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GAP ANALYSIS

IRAQ VOCATIONAL TRAINING AND EMPLOYMENT SERVICES PROJECT

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GAP ANALYSIS – PHASE II

IRAQ VOCATIONAL TRAINING AND EMPLOYMENT SERVICES PROJECT

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INTRODUCTION

Unemployment is one of the most serious problems facing the Iraqi people and their government, especially after the war, 2003. The proportion of unemployed people is still unknown, but there are estimates reaching up to 65% of people of working age.

Before the war, the Ministry of Labor and Social Affairs (MOLSA) was responsible through its employment centers, for the process of people's employment. These centers were neglected, however, and there were no clear policies or procedures.

After the war, the CPA (Coalition Provisional Authority) advisors assisted MOLSA in the development of a strategy to revitalize employment services in Iraq. The strategy was implemented primarily through 2 complementary entities, Employment Services Centers (ESC) and Vocational and Technical Training Centers (VTTC).

In the project, several contractors played a role. The first one was "Legend Land" a private Danish contractor (December 2003-December 2004). With MOLSA partnership, IOM and Legend Land opened 18 employment centers, and 6 vocational centers. In the second phase (started in December 2004) another team of contractors continued the work. The joint venture consisted of: the Louis Berger Group (LBG), Management & Training Corporation (MTC), ResCare, and Citizens International. To verify the state of the centers and make suggestions for further development or upgrade, a gap analysis of the centers was the first step for the LBG/MTC team. The first gap analysis was only a preliminary survey to be followed by a second phase once the elections were over and a new Minister of Labor was appointed.

Objectives of Phase Two - Gap Analysis

1. To establish the condition of the employment services centers and the vocational and technical training centers.
2. To establish a base line data-base for comparison in the future.
3. To estimate the cost of refurbishment and upgrades for the centers.

Methodology

Dates of Study

A second phase Gap Analysis (survey) was implemented during May-June 2005.

Instrument Used

A study instrument was designed by the team leader, in English, it was then translated to Arabic. It includes basic information about the center, the infrastructure, equipment and furniture, staff information, and ESC and VTTC operations. The instrument also involved two questionnaire forms, one for the ESC participants, and the second for VTTC trainees. The ESC Participants Questionnaire Form involved general information about the client, his opinion about the center and the services provided, and the customer service provided.

Participants were asked whether they had a job or not. The VTTC Trainees Questionnaire Form involved, in addition to the previous questions, other questions about experiences and skills gained from the trainers, questions about the trainers ability, and questions about the training equipment available.

This instrument is provided as an appendix.

Data collection

Twelve men, six from MOLSA, and six from MTC, participated in the data collection process. These twelve data collectors attended a one day training session before going out to collect any data. The team leader gave instructions to the data collectors and reviewed each question. Enough time was given for each data collector to raise any questions about the survey. The data collectors were divided into six teams of two individuals each and started work three days after the training session.

Statistical analysis

The data was entered by the team leader into the Statistical Package for Social Sciences (SPSS), Version II. Then data was analyzed and the outcome indicators were measured. Graphs were created by the use of Microsoft Excel 2003.

Results

Type of facility

There were a total of thirty-five centers surveyed. The centers consisted of 18 (51.4%) Employment Services Centers (ESCs) and 17 (48.6%) Vocational Technical Training Centers (VTTCs). Most of these centers were separate facilities except for three centers. These are listed in Table I. All of the centers are located in urban areas.

Table I. Names of the centers surveyed listed by governorate.

