

## **Strategic Plan 2020 – 2022**

"We have targeted in our national strategy key areas to provide job opportunities and to stimulate growth. One of our priorities is human resources, and therefore we invest in education intensively and emphasize in particular vocational training and technical skills that are needed by the labor market for the provision of workforce for employers"

From the speech of His Majesty King Abdullah II at the Jordanian Investment Forum, Republic of China, Shanghai 31 October 2007

### **Vocational Training Corporation**

#### **Strategic Plan (2020-2022)**

"The human life cycle is constantly changing, and accordingly, social and human organizations and systems evolve with continuous changes in structures, policies, strategies, processes, technology, people and management. Therefore, keeping up with technological changes, reforming, restructuring, self-engineering and developing future plans and strategies is essential for survival in the world of tomorrow."

This strategic plan has been developed and updated based on the organization's previous strategy for the years (2015-2024) to ensure its linkage with the system of the overall strategic map for the employment, training and TVET education sector, which stems from the recommendations of the two documents the "National Agenda", "We are all Jordan". In addition to the Royal Directives to successive governments, the National Strategy for Human Resources Development (2016-2025), and the Jordan Economic Growth Plan (2018-2022). There are also the reports of the King Abdullah II Award for Excellence in Governmental Performance and Transparency, the Country Status Report for the year (2018), the current projects operating in the VTC and the expected projects for the years (2020-2022).

The Vocational Training Corporation was established according to Temporary Law No. (35) of (1976) as one of the five-year Development Projects plan in the (1976-1980) with the aim of expanding the preparation of the trained workforce and organizing the labor market. It started its work in 1977.

The Vocational Training Corporation is currently operating under the permanent law of the Vocational Training Corporation Law No. (11) of (1985) and its amendments for the year 2001. In addition to The Occupational Work Organization Law No. (27) of (1999).

The VTC changed the training pattern in Jordan from the institutional training that was practiced in Vocational Schools in the Ministry of Education, to a new type of training based on training in the workplace to provide trainees with the performance skills necessary to practice work, as the VTC expanded by providing its services in all governorates of the Kingdom to serve industrial, surrounding areas and civil society institutions.

The Vocational Training Corporation provides its services to all citizens at all levels of education from the principle of continuous education and lifelong learning, whether that is vocational preparation programs at their various levels, or programs to upgrade the efficiency of workers practicing in the labor market, and the VTC also provides training and consulting services in the field of occupational safety and health to reduce accidents in work sites. The VTC provides training of trainers and supervisors in the behavioral and administrative aspects, and developing the work of small and medium enterprises.

The number of trainees who have been trained since the establishment of the VTC until the end of the year (2019) amounted to more than four hundred thousand trainees (400,000), 30% of them are females.

The VTC also continuously seeks to strengthen partnerships with the private sector, the main recipient of its services, which is considered a strategic partner for it, and this partnership is based on training according to its needs and for real job opportunities that enable Jordanians to enter the labor market efficiently and competently, which is reflected in improving their standard of living and removing them from the ranks of unemployment, and this goes in line with the implementation of the directives of His Majesty the King.

The VTC believes that the training and qualification of the human being is the main pillar of any economic and social development worldwide, and it forms the backbone in the progress of countries and in protecting their national security and achieving their economic prosperity. This is done side by side with building this human being educationally, politically, economically and socially. Many countries have realized, that their survival and development depend on the extent to which they possess human, scientific and intellectual efficient resources to achieve sustainable development in light of the Fourth Industrial Revolution. Countries must pay attention to Technical Vocational and Education Training.

The successful experiences of the major industrialized countries have encouraged many countries to emulate them and build their own systems, as these countries focused on building real effective partnerships for cooperation, coordination and exchange of interests and experiences between the public and private sectors and civil society organizations, and making available opportunities for companies to finance, manage and operate learning facilities of vocational training in the government sector to prepare an integrated matrix for future careers, reaching all sectors including the productive, industrial and technical.

Vocational training is an urgent necessity to meet the needs of the labor market of technicians and craftsmen. Human education and training have received sufficient attention from the state in the Letters of Assignment to successive governments, in Throne Speeches and in discussion papers of His Majesty King Abdullah II of Jordan since its inception. It is no secret that Jordan relies on qualified and trained human resources for its economy in light of the scarcity of natural resources.

### **Methodology for Preparing the Strategic Plan**

The strategic plan for the Vocational Training Corporation has been prepared in accordance with the standards of preparing and developing strategic plans and it was circulated for approval by the Board of Directors.

