Certified Occupations in Manufacturing

Occupation	Occupation	Occupation
Cutter, Paper	Printer, offset	Machine Operator _Plastics
Sweets Maker	Plastic Scissors Operator	Carpenter, Furniture
Machine Operator _ Printing	Machine Operator _ Plastic Bags making	Machine Operator _ Sewing
Books Folder (by machine) Worker	Machine Operator	Packaging Worker
Poultry Butcher	Packaging Worker	Sweet Maker Assistant
Sewer	Garment Quality Assurance Worker	Machine Operator _ Chocolates
Jams and Pastes Maker	Juice Maker	Yogurt Maker
Machine Operator _ Halawa & Taheniah	Print producer	Soap Mixture Preparer
Halawa & Taheniah Maker	Machine Operator _ Sugar Cooking	Clothing worker
Machine Operator _ Stitching	Fabrics Cutter	Factory Worker
French Baker	Arabic Baker	Dough maker

Engaging women remained a focus of the POS, including through the promotion of equal opportunity to develop skills and enhance employability. In collaboration with Wise Women Plumbers Cooperative, the POS supported 37 Jordanian and 13 Syrian women to complete two training courses in "Basics of Electricity".<sup>29</sup> In collaboration with the Madaba Institute for Mosaic Art and Restoration (MIMAR), the POS supported 81 beneficiaries - 80% of whom were women - to complete a training programme in mosaic making and repair.

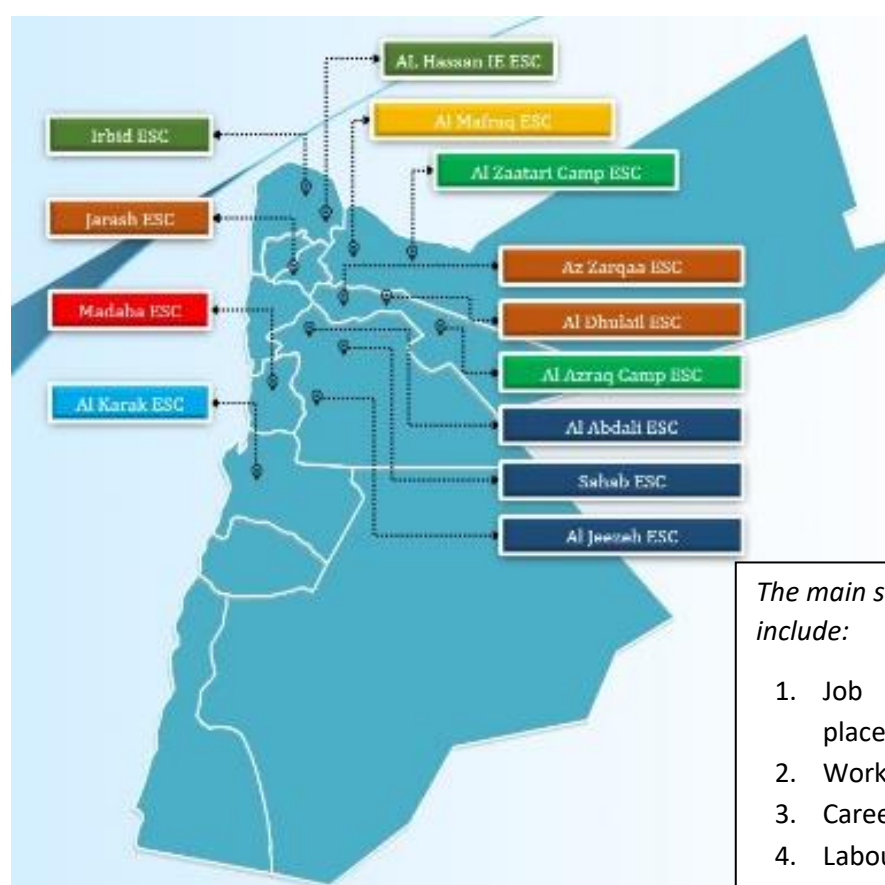
<sup>29</sup> HRH Princess Basma Bint Talal attended a ceremony to mark the completion of the ILO-supported electricians training programme. "We thank the ILO for its support through the Syrian refugee response in Jordan; its trainings and capacity building programmes for Syrian refugee women and women from our Jordanian community," said HRH Princess Basma Bint Talal.

### 3.3 Employment Services

#### 3.3.1 Employment Service Centres (ESC's)<sup>30</sup>

Jordan has provided employment services to its citizens for decades, mainly through bureaus set up inside Ministry of Labour Directorates, initially through an ILO project. In 2016, the POS considered ways to expand these services for Syrian job seekers. Slowly, the POS supported additional employment officers inside the Directorates to provide career guidance, job matching and work permit assistance to Syrians. Since 2016, a network of 13 ESCs have been fully equipped and staffed to support both Jordanian and Syrian job seekers. In most instances, ESC officers work alongside colleagues within the Ministry of Labour Directorates, sharing office space, staff training opportunities and good practices. In addition, two ESCs have been established in **Zaatari and Azraq refugee camps**, in collaboration with UNHCR.

Picture 5 ESC's Coverage



The ESCs provided services to 18,967 job seekers, 33% of whom are Syrian and 35% women. When comparing to national averages, the POS has supported an above average rate of women to access jobs (36%), which can be partially explained by POS services that cater to the needs of workers with family responsibilities<sup>31</sup> and provide systematic and in-person follow-up at job sites. This is particularly useful to identify and resolve issues at the work place before they cause the worker to resign, while providing an additional support network for new labour market entrants. The operations of the ESCs also allowed for the establishment of benchmarks in terms of performance of employment service centres that can be of use to the Ministry of Labour to improve target based performance management system.

<sup>30</sup> The Centres are co-financed by the European Union and the Kingdom of the Netherlands.