Rank	Name of the center	Governorate
1.	ESC & VTTC Duhok	Duhok
2.	ESC & VTTC Erbil*	Erbil
3.	ESC & VTTC Salah al deen	Salah al deen
4.	ESC Babil	Babil
5.	ESC Basra	Basra
6.	ESC Diwaniyya	Qadisiya
7.	ESC Diyala	Diyala
8.	ESC Kerbala□	Kerbala
9.	ESC Khanikeen	Diyala
10.	ESC Kirkuk	Kirkuk
11.	ESC Kut	Wasit
12.	ESC Misan	Misan
13.	ESC Najaf□	Najaf□
14.	ESC Nasiriyya	Thi qar
15.	ESC Ninawa	Ninawa
16.	ESC Simawa	Muthanna
17.	ESC Sulaimania	Sulaimania
18.	ESC Wazeriya	Baghdad
19.	ESC,VTTC Abu Ghraib	Baghdad

Rank	Name of the center	Governorate
20.	VTTC Sadir city	Baghdad
21.	VTTC Shaab	Baghdad
22.	VTTC Shula	Baghdad
23.	VTTC Ur2	Baghdad
24.	VTTC Zafraniyya	Baghdad
25.	VTTCI Baghdad	Baghdad
26.	VTTC Abu Al Khaseeb	Basra
27.	VTTC Zubair	Basra
28.	VTTC Basra	Basra
29.	VTTC Diyala	Diyala
30.	VTTC Kirkuk	Kirkuk
31.	VTTC Kut	Wasit
32.	VTTC Najaf	Najaf
33.	VTTC Nasiriyya	Thi qar
34.	VTTC Ninawa	Ninawa

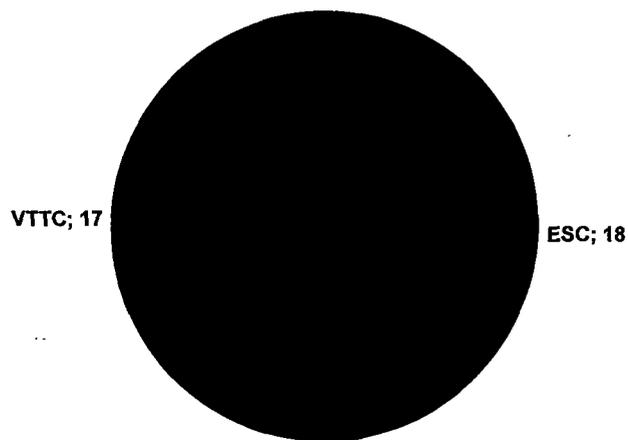


Figure 1. Facilities surveyed by type

Security status

The majority of the centers are located in safe places. Only six (17.1%) centers are located either in unsafe or very unsafe places (table 2).

Table 2 Distribution of the centers by security status.

Security status	Frequency	Percentage
Safe	15	42.9
Very safe	14	40.0
Unsafe	4	11.4
Very unsafe	2	5.7
Total	35	100.0

The unsafe and the very unsafe places are distributed according to governorates as follows: two in Diyala, two in Baghdad, one in Ninawa, and one in Kirkuk.

Almost all of the centers (97.1%) were guarded 24 hours. Only one center was not.

Centers Looted

Out of thirty-four centers, seven (20.6%) were looted (figure 2). This relatively low percentage could be attributed to the fact that many centers were established after the war, so they escaped looting.

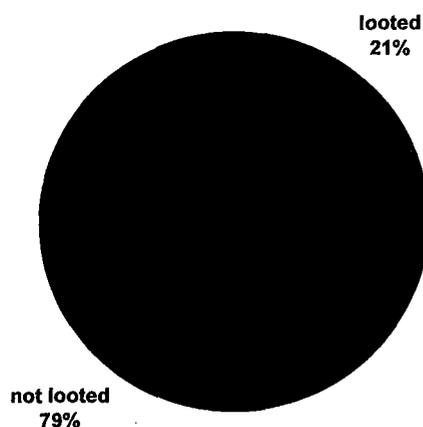


Figure 2. Percentage of the looted centers

Participants' statistics

Considering the ESCs only, the mean number of registered participants was 32,191, the median was 15,592, ranging from 38 to 143,598.