- The VTC formed a work team to review the strategic plan for the years (2015-2024) and prepare a strategic plan for the years (2020-2022) headed by His Excellency the Director General and the membership of each of the following VTC senior staff:
  - Assistant Director General for Technical Affairs.
  - Assistant Director General for Administrative and Financial Affairs.
  - Directors of the Vocational Training Regions.
  - Director of the Institutional Performance Development Unit.
  - Director of the Human Resources Directorate.
  - Director of the Financial Affairs Directorate.
  - Director of Supplies Directorate.

- Head of the International Cooperation Department.
  - Head of Planning Department.
  - Coordinator of the Institutional Performance Development Unit.
- The involvement of all operating directorates and units in the VTC, as well as the relevant authorities and partners of the VTC.
  - Procedures for preparing the strategic plan include the following:
    - Review the strategic plan for the years (2015-2024) as well as the vision, mission and core values.
    - Collect and analyze data and information, analyze the internal and external work environment of the VTC, analyze the political, economic, social, technological, environmental and legislative (PESTEL) environment. Identifying key performance indicators for the strategic goals, and identify and analyze the needs of the stakeholders. The VTC held a number of meetings with stakeholders, the field studies (follow-up of graduates, identifying training needs). The VTC reviewed the strategy with the Board of Directors to enhance strengths, address opportunities for improvement, define strategic goals consistent with national goals and formulate them to be SMART.
    - Disseminate the vision, mission, core values, main tasks and the updated strategic plan to all employees in the VTC through (e-mail, website, electronic correspondence system) as well as to external parties from partners and stakeholders to take feedback before approval of the final plan.
    - Set key performance indicators and define programs and projects related to the strategic objectives.
    - Prepare executive action plans by the concerned departments and set performance indicators, timeframes and financial costs necessary for them.

### **Tasks and duties of the VTC**

- a. The VTC provides vocational training opportunities to prepare the technical workforce and upgrade their efficiency in various specializations and levels of non-academic vocational training. The VTC diversify vocational training in the following ways:
  1. Apprenticeships to young people and adults to practice long-term structured training, taking into account the legislation in force.
  2. Train workers in institutions in specialized training centers and at their work sites in order to upgrade their efficiency.
  3. Extensive and rapid training for various occupations.
  4. Training in the fields of Occupational Safety and Health.
- B. Provide support services for the development of Small and Medium Enterprises (SMEs).

### **The National Strategy for Human Resource Development (2016- 2025)**

The VTC seeks to achieve the strategic objectives stated in the National Strategy for Human Resources Development (2016-2025) related to accomplishing a significant increase in the number of young people and adults who possess technical skills compatible with the needs of the labor market and enable them to obtain suitable jobs. The VTC also seeks to open the way for young people to enter the world of entrepreneurship, and these goals, as stated in the National Strategy for Human Resources Development, are as follows:

**First Strategic Objective: Access** – Establish progressive pathways to promote and recognise all forms of learning and skills development within the system and in the labour market and create new options for high quality tertiary TVET education.