<sup>31</sup> Including referral to childcare providers and provision of transportation

Table 8 2018 ESC's beneficiaries

Nationalities & Gender	Job Seekers			Referred			Placed		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Jordanian	7,894	4,709	12,603	4,656	2,855	7,511	2,223	1,616	3,839
Syrians	4,392	1,852	6,244	2,736	775	3,511	1,645	563	2,208
Disabled JOR	64	27	91	28	12	40	38	12	50
Disabled SYR	19	10	29	10	4	14	12	4	16
<b>Total</b>	<b>12,369</b>	<b>6,598</b>	<b>18,967</b>	<b>7,430</b>	<b>3,646</b>	<b>11,076</b>	<b>3,918</b>	<b>2,195</b>	<b>6,113</b>

Figure 3 ESC's 2018 Beneficiaries

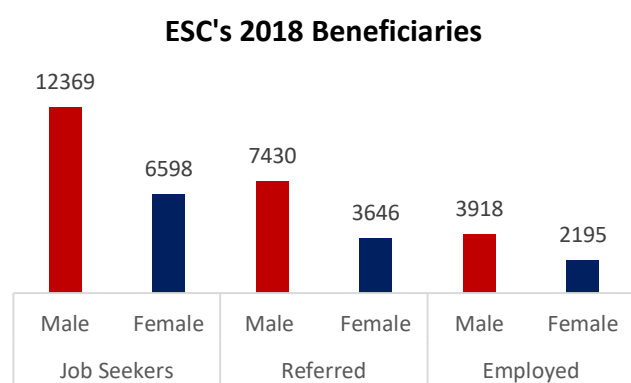


Figure 4 Employed Worker per Gender



Figure 5 Employed Workers per Nationalities



Worker retention remained a challenge for ESC operations in 2018, particularly inside factories where workers adapt to work on production lines and relationships with supervisors. Data collected from the ESCs showed an average retention rate of 52.25% after three months of being placed in new jobs.

Table 9 Quarterly Retention rate<sup>32</sup>

<sup>32</sup> Data was collected from representative samples of workers placed in jobs at the beginning of each quarter and followed-up on their employment status at the end of each quarter.

Quarters	Q 1	Q 2	Q 3	Q 4
Retention rate after 3 months	63.87%	52.17%	58.82%	34.33%
Sample of newly placed workers	465	437	646	367

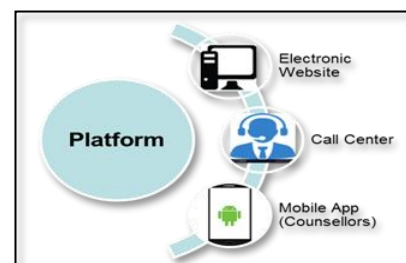
### 3.3.2 Employment Counselling System

In collaboration with the Ministry of Labour's IT Department, an integrated platform has been developed to allow both Syrian and Jordanian beneficiaries to connect to employment service providers by phone, in-person or through the internet. The system is an integrated intranet and telecom infrastructure that connects various employment service providers into a unified system. Job seekers can register on the platform, upload their CVs, apply for job vacancies and seek career assistance. At the same time, employers can upload training opportunities and job vacancies; receive CVs and short list candidates.

Picture 6 E-Counselling System Logo



Picture 7 Counselling System Components



This platform will be made accessible to other agencies providing job matching services, allowing the Ministry of Labour to exercise an oversight over the operations of these agencies – in line with the provisions of ILO Private Employment Agencies Convention, 1997 (No. 181).

## Impact, Good Practices and Lessons Learned

In 2018, the Programme of Support (POS) to the Jordan Compact reached **59,463** direct beneficiaries and an estimated 237,852 indirect beneficiaries.<sup>33</sup> This represents an increase of nearly 54% from 2017. More importantly, this figure represents a growing number of world of work actors that are in a better position to access and support decent work in Jordan and uphold the collective responsibility of social justice for all. Progress toward this objective was achieved through:

- **FORMALIZATION: 31,184** work permits issued to Syrian workers in the agriculture and construction sectors;
- **SKILLS DEVELOPMENT: 5,763** Jordanians and Syrian refugees benefitted from skills development interventions;
- **CAREER COUNSELING: 18,967** Jordanian and Syrian refugee job seekers registered at Employment Service Centre (ESCs);
- **JOB MATCHING: 11,076** Jordanian and Syrian refugee job seekers referred to job opportunities and **6,113** successfully employed;<sup>34</sup>
- **EMPLOYMENT INTENSIVE INVESTMENTS (EIIP): 3,117** Jordanians and Syrian refugee workers employed in Employment Intensive Infrastructure Projects, resulting in 154,232 working days.<sup>35</sup>
- **SME DEVELOPMENT AND JOINT BUSINESS VENTURES: 20** Jordanians and Syrian refugee beneficiaries supported to launch Joint Business Ventures in the construction sector.
- **PRIVATE SECTOR SUPPORT: 5** companies supported to network with European buyers,<sup>36</sup> access qualified workers, legal advices, enhance knowledge through JCI/CBI export coaching<sup>37</sup> and e-learning on the Relaxed Rules of Origin Agreement.

The figures achieved so far through the Programme of Support in light of numerous legislative and policy changes have had positive impact in a number of areas.

- According to a recent survey conducted by FAFO<sup>38</sup> and implemented by the Department of Statistics (DoS) between November 2017 and January 2018, unemployment among Syrian refugees has dropped radically from 61 per cent in 2014 to 25 per cent. This is not dramatically different from the national unemployment rate for the 4th quarter of 2017 (which stood at 18.5 per cent). The survey, which presents recent statistics on Syrian refugees residing in Jordan in six geographic localities, including Amman; Zarqa; Irbid; Mafraq; as well as refugee camps, is based on information from 7,632 households and 40,950 individuals. The survey found that the unemployment rate among Syrian refugee men is 23 per cent; but double that among women. However, the female unemployment rate has been halved since 2014. According to the survey, one in four employed Syrian refugee men (23 per cent) work in construction while 1 per cent of women work in the same industry. The survey also found that 19 per cent of employed Syrian men and 21 per cent of Syrian women work in

<sup>33</sup> Indirect beneficiaries assumes that each direct beneficiary contributes a potential source of income and enhanced economic stability to both themselves and their families. The estimate is calculated by multiplying each direct beneficiary by the average household size in Jordan of 4 persons.