In the ESCs the mean and median waiting time for the client (before talking to the employee in charge) was around ten minutes, ranging from two to twenty minutes.

Participants' records

Data from 33 centers showed that twenty (69.7%) centers had a functional record system. Only seven (21.2%) had no record system (figure 3).

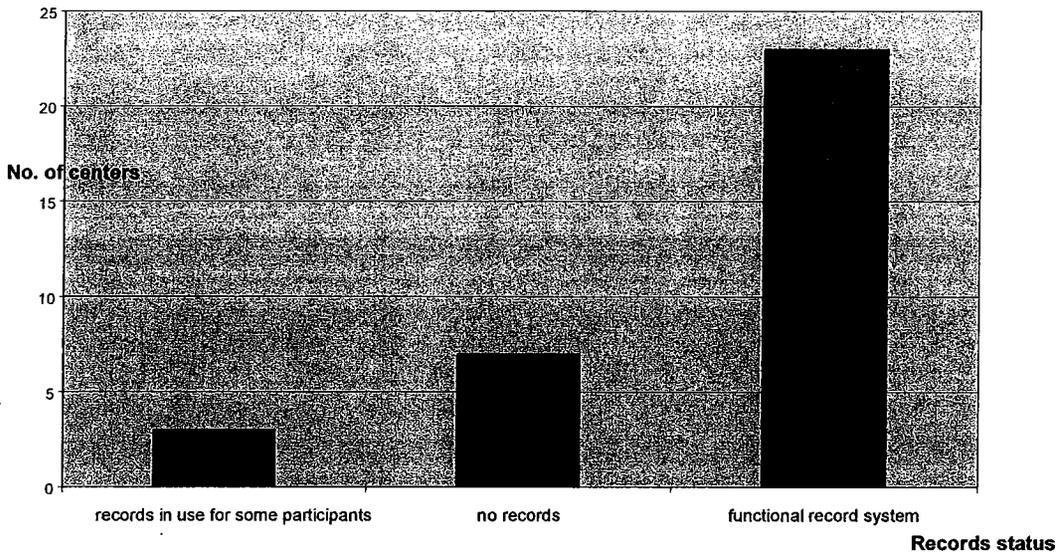


Figure 3. Distribution of centers by client records availability.

In 24 out of 33 centers (72.7%), electronic records were available, while the rest did not possess such records. Around one quarter (24.2%) of the centers submit the data to the ministry of labor and social affairs (MOLSA) weekly, and another quarter (24.2%) submit the data monthly. The rest (51.6%) of the centers submit the data to MOLSA every 2 weeks.

Comparison with the condition before the war

Many centers were established after the war, so only 12 or 13 centers were considered.

Staffing was not affected by war. The quantity or quality was better in more than 60% of the centers. Buildings were also renovated and became better or much better in 61.6% of the centers. In 30.8% of the centers, the furniture became worse or much worse. Also in 53.9% of the centers, the equipment became either worse or much worse. In around two thirds of the centers, the number of participants was either the same or more than before the war (table 3).

Table 3 Comparison with the status before the war regarding staffing, building, furniture, equipment, and participants.

Status	Staffing		Building		Furniture		Equipment		Participants	
	No.	%	No.	%	No.	%	No.	%	No.	%
Much better	2	15.3	4	30.8	5	38.5	1	7.7	4	33.3
Better	6	46.2	4	30.8	4	30.8	5	38.5	2	16.7
Same	5	38.5	2	15.4	0	0	0	0	2	16.7
Worse	0	0	2	15.4	2	15.4	3	23.1	4	33.3
Much worse	0	0	1	7.7	2	15.4	4	30.8	0	0
Total	13	100	13	100	13	100	13	100	12	100

Functional status of the centers

Results showed that 30 out of 33 centers (90.9%) were functioning at the time of the survey. The other 3 were not functioning.