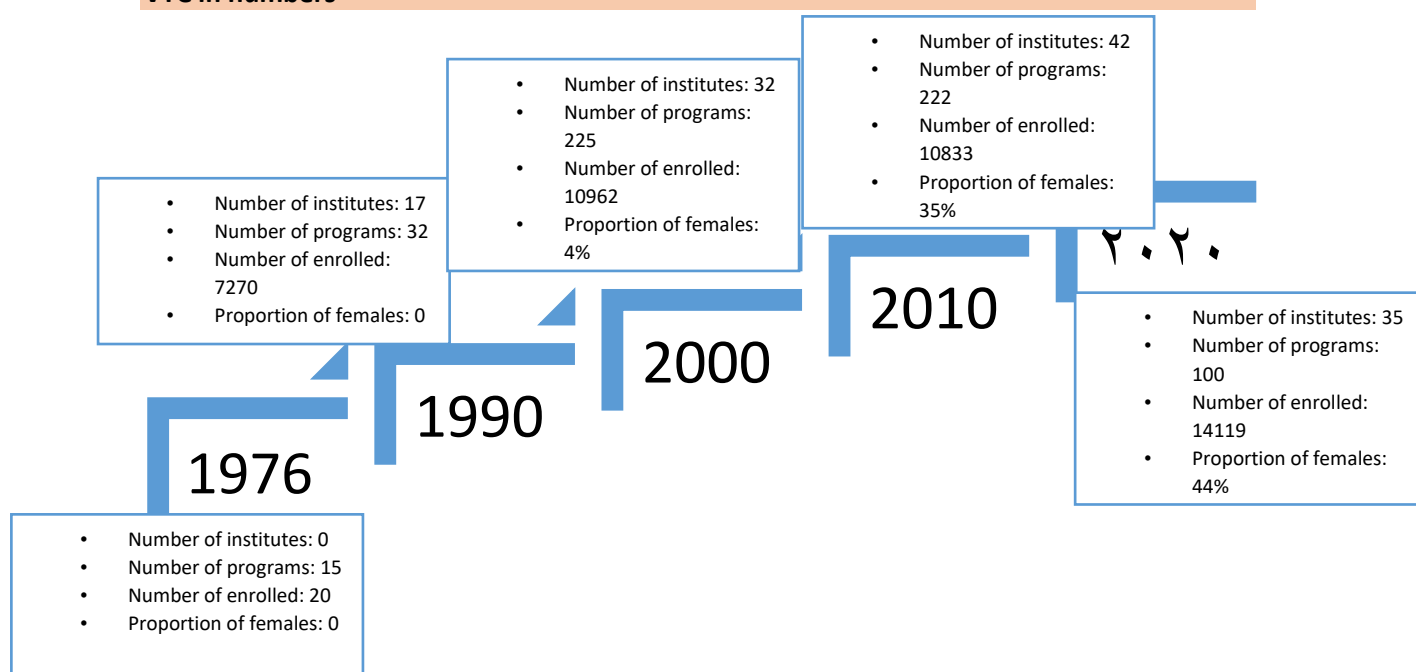
**Second Strategic Objective: Quality** – Increase the quality of TVET through consistent training requirements for TVET instructors, aligning standards and quality assurance for all institutions, and closer coordination with private sector.

**Third Strategic Objective: Accountability** – Put in place clear governance structures to ensure accountability across the sector.

**Fourth Strategic Objective: Innovation** – Innovate funding and provision in the sector through transforming the E-TVET Fund, PPPs, and expanding innovative modes of delivery.

**Fifth Strategic Objective: Mindset** – Promote and establish TVET as an attractive learning opportunity from an early age, and throughout the system.

### VTC in numbers



### VTC Vision:

Provide qualified skilled workers through appealing vocational training.

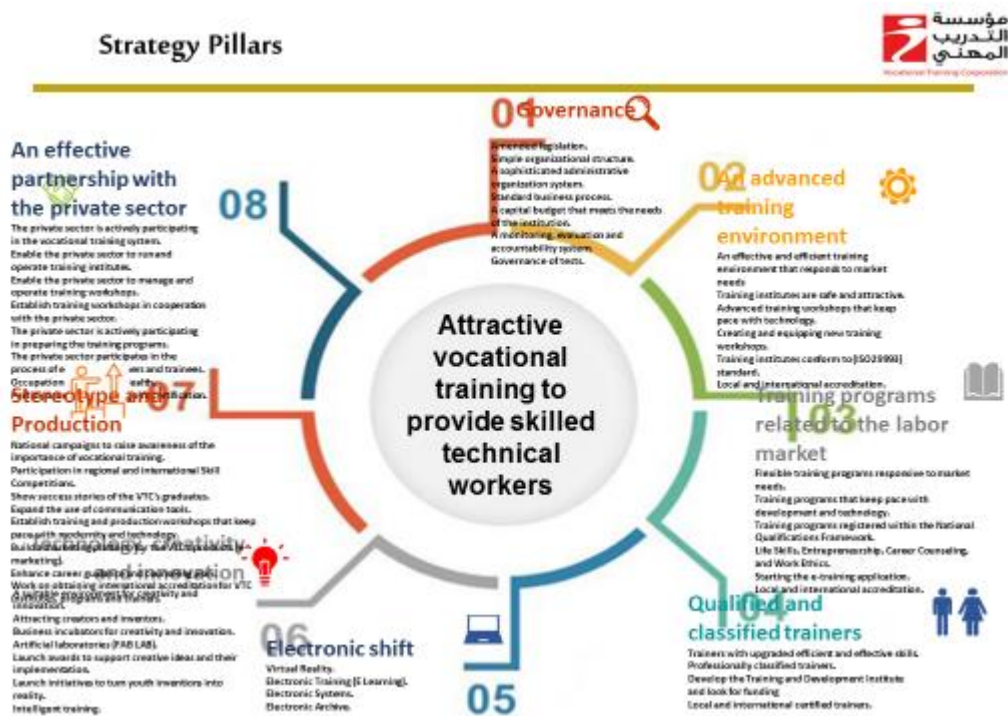
### VTC Mission:

Prepare and qualify skilled workers according to the requirements of the labor market through the development and implementation of a quality training services system that keep pace with modernity and technology in partnership with the public and private sectors, local and international civil society organizations.