<sup>34</sup> All These Numbers included the Norway EIIP Project (3376) Registered (3637) Employed (1588)

<sup>35</sup> EIIP projects targeted the agriculture sector for soil and water conservation and forestry, in addition to road maintenance and municipal works.

<sup>36</sup> Strategic partnerships, such as Business Social Compliance Initiative (BSCI), helped to facilitate connectivity with European buyers and provided additional incentives for enhanced compliance.

<sup>37</sup> Export coaching was conducted through the Jordan Chamber of Industry, with support from the Dutch Centre for the Promotion of Exports from Developing Countries CBI

<sup>38</sup> Åge A. Tiltne, Huafeng Zhang and Jon Pedersen, Fafo-report 2019:04, The living conditions of Syrian refugees in Jordan- Results from the 2017-2018 survey of Syrian refugees inside and outside camps <https://www.fafo.no/index.php/zoo-publikasjoner/fafo-rapporter/item/the-living-conditions-of-syrian-refugees-in-jordan>

manufacturing. 19 per cent of the men and 14 per cent the women are found to work in wholesale and retail trade and 8 per cent of employed Syrian men and 13 per cent of employed Syrian women work in agriculture.

- The survey found that among all the Syrian refugees who had worked during the 12 months leading up to the survey, one-in-five had worked on a cash-for-work scheme run by an NGO or a UN agency. One-third of all employed Syrian refugees reported being in possession of a valid work permit compared to 10 per cent of all those employed in 2014.
- Median and mean net employment income is JOD 200 and JOD 220, respectively. It is highest in Amman, with a median net monthly income of JOD 250 and a mean in-come of JOD 288, and lowest in Mafraq and the camps, with a median net monthly income of JOD 150.

However, according to the same survey, there are still decent work deficits in a number of aspects:

- Very few Syrian refugees in Jordan have access to non-pay work benefits, such as retirement pension (1 per cent), maternity leave (2 per cent), paid sick leave (5 per cent) etc.
- A majority of the employed Syrian refugees did not work the entire year preceding the survey. Only 37 per cent worked 11 or 12 months, while 35 per cent were employed less than half the year.
- Work-related accidents and illnesses during the 12 months prior to the survey were more common outside the camps than inside the camps. Less than 2 per cent inside the camps had experienced work-related accidents and illnesses, in contrast with 7 to 9 per cent residing outside the camps. Three to four per cent of those employed in Amman, Zarqa, Irbid and Mafraq had work-related accidents or illnesses serious enough to require absence from work for more than a month.
- During the past year, one in four had experienced a delay in payment or salary of two weeks or more and 16 per cent had not been paid for a job they were supposed to have been paid for.

## Good Practices

These achievements necessitated increased agility, national ownership and strategic collaborations both within and outside the ILO. Key themes across 2018 POS projects reflected:

- Technology as an enabler- In 2018, the POS integrated tech solutions to enhance male and female beneficiaries' access to reliable information and services, while streamlining programme efficiency. A web-based, job-matching platform was developed to harmonise and expand the reach of employment services. A labour law mobile application<sup>39</sup> put user-friendly and accurate information about labour rights in the hands of employers and workers. A transparency portal was launched in the garment sector to enhance buyers' and exporters' connectivity and reinforce accountability,<sup>40</sup> while e-learning provided flexibility for employers to learn about trade opportunities under the 2016 EU Relaxed Rules of Origin. GPS coordinates were systematically used in EIIP to share project sites across implementing agencies and the use of the common cash facility enhanced worker's access to electronic payments.
- An increasingly agile system of support-The POS adopted a more agile system of operation in 2018, including through strengthened partnerships at the national and municipal levels to influence policy dialogue with evidence-based recommendations and broader networks of key stakeholders to help quickly operationalising responses on the ground. A network of support offices were quickly mobilised under the General Federation of Jordanian Trade Unions (GFJTU) to help issue work permits after changes in regulations, while ILO field support came together to quickly operationalise rapid assessments on decent work to feeding into recommendations at the national level. Inside the ILO,

<sup>39</sup> <https://play.google.com/store/apps/details?id=com.dotjo.jollg>

<sup>40</sup> Buyers can access online information on the performance of individual factories in terms of decent work. In 2018, the number of "green" compliant factories increased from 4 to 22.



this agility was supported through enhanced collaboration and new ways of working between administrative and financial staff, project staff, regional specialist and technical experts.

- National stakeholders in positions of ownership and responsibility- 2018 saw POS national partners positioned, not only as recipients, but increasingly as owners responsible for project outputs. POS projects built on 2015-17 capacity buildings, trainings and technical support by delegating responsibility. Since its inception, the ILO EIIP approach has treated the Ministry of Public Works and Housing, Ministry of Agriculture and Municipalities as implementing partners, responsible for the delivery of quality infrastructure outputs. The Jordan Chamber of Industry (JCI) was responsible for the production of an industry mapping and skills gap analysis, while the National Employment and Training Centre (NET), the Jordan Construction Contractors Association (JCCA) and Vocational Training Centre (VTC) took ownership of skills development methodologies to train workers in their own facilities. Labour inspectors carried out more comprehensive inspection work under Better Work Jordan, moving closer to doing so independently.
- Synergies between projects to scale-up, modify and apply good practices in new sectors and occupations – Collaboration across POS projects helped solidify ILO methodologies and approaches that enable compliance with and access to decent work in Jordan. Better Work Jordan methodology was expanded beyond the garment sector and inspired the development of compliance models in both the construction and agriculture sectors (2018-2021 programming). Expertise under ILO EIIP programming supported new project staff to adopt good practices, including beneficiary selection, sharing GPS project locations and the use of electronic payments. Standard Operating Procedures for EIIP were designed and adopted by all agencies implementing these activities in Jordan. Recognition of Prior Learning methodologies were finalized, building on the experience of the certification of thousands of workers in construction and manufacturing, allowing the ILO to expand in new sectors and occupations. 1,588 beneficiaries of EIIP programmes were referred to Employment Service Centres to help support transition to longer-term employment opportunities.