Infrastructure

Ownership of the building

Figure 4 shows that 27 (77.1%) buildings were owned by MOLSA, 4 (11.4%) buildings were rented, and the other 4 were related to other public sectors.

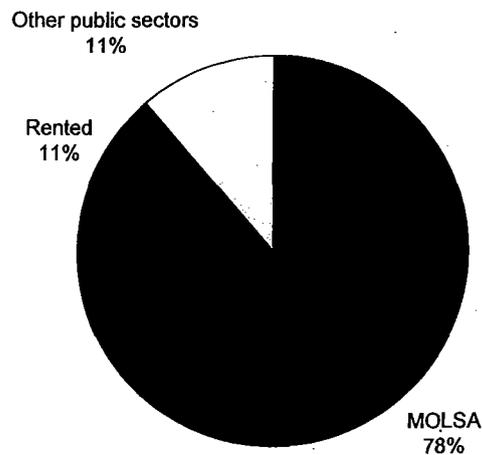


Figure 4. Distribution of the centers according to ownership

Renovation after the war

Fifteen out of 31 centers (48.4%) had been renovated after the war, while the other 16 (51.6%) were not renovated. However, many centers were established after the war, and some of them have been recently established. Data was not available on 4 centers (figure 5).

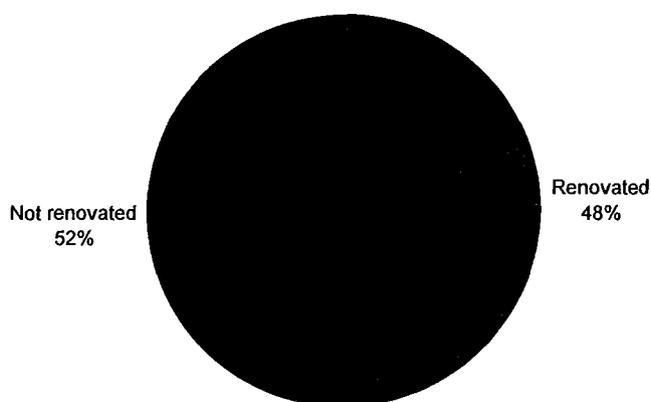


Figure 5. Centers' renovation after the war.

Presence of different types of rooms

Table 4 represents the presence of specific types of rooms needed by the staff and the participants. A waiting room was present in only 13 (37.1%) centers. In 8 centers there was no private director room. Two centers (5.7%) had no toilet. The mean No. of rooms was 21, and the median was 8 rooms.

Table 4. Presence of different types of rooms in the ESCs and the VTTCs.

Type of Room	Number	Percentage
Waiting room		
Present	13	37.1
Absent	22	62.9
Meeting room		
Present	6	17.1
Absent	29	82.9
Private director room		
Present	27	77.1
Absent	8	22.9
Personnel room		

Type of Room	Number	Percentage
Present	25	71.4
Absent	10	28.6
Library		
Present	7	20.0
Absent	28	80.0
Toilet		
Present	33	94.3
Absent	2	5.7
Bathroom		
Present	12	34.3
Absent	23	65.7
Kitchen		
Present	12	34.3
Absent	23	65.7
First aid section		
Present	4	11.4
Absent	31	88.6
Laboratory		
Present	4	11.4
Absent	31	88.6

Note: Percentages were measured out of a total 35.

Sources of water supply

Almost all of the centers (34 center) get their water supply from the public network. Only one center got its water supply from other sources.

Tap water supply from public network was always available in 14 (40%) centers, not always available in 17 centers, and not available at all in 4 centers (figure 6).