### VTC Core Values:

- ❖ Creativity.
- ❖ Institutional excellence.

- ❖ Fairness, integrity and transparency.
- ❖ Teamwork.
- ❖ Training opportunities for everyone.



### Strategic Objectives:

1. Develop a vocational training model that keeps pace with modernity and technological development and meets the requirements of the labor market.
2. Provide training opportunities and encourage for greater participation of females, people with disabilities, and post-secondary graduates in the labor market.
3. Increase the participation of the private sector and civil society institutions in the VTC's work system.
4. Gradual shift towards the Dual System.
5. Change the stereotype of vocational training to become an appealing training.

### Strategic Goals:

- Achieve the principles of governance and the procedures originating from it.
- Build bridges of trust between the VTC and the private sector and work on an effective partnership with public and private sector institutions.
- Create an advanced training environment within international standards.
- Update training programs based on competencies to keep pace with modernity, technological development and the fourth industrial revolution.
- Upgrade the efficiency of trainers, qualify them and classify them according to the best international practices, and work to ensure their continued service at the VTC.

- Create an appropriate environment for creativity and excellence, refine the graduates' persona, and develop their capabilities and in site passion to entrepreneurship, initiative and creativity.
- Target new groups in society i.e. (university and college graduates, post-secondary education, and people with disabilities).
- Apply dual training and link training with employment opportunities (Demand Driven).
- Control expenditures and optimize the available resources.
- Electronic transformation, artificial laboratories and e-training.
- Local community service.

#### Quartet Internal and External Environment Analysis (SWOT)

Points of Strength	Points of Weakness
The belief of internal leadership (senior management) in change and development for the better.	VTC promotion and marketing programs.
Flexibility and diversity in providing multi-disciplinary training programs	Unorganized geographical distribution of institutes.
Extensive geographical coverage of the VTC institutes.	Some training programs do not meet the requirements of the labor market.
Low cost of training for various specialties.	Some of the training equipment is outdated, and do not keep pace with modern technological development.
International organizations consider the VTC as a reference in training and studies.	Decline in the efficiency of the technical staff and the absence of a consistent policy for qualifying and training the staff
The VTC has more than four decades of variety of practical experience.	Insufficient efficiency and effectiveness of career guidance and awareness.
	Resistance to change.

Points of Opportunities	Points of Threats
Political and greater support from the state for Technical and Vocational Education and Training.	Lack of financial allocations needed to develop the training system.
Orientation towards a true partnership between the public and private sectors.	Rapid technological development.
The growing demand for qualified VTC graduates.	Migration of specialized technical talent.
External support from international donor agencies and organizations for Technical and Vocational Education and Training.	Multiple providers for training and increasing competition.
	Low wages and incentives.
	The general impression of the vocational training outcomes from the community.
	Labor market fluctuations in light of economic conditions.

**Strategic options:**

	<b>Points of Strength</b>	<b>Points of Weakness</b>
	<p>The belief of internal leadership (senior management) in change and development for the better.</p> <p>Flexibility and diversity in providing multi-disciplinary training programs.</p> <p>Extensive geographical coverage of the VTC institutes.</p> <p>Low cost of training for various specialties.</p> <p>International organizations consider the VTC as a reference in training and studies.</p> <p>The VTC has more than four decades of variety of practical experience.</p>	<p>VTC promotion and marketing programs.</p> <p>Unorganized geographical distribution of institutes.</p> <p>Some training programs do not meet the requirements of the labor market.</p> <p>Some of the training equipment is outdated, and do not keep pace with modern technological development.</p> <p>Decline in the efficiency of the technical staff and the absence of a consistent policy for qualifying and training the staff.</p> <p>Insufficient efficiency and effectiveness of career guidance and awareness.</p> <p>Resistance to change.</p>
<b>Points of Opportunities</b>	<p>Coordinate donor support to achieve integration in development needs of the VTC.</p> <p>Create an appropriate environment for creativity, excellence, refinement and development of the graduate's persona, capabilities and provide them with in site passion to entrepreneurship, initiative and creativity.</p> <p>Establish vocational training incubators for leadership and creativity.</p>	<p>Institutionalize the relationship with the private sector.</p> <p>Seek local and international accreditation (for institutes, curricula, and for the trainers).</p> <p>Shift to demand – driven training.</p>
<b>Points of Threats</b>	<p>Improve work environment and optimal use of technology.</p> <p>Develop an effective, efficient and responsive training environment to market needs.</p>	<p>Increase the VTC's self-revenue.</p> <p>Community awareness and change of the negative perception of vocational training and occupations related to it.</p> <p>A comprehensive quality system linked to a monitoring, evaluation and accountability system.</p> <p>Initiate e-Marketing Employment.</p> <p>Activate appealing vocational training institute project.</p> <p>Build the capabilities of staff to keep pace with labor market and technological development.</p>