## Lessons Learned

- **Direct and regular contact with beneficiaries is critical for sustained labour force participation.** While the POS projects have reached increasing numbers of workers, it was critical to expand the POS footprint in tandem. This was partially achieved by expanding the ESC footprint, with two new centres and Employment Officers added in the last quarter of 2018. Through trial and error with different follow-up mechanisms, the POS learned that in-person visits to work sites where workers are newly employed is an effective mechanism to not only track employment outcomes, but trouble-shoot issues and find timely solutions in order to reduce attrition. This was particularly true for new labour force participants, including youth and women.
- **Taking time to agree on common definitions, reporting procedures and methodologies enables more systematic knowledge generation both within and outside the organization.** Routine data collection is critical for monitoring and evaluating impacts. For the POS, this requires multiple actors to collaborate, share data and report on a monthly, quarterly and annual basis. A lack of clear methodologies, definitions and agreed responsibilities across projects and locations created difficulties for the POS to conduct comprehensive evaluations in 2018. As a result, the POS now places greater emphasis on developing SOPs and improving channels of communication at all levels.
- **Donors' trust and flexibility is critical for achieving favourable outcomes in a highly dynamic context.** In Jordan, a changing political and social context has significant ramifications on the implementation of planned activities. What was once a suitable intervention model may no longer be relevant from one week to the next. POS donors allowed projects a large degree of freedom to modify timelines, reallocate resources and reshape interventions accordingly.
- **Legislative reforms take time, but interventions can bridge gaps and support gradual change.** Under the Labour Law, there are several articles under revision that will have an impact on decent working conditions. Legislative procedures are time-consuming, sometimes spanning many months and years. In consultation with national

partners, the POS has implemented interventions that help respond to needs and bridge gaps in decent work and social protection until legislative changes can be made, including provision of work injury insurance for those not covered under the Social Security Corporation.

- **The POS is a development intervention within the context of a refugee crisis.** It has allowed ILO to tackle pre-existing decent work deficits, and lessons learnt from its implementation will have an impact beyond the JRP context – for instance when the flexible work permits model can serve as a reference to a reform of the Kafalah system.

## ANNEX 1. National Partnerships

### POS National Partners



## ANNEX II: List of 2018 Key Workshops, Presentations and Panels

Table 10 Capacity Building Workshops

Project	Workshop	Date
<b>Norway Phase II</b>	1. Occupational Safety and Health awareness campaign	1-11 March 2018
	2. Job creation for Syrian refugees and Jordanian host communities through green works in agriculture and forestry	5-7 Sep. 2018
<b>Dutch - EU</b>	1. Raising employers' awareness on the terms of the Jordan-EU agreement to simplify the Rules of Origin.	26- Feb. 2018
	2. Career counselling workshop	09-11 Aug. 2018
	3. E-Counselling System workshop (ESC + MOL)	28-May. 2018
	4. E-Counselling System (ILO project managers)	29-May 2018
	5. Employment for persons with disabilities	30-Jul 2018
	6. On-the-job training and employment workshop	30-Aug. 2018
<b>PRM</b>	1. From Cash for Work / Employment Intensive Programme in Jordan	09-Oct. 2018
	2. Consultations on Jordan Construction Sector Current Situation and Future Expectations	5-7 Sep. 2018
<b>KFW</b>	1. Road inventory condition survey training for MPWH engineers	<b>14 March 2018</b>
	2. Briefing workshop of Municipal staff on implementing EIIP works	3 Apr. 2018
	3. Briefing workshop on Phase II EIIP works under MoA KfW project	18 Apr. 2018
	4. Training municipal's staff on supervising EIIP works in Khaldiyyah	29 Apr. 2018
	5. Training municipal's staff on supervising EIIP works in Sahel Horan	30 Apr. 2018
	6. Training workshop for MoA staff on implementing EIIP works	9 May 2018
	7. Refresher training on road condition survey for MPWH foremen	14 May 2018
	8. Training on Costing Performance Based Maintenance Contract works for EIIP projects	26 Jun 2018
	9. Training on Costing New Road Maintenance Contract works for EIIP projects MPWH engineers	27 Jun. 2018
	10. Training on supervision of Performance Based Maintenance Contract works for MPWH foremen	16 Jul. 2018
	11. Training on supervision of Performance Based Maintenance Contract works for MPWH engineers	17 Jul. 2018
	12. Briefing workshop for Highway maintenance contractors	25 Jul. 2018
	13. Training of Trainers for Jordan Engineers Association trainers	5 Aug. 2018
	14. Certified Competence Programme for Civil Engineers Module 4 Supervising Local Resource Based Contracts for MPWH engineers	7 Aug. 2018
	15. Certified Competence Programme for Civil Engineers Module 4 Supervising Local Resource Based Contracts for MPWH engineers	2 Sep. 2018
	16. Training workshop on Social Safeguard for Ministry staff	10 Sep. 2018
	17. Training workshop on Environmental Safeguard for Ministry staff	12 Sep. 2018
	18. Training on Local Resource Based works for MoA and Municipal staff	1 Oct. 2018
	19. Workshop on Standard Operation Procedure	1 Oct. 2018
	20. Training on Costing Highway Road Maintenance works	2 Oct. 2018
	21. Briefing of contractors on new road works under KfW funding	3 Oct. 2018
	22. Certified Competence Programme for Civil Engineers Module 5 – Executing Local Resource Based Contracts	7 Oct. 2018
	23. Costing training for new road contracts for MPWH contractors	15 Oct. 2018
	24. Specialized training for MoA and Municipal officers on supervision of EIIP works	28 Oct. 2018