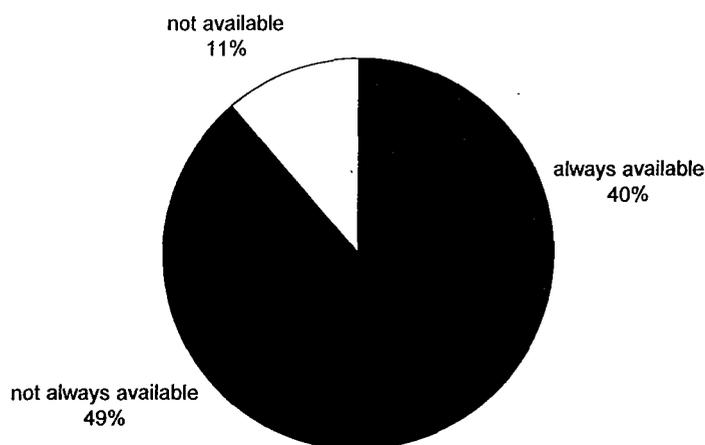


Figure 6. Tap water availability

Water tank was present in 30 (85.7%) centers, and the rest had no water tank.

Twenty two (62.9%) centers need a water pump, and only 19 had a working water pump.

Electric generators

Electric generators were present in 24 (68.6%) centers. Nineteen centers had working generators.

The electricity produced by the generators was sufficient in only 13 centers, ie sufficient KVA.

The percentage of working hours during which electricity (from any source) was available was as follows:

Mean = 72.71%, Median = 80.0%, ranging from 10% to 100%.

Percentage of rooms covered with cooling

The mean was 71.14%, median was 100.0%, ranging from 0.0 to 100.0%.

Percentage of rooms with sufficient illumination

The mean was 76.7, the median was 100.0 ranging from 0.0 to 100.0%.

Windows with broken glass

The proportion of windows with broken glass was obtained by dividing the No. of windows with broken glass by the total No. of windows. The mean of this proportion was 9%, the median was 0.0%, ranging from 0-71%. Results showed that 22 out of 32 centers (68.8%) had no window with broken glass.

Percentage of walls that needed rehabilitation

The mean % of walls that needed rehabilitation was 24.2%, with a median of 10.0, ranging from 0.0 to 100%. In 14 centers there was no need for walls rehabilitation at all.

Percentage of floor that need rehabilitation

The mean % of floor that need rehabilitation was 17.5%, with a median of 0.0%, ranging from 0 to 100%. In 18 centers there was no need for floor rehabilitation.

Presence of various types of equipment and furniture

Table 5. Presence of various types of equipment and furniture

Equipment	No.	%	No. of equipment (if present, or available)			
			Mean	Median	Range	N
Computers						
Present	31	88.6	15	12	1-75	31
Absent	4	11.4				
Specific software to the training of the center						
Present	18	51.4				
Absent	17	48.6				
Printers						
Present	28	80.0	4.6	3	1-25	28
Absent	7	20.0				
Photocopy machines						
Present	25	71.4	1.9	2	1-5	25
Absent	10	28.6				
Televisions						
Present	22	62.9	4.1	1.5	1-25	22
Absent	13	37.1				
Digital cameras						
Present	4	11.4	2	1.5	1-4	4
Absent	31	88.6				
Telephones (phone lines)						

Equipment	No.	%	No. of equipment (if present, or available)			
			Mean	Median	Range	N
Present	21	61.8	2.8	1	0-19	21
Absent	13	38.2				
Internet connection						
Present	14	40.0	2.75	1	1-11	12
Absent	21	60.0				
Wireless internet connection						
Present	4	11.8				
Absent	30	88.2				
Network connecting computers						
Present	8	22.9				
Absent	27	77.1				
Refrigerator						
Present	24	68.6	3.6	2	1-12	24
Absent	11	31.4				
Water dispensers						
Present	21	60.0	2.6	2	1-8	21
Absent	14	40.0				
Chairs for participants						
Present	19	54.3	30.2	25	4-90	19
Absent	16	45.7				
File cabinet						
Present	27	77.1	13.3	10.0	1-48	27
Absent	8	22.9				
White board						
Present	22	62.9	11	6	1-50	22
Absent	13	37.1				
Sufficient quantity of stationary						
Present						
Absent						
First aid kit						
Present	1	2.9	1	1	1	1
Absent	34	97.1				
Stove						
Present	15	42.9				
Absent	20	57.1				

Toilets and sanitation

It is evident from figure 7 that out of 34 centers surveyed, 21 (61.8%) centers had working and clean toilets, while 7 (20.6%) had no working toilets.