## Stakeholder Analysis

#	Partners	Type of Partnership	Partner Description						Contact method	Expected Impact
			Partnership Framework			Sector				
			Local	Arab	International	Government	Private	NGOs		
1.	Prime Ministry	Organizational, technical, and legislative	✓			✓			Correspondence, Reports, and meetings	
	Ministries									
2.	MoL	Organizational, technical	✓			✓			Correspondence, Reports, and meetings	
3.	MoPIC		✓			✓				
4.	MoF		✓			✓				
5.	MoE		✓			✓				
6.	MoIT		✓			✓				
	Independent Government Institutions		✓			✓				
	The Technical and Vocational Skills Development Commission (TV SDC)	Organizational, technical, and legislative	✓			✓				
	Civil Service Bureau		✓			✓				
	General Budget Department		✓			✓				
	Government Procurement Department		✓			✓				
	Audit Bureau		✓			✓				
	Social Security Investment Fund (SSIF)		✓			✓				
	National Aid Fund		✓			✓				
	Higher Population Council		✓			✓				
	Jordanian Armed Forces									
	Arab Army		✓			✓				
	Public Security Directorate		✓			✓				
	Civil Defense Directorate		✓			✓				
	Public and Private Universities									
	University of Jordan		✓			✓				
	Al-Hussein Technical University		✓			✓				
	Balqa Applied University		✓			✓				
	Private Sector		✓				✓			



	Jordan Chamber of Industry		✓				✓			
	Amman Chamber of Industry		✓				✓			
	Jordan Chamber of Commerce		✓				✓			
	General Federation of Jordanian Trade Unions		✓				✓			
	National Company for Training and Employment		✓				✓			
	Industrial and Development Zones									
	Industrial Zone in Sahab		✓			✓				
	Irbid Industrial Zone		✓			✓				
	Karak Industrial Region		✓			✓				
	Local non-Profit Organizations									
	Jordan River Foundation		✓					✓		
	The Higher Council for the Rights of Persons with Disabilities		✓					✓		
	The Jordanian Hashemite Fund		✓					✓		
	International Organizations							✓		
	JICA				✓			✓		
	GIZ				✓			✓		
	KOICA				✓			✓		
	USAID				✓			✓		
	Singapore-AMED				✓			✓		
	ILO				✓			✓		
	ETF				✓			✓		
	British Council				✓			✓		
	IYF				✓			✓		
	Save the Children				✓			✓		
	UNRWA				✓			✓		
	Care				✓			✓		

\* The nature of the relationship or partnership is organizational, technical, legislative, and supervisory.

## **Initiatives, Programs and Development Projects**

1. Enhance the effective participation of the private sector in developing the VTC's training system.
2. Improve the quality of vocational training institutes at all levels (environment, equipment and programs).
3. Community awareness and improving the negative perception of vocational training and occupations related to it.
4. Upgrade the capabilities of the technical staff in the VTC.
5. Vocational training incubators for leadership and creativity.
6. Promotion and marketing of VTC.
7. National Auto Maintenance Center Project in cooperation with local car agencies.
8. 3D Printing Project.
9. A comprehensive quality system project linked to a monitoring, evaluation and accountability system.
10. Electronic trainee portal project.
11. A comprehensive and effective labor market information system project that is linked with the electronic trainee portal and social security.

## **Appendices**

Appendix (1): Assessment Report of the Status of the Vocational Training Corporation.

Appendix (2): VTC Action Plan.

Appendix (3): VTC Monitoring and evaluation plan.

Appendix (4): VTC Risk Management Plan.