	25. Training on Supervising EIIP Highway maintenance works	30 Oct. 2018
	26. Costing training for new road works for contractors	7 Nov. 2018
	27. Certified Competence Programme for Civil Engineers Module 1 Planning Local Resource Based Contracts for MPWH engineers	11 Nov. 2018
	28. Training Post tender training on supervision of Highway Maintenance works for contractors and their foremen	18 Nov. 2018
	29. Certified Competence Programme for Civil Engineers Module 2 Preparing Local Resource Based Contracts and Tendering for Contractors	25 Nov. 2018
	30. Training on Supervision of new road contracts for engineers	5 Dec. 2018
	31. Training on Executing of new road contracts for contractors foremen	6 Dec. 2018
	32. Certified Competence Programme for Civil Engineers Module 3 Bidding for LRB Contracts for Contractors	16 Dec. 2018
<b>MSSRP</b>	1. Employment Generation monitoring and reporting for 21 municipalities engineers	September 2018
	2. Introductory workshops for the MSSRP stakeholders and municipalities	December 2018
	3. Awareness workshop for contractors on labour intensive approaches in coordination with the JCCA	
	4. Technical workshop for the ministry of municipal affairs on employment intensive approaches in coordination with the Cities and Villages Development Bank	October 2018

Table 11 Panels and Presentations

#	Participation on Panels and External Workshops	Date	Country
1	The eleventh annual High Commissioner's Dialogue on Protection Challenges at the Palais des Nations	18-19 Dec 2018	Geneva- Switzerland
2	ILO Internal Strategy Meeting	12-13 Dec 2018	Entebbe- Uganda
3	Creating Results through People (CRTP) workshop	3-6 Dec 2018	Geneva- Switzerland
4	Academy on the transition to the formal economy	12-14 Nov 2018	Turin- Italy
5	CCA Thematic Group Discussions	17-19 Nov 2018	Baghdad- Iraq
6	Transport Corridors Project" meetings organized by the World Bank, Iraq	3-5 Nov 2018	Erbil- Iraq
7	Integration and Well-Being of Syrian Youth Workshop	22-23 Oct 2018	Istanbul- Turkey
8	Vienna Migration conference 2018	18 October	Vienna – Austria
9	Meeting with the Netherlands Embassy in Iraq- Discussion Dutch programme	24-28 Sep 2018	Baghdad- Iraq
10	Technical workshop for the preparation of project proposal Jordan - Compliance with Principles of Decent Work in the Agriculture Sector in Jordan	6-8 Sep 2018	Beirut- Lebanon
11	MOA kick off workshop to facilitate Job creation for Syrian refugees and Jordanian host communities through green works the in agriculture and forestry	5 Sep 2018	Dead Sea- Jordan
12	Career Counselling Workshop	9-11 Aug 2018	Aqaba- Jordan
13	ILO Strategic Workshop	23-24 July 2018	Kampala- Uganda

<b>14</b>	Meeting Jordan's refugee response portfolio (non-EIIP): Present and future delivery bottlenecks	22 May 2018	Beirut- Lebanon
<b>15</b>	ERF policy conference on employment, education and housing in Jordan, the impact of Syrian refugee influx	13 May 2018	Amman - Jordan
<b>16</b>	Brussels II Conference	23-25 April 2018	Brussels- Belgium
<b>17</b>	ITC Pension Course	9-13 April 2018	Turin- Italy
<b>18</b>	Meeting with CBI-Netherlands	23 Mar 2018	Netherlands
<b>19</b>	The Third International Conference: Refugees in the Middle East "International Community: Opportunities and Challenges"	14-15 Mar 2018	Jordan
<b>20</b>	Advisory Committee Workshop at Issam Fares Institute in Beirut for Informal Adaptive Mechanisms Project	5-6 Mar 2018	Beirut- Lebanon