Results showed also that only 19 (70.4%) out of 27 toilets were opened for the participants.

Soap was available in only 15 toilets.

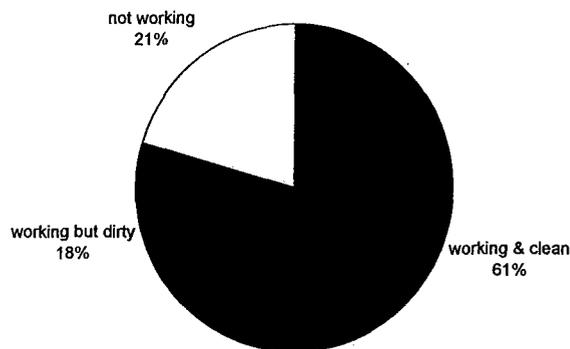


Figure 7. Status of toilets in the centers

Employment data

The following data are related to the ESCs only.

-The total No. of applicants to the 18 centers was 603,974, with a mean of 33,554 and a median of 17,066, ranging from 539 to 143,598.

-The total No. of applicants who were placed in a job was 185,816 (in 17 centers). The mean was 10,930, the median was 8,500, ranging from 95 to 50,219.

-The employment ratio was measured by dividing the total No. of applicants who were placed in a job by the total No. of applicants. The mean and median of this ratio was around 35%, ranging from 3% to 77%.

-The highest ratio was in Kerbala, and the lowest was in Erbil (figure 8).

*The total No. of applicants to the 18 centers during the last 30 days was 9,149, with a mean of 508, and a median of 317, ranging from zero to 2200.

*The total No. of applicants who were placed in a job (in 16 centers) was 215, with a mean of 13, and a median of zero, ranging from zero to 74.

*The employment ratio for the last 30 days was measured for 14 centers with the following results: Mean was 9%, median was 1.5%, ranging from zero to 45%.

*Figure 9, shows that the employment ratio during the last 30 days was zero in 7 governorates (Ninawa, Babil, Najaf, Diyala, Diwaniya, Simawa, and Misan).

-Follow-up of applicants after assigning them to a specific job was also investigated. Data was obtained from 10 centers only. A 'still working ratio' was measured by dividing the No. of participants who were still working by the total No. of participants who were assigned to a specific job. The mean ratio was 39%, with a median of 8.6%, ranging from zero to 100%.