## Annex III. ECS and GSO Locations

Employment Service centre	Address	Liaison Officer	Tel:
Amman Employment Service centre			
First Amman Employment Service Centre AlAbdali	First Amman (AlAbdali) Employment directorate King Hussein Street - opposite the Ministry of Education	Nour Al Ajarma	+962 (0) 796468586
Second Amman Employment Service Centre Sahab	Second Amman (Sahab) Employment directorate King Abdullah II Bin Al Hussein Industrial City	Hanadi Samour	+962 (0) 795271089
		Ghaith Abbadi	+962 (0) 791981909
AL Giza Employment Service Centre	AL Giza Employment directorate Opposite the leadership of the Badia - next to the new Giza Municipality	Neveen Fingri	+962 (0) 796042453
Irbid Employment Service centre			
Irbid Employment Service Centre	Irbid Employment directorate Irbid / Cinema Street / next to the Directorate of passports and civil conditions	Eman Mustafa	+962 (0) 797475485
Al Hassan Industrial City Employment Service Centre	AL Hassan IE Employment directorate Irbid / Hassan Industrial City	Moursi Abu Dames	+962 (0) 789211077
Zarqaa Employment Service centre			
Zarqaa Employment Service Centre	Zarqaa Employment directorate New Zarqaa / Street 36	Ibrahim Al-Masri	+962 (0) 792801370
Dhulail Employment Service Centre	Dhulail Employment directorate Dhulail Industrial Complex	Omar Al Awar	+962 (0) 798001573
		Eman Mustafa	+962 (0) 797475485
Jarash Employment Service centre			
Jarash Employment Service centre	Jarash Employment directorate Jarash / Downtown / King Abdullah Street / Dandan Building	Banan Alotoum	+962 (0) 791492043
Madaba Employment Service centre			
Jarash Employment Service centre	Madaba Employment directorate Madaba West Road / beside Al-Farid Markets and Electricity Company	Abeer Qubeilat	+962 (0) 796579947
Al Karak Employment Service centre			
Al Karak Employment Service centre	Madaba Employment directorate Althanyyeh, Alkulyyeh traffic light, AlDalae'en complex	Nehal Al-Sarayra	+962 (0) 795912874
Al Mafrq Employment Service centre			
Al Mafrq Employment Service centre	Mosawah Center for Civil Society Development / Municipality Street / Bab Al Baraka Building - Next to Housing Bank / Second Floor / Office No. 12	Ahmed Khawalda	+962 (0) 796082028
		Mohammed Zboun	+962 (0) 792819267
Zaatari and Al Azraq Camps Centres			
Al Zaatari Employment Service centre	Zaatari camp - next to the vacation office	Mohammed Al Azzam	+962 (0) 792972180
		Khaled Al Sarhan	+962 (0) 796674692
		Mekhled Alsardyyeh (Work Permits)	+962 (0) 772256316
Al Azraq Employment Service centre	Al Azraq camp - next to the vacation office	Mazen Karaymeh	+962 (0) 797753624
		Mamoun AlQadi	+962 (0) 798003897







Table 12. Guidance and Support Office Locations

Location	Address
Amman	GFJTU GSO- Al Shumaisani
Irbid	Marj Bani Amer cooperative
Mafrq	Mousawa /employment centre
Zaatari camp	Zaatari office for employment
Azraq camp	Azraq employment centre

## ANNEX III. Communications material and media coverage









The programme, with the support of the Regional Communications Officer in ROAS, has produced and published various communications material to highlight some of the work that has taken place on the ground. Stories and articles have been produced by the ILO for its own platforms, including its website and social media accounts. Programme activities have also been covered by a number of reputable media outlets, including newspapers, magazines and TV channels.








Table 13 Employment Reports

Agency/Media Outlet	Title	Summary	Link (please click on image)
ILO NEWS	Job Centre For Syrian Refugees Opens In Jordan Camp	The ILO and UNHCR launch the Azraq Centre for Employment to help refugees' access work permits and find employment.	
WASHINGTON POST/AP	Job Centre For Syrians Opens In Jordan Refugee Camp	A job centre opened Sunday in Jordan's second largest camp for Syrian refugees, the latest sign of an EU-backed policy shift meant to improve the lives of the displaced in regional host countries and discourage them from migrating onward.	
JORDAN TIMES	First Job Centre Opens At Azraq Refugee Camp	The International Labour Organisation (ILO) and UNHCR on Sunday opened the first centre for employment at the Azraq refugee camp, aimed at facilitating access for the camp's population to official work opportunities in Jordan.	
RELIEF WEB	Job Centre For Syrian Refugees Opens In Jordan Camp	The International Labour Organization (ILO) and the UN Refugee Agency (UNHCR) inaugurated the Azraq refugee camp's first employment centre.	
ILO FEATURE	Employment Gives Syrian Refugee Women In Jordan "Second Chance"	The ILO and partners are helping Syrian refugees find jobs in Jordan's garment sector, as part of efforts to implement an agreement between the EU and Jordan to relax rules of origin.	
ILO MULTIMEDIA	A New Chance At Employment For Syrian Refugees In Jordan	Syrians forced to leave their country because of the war, now living in refugee camps in Jordan, have a new chance at employment. It is thanks to a job fair at an ILO employment centre for refugees, funded by the European Union.	



ILO NEWS	ILO, EU Delegation Visits Employment Centre Offering Decent Jobs To Jordanian And Syrian Jobseekers	The center, which is funded by the EU, is part of a series of offices being set up across the country by the ILO to help connect Syrian refugees and Jordanian jobseekers with employers. 1,015 people, 26 per cent of whom are women, have so far found jobs through the centres.	
RELIEF WEB	Empowerment through employment for Syrian refugee women in Jordan	To fill this gender gap, UN Women, in partnership with the UN Office of the High Commissioner for Refugees (UNHCR) and the International Labour Organization (ILO), began hosting awareness sessions and job fairs specifically geared towards women. Saleh is now employed by Jarash Garment Factory, and, as of January 2018, 11 per cent of the work permits are going to women refugees.	
UN WOMEN - RELIEF WEB	Women of Syria, eight years into the crisis	To help women work outside the camps, UN Women, the UN Office of the High Commissioner for Refugees (UNHCR) and the International Labour Organization (ILO), organized awareness raising sessions and job fairs in the Oasis centres, increasing the number of work permits being issued to Syrian women refugees from 3 per cent in 2017 to 11 per cent by January 2018.	
ILO NEWS:	ILO, Jordan to expand green employment project for Jordanians and Syrian refugees	The ILO and Jordan's Ministry of Agriculture agree to implement the second phase of a project to boost decent jobs through green works and labour-intensive employment in agriculture and forestry.	
ILO NEWS	Inadequate employment conditions persist in Jordan's agricultural sector – ILO study	A new ILO study into employment conditions in Jordan's agricultural sector found insufficient labour protection for agriculture workers, as well as evidence of child labour in the sector.	
You Tube	Inadequate employment conditions persist in Jordan's agricultural sector – ILO study	Video	
ILO Publication	Inadequate employment conditions persist in Jordan's agricultural sector – ILO study	FULL STUDY	
ILO Publication:	Inadequate employment conditions persist in Jordan's agricultural sector – ILO study	Factsheet (Brief)	

JORDAN TIMES	Despite Labour Law, agriculture sector suffers from 'persistent deficits' — ILO	Majority of worksites included in the study were 'rarely, if ever, visited by labour inspectors, which otherwise act to ensure legislative compliance'	
AL MONITOR	Syrian women face heat, harassment while picking Jordan's crops	Many women who fled the war in Syria have found themselves working to survive with their entire families in Jordan's fields.	
ILO NEWS	Jordan issues first e-work permit for Syrian refugees in construction	The new electronic system was introduced after 16,000 flexible work permits were issued in the sector in one year, as part of an ILO-coordinated agreement between the Ministry of Labour and the General Federation of Jordanian Trade Unions (GFJTU)	
JORDAN TIMES	16,000 flexible construction work permits issued for Syrian refugees in 2017	Over 16,000 flexible working permits for Syrian refugees employed in the construction sector have been issued over the past year, the Ministry of Labour announced last week during a workshop organised by the International Labour Organisation (ILO).	
ILO NEWS	Skill certification programme improves opportunities of employment for Jordanian and Syrian workers	The ILO in Jordan is working with Syrian refugees and Jordanians, the majority of whom are employed in the construction sector, to boost their employment prospects through its Recognition of Prior Learning (RPL) programme	
YouTube	Skill certification programme improves opportunities of employment for Jordanian and Syrian workers	Video	
YouTube	برنامج ميثاق الاردن: هل هو قصة نجاح أم ان نتائجه مخيبة للآمال	BBC Arabic – Video	
ILO NEWS	Jordan's Princess Basma lauds ILO efforts to develop refugee and local women's skills	HRH Princess Basma Bint Talal attended a ceremony to mark the completion of an ILO-supported electrical training programme for women in Jordan. The training programme aims to boost employment among Jordanian and Syrian women through skills development and certification.	

ILO NEWS	Apprenticeship scheme offers Jordanian and Syrian women chance to sell to IKEA	A new ILO-supported sewing and embroidery apprenticeship programme in Jordan aims to boost employment and livelihood opportunities for vulnerable Jordanian and Syrian women	
JORDAN TIMES	JRF, ILO partner for women economic empowerment	Programme aims to support female-headed households, women who are unable to take on jobs due to family constraints	
ILO FEATURE	ILO training opens doors for Syrian refugees and Jordanians	Training programme supports members of both communities to find work and generate income through their newly acquired skills.	
ILO NEWS	ILO, UNHCR strengthen partnership to promote employment for refugees and Jordanian host communities in Jordan	A Letter of Understanding, signed by the two agencies, outlines ways to increase collaboration of joint activities aimed at helping Refugees and Host Communities access decent work.	
RELIEF WEB	ILO, UNHCR strengthen partnership to promote employment for refugees and Jordanian host communities in Jordan	A Letter of Understanding, signed by the two agencies, outlines ways to increase collaboration of joint activities aimed at helping Refugees and Host Communities access decent work.	
VENTURE MAGAZINE	The ILO and the Syrian Conflict: Finding Working Solutions	Even though the Syrian conflict seems to be finally drawing to a close, the UN's International Labour Organization believes it will be dealing with the human fallout of the fighting for years to come.	
ILO NEWS	"Made in Jordan": EU trade agreement creates opportunities in manufacturing sector	Two ILO projects financed by the European Union and the Kingdom of the Netherlands seek to find ways to boost employment for Syrian refugees and Jordanians and increase Jordanian manufacturing exports to the European market as part of the implementation of the Jordan-EU Agreement on the relaxation of the "rules of origin."	

Jordan Times	Ministry of Municipal Affairs, ILO cooperate to boost job opportunities	In its efforts to increase job opportunities for Jordanians and Syrians, the Ministry of Municipal Affairs (MOMA) recently signed a contract with the International Labour Organisation (ILO) under the Municipal Services and Social Resilience Project (MSSRP), which will be implemented in a number of municipalities affected by the Syrian refugee crisis.	<a href="http://www.jordantimes.com/news/local/ministry-municipal-affairs-ilo-cooperate-boost-job-opportunities">http://www.jordantimes.com/news/local/ministry-municipal-affairs-ilo-cooperate-boost-job-opportunities</a>
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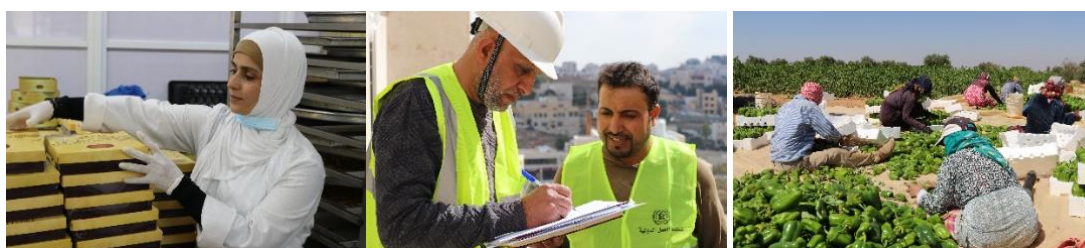
Hyperlink	Report
	معيقات أمام أردنيات وسوريات في سوق العمل، جريدة الغد، 14 يوليو 2018
	بدعم من العمل الدولية، تأهيل أردنيات ولاجئات سوريات للبدء بمشاريع إنتاجية جريدة الغد 18 يوليو 2018
	دراسة تدعو لإطار تنظيمي لزيادة فرص العمل للاجئين والمجتمعات المضيفة جريدة الغد 25 مارس 2018





International  
Labour  
Organization

## ILO Response to the Syrian Refugee Crisis in Jordan - 2018 - A Year in Review



**Jordan's construction sector**

[Skill certification programme improves opportunities of employment for Jordanian and Syrian workers](#)

The ILO in Jordan is working with Syrian refugees and Jordanians, the majority of whom are employed in the construction sector, to boost their employment prospects through its Recognition of Prior Learning (RPL) programme.



### [Jordan issues first e-work permit for Syrian refugees in construction](#)

The new electronic system was introduced after 16,000 flexible work permits were issued in the sector in one year.



**ILO**

**partnership**

### [ILO, UNHCR strengthen partnership to promote employment for refugees and Jordanian host communities in Jordan](#)

A Letter of Understanding, signed by the two agencies, outlines ways to increase collaboration of joint activities aimed at helping Refugees and Host Communities access decent work.

## Labour-intensive employment and agriculture



[ILO, Jordan to expand green employment project for Jordanians and Syrian refugees](#)

The ILO and Jordan's Ministry of Agriculture agree to implement the second phase of a project to boost decent jobs through green works and labour-intensive employment in agriculture and forestry.



[Inadequate employment conditions persist in Jordan's agricultural sector – ILO study](#)

A new ILO study into employment conditions in Jordan's agricultural sector found insufficient labour protection for agriculture workers, as well as evidence of child labour in the sector.

## DECENT WORK AND THE AGRICULTURE SECTOR IN JORDAN

EVIDENCE FROM WORKERS' AND EMPLOYERS' SURVEYS  
2018



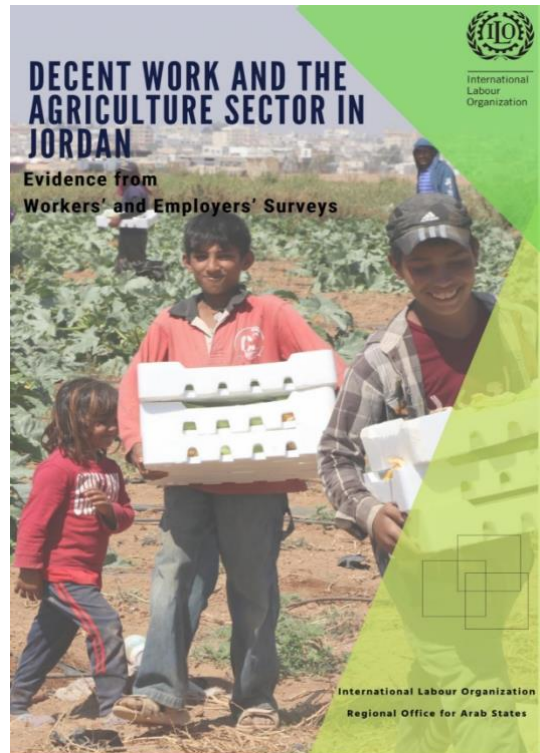
### SUMMARY

The agriculture sector in Jordan provides a critical source of sustenance and income, particularly for the poorest segments of society. Despite its relative level of importance, there is a lack of empirical evidence documenting employment and working conditions in the agriculture sector in Jordan. While small focus group discussions and anecdotal evidence suggest informality and unfavourable working conditions, little data exists to support these claims.

The ILO conducted a study, which provides an initial overview of employment and decent work in the agriculture sector from the points of view of 1,125 Syrian workers and their employers. It looks at workers' employment history, work permit status, working conditions and work arrangements.



The study falls under the Norwegian-funded project entitled 'Job creation for Syrian refugees and Jordanian host communities through green works in agriculture and forestry', which is in its second phase of implementation. It aims to promote better living conditions for Syrian refugees and Jordanians through increased decent work in the agricultural sector and an improved environment.



## Employment

## Centres

### [Job centre for Syrian refugees opens in Jordan camp](#)

The ILO and UNHCR launch the Azraq Centre for Employment to help refugees access work permits and find employment.



See

also:

[Jordan's first job centre for Syrian refugees opens in Zaatari camp](#)  
[Making quality jobs a reality for all: Highlights from Jordan's Better Work Forum](#)

## Women in employment





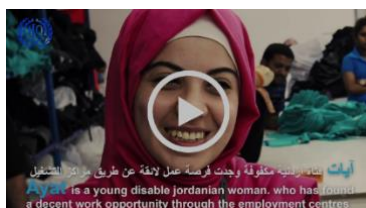
### [Mosaics training opens doors for Syrian refugees and Jordanians](#)

Mosaics training programme supports members of both communities to find work and generate income through their newly-acquired skills.

### [Jordan's Princess Basma lauds ILO efforts to develop refugee and local women's skills](#)



### [Apprenticeship scheme offers Jordanian and Syrian women chance to sell to IKEA](#)



### [Ayat, Jordanian woman with a visual impairment, finds employment and happiness in garment factory](#)

Ayat has never worked before, but through the support of the ILO's job centre, she has recently found employment, which she says has boosted her confidence and independence.



### [Syrian and Jordanian women train and find employment in sweets-making industry](#)

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## Reaching out to job-seekers through social media



ILO's Jordan Facebook page, which supports Jordanian and Syrian job-seekers and workers, has reached over 35,000 followers this past year. The page provides vital information in relations to job and training opportunities, employment services, labour rights and worker entitlement as well as other awareness raising material.

The majority of the page's followers are Syrian refugees who are also provided with work permit-related advice and updates. To find out more, visit [jobsforjordaniansandsyrians](#)

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## Related projects

- [Decent jobs for Jordanians and Syrian refugees in the manufacturing sector](#)
- [EU-ILO collaboration in the monitoring of labour aspects in the implementation of the EU's rules of origin initiative for Jordan](#)
- [Formalizing access to the legal labour market through Recognition of Prior Learning \(RPL\) and certification for Syrians and Jordanians working in the construction, confectionary and garment sectors](#)
- [Job creation for Syrian refugees and Jordanian host communities through green works in agriculture and forestry \(Phase II\)](#)
- [Supporting the strategic objectives of the London Syria Conference 2016 \(Phase II\)](#)
- [Employment through Labour Intensive Infrastructure in Jordan](#)

## Publications