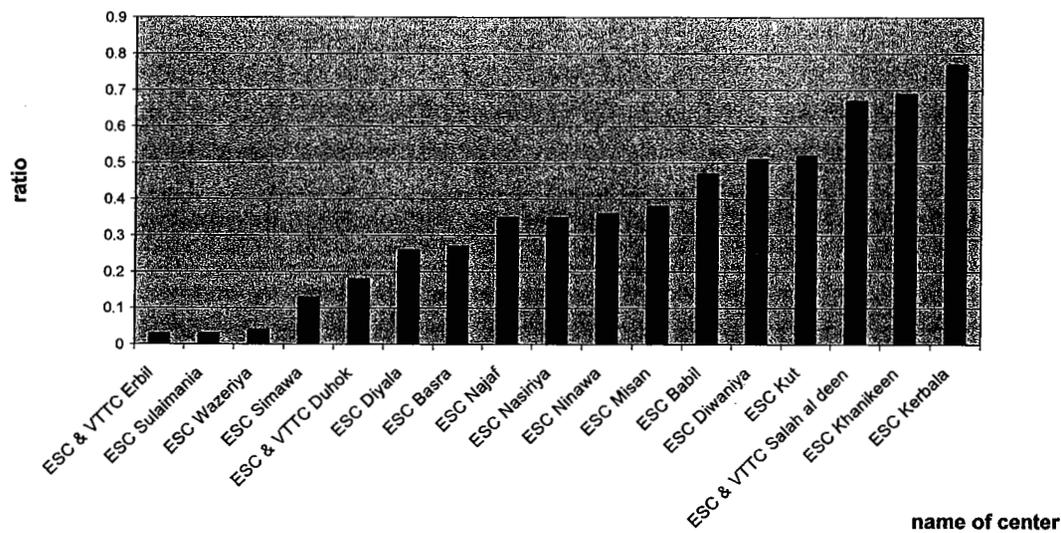


Figure 8. Employment ratio by center's name

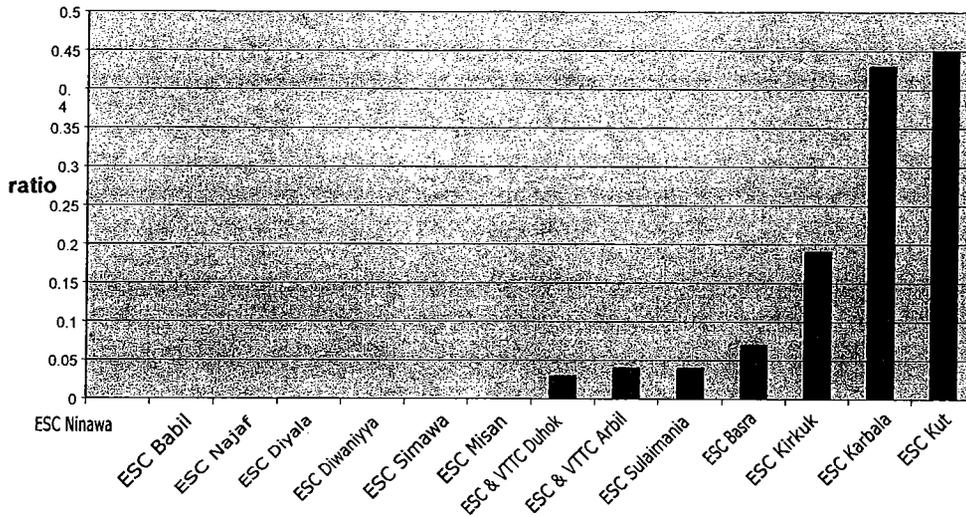


Figure 9. Employment ratio for the last 30 days by name of center. name of center

Vocational training

The following data is related to VTTCs.

Figure 10 shows that 15 (88.2%) centers offer vocational training at the present time.



Figure 10. Provision of training services

Table 6. Distribution of the centers by presence of various fields of training, and availability of training equipment.

Field of training	No.	%	Availability of training equipment			
			Available No. (%)	Partly Available No. (%)	Not available No. (%)	Total No. (%)
Sewing						
Present	9	60.0	6 (66.7)	3 (33.3)	0 (0)	9 (100)
Absent	6	40.0				
Total	15	100.0				
Carpentry						
Present	6	40.0	0 (0)	5 (83.3)	1 (16.7)	6 (100)
Absent	9	60.0				
Total	15	100.0				
Machine Tools						
Present	10	66.7	3 (30)	5 (50)	2 (20)	10 (100)
Absent	5	33.3				
Total	15	100				
Availability of training equipment						
Field of training	No.	%	Available No. (%)	Partly Available No. (%)	Not available No. (%)	Total No. (%)
Electrical						
Present	10	66.7	4 (40)	6 (60)	0 (0)	10 (100)
Absent	5	33.3				
Total	15	100				
Auto Repair						
Present	4	26.7	1 (25)	1 (25)	2 (50)	4 (100)
Absent	11	73.3				
Total	15	100				
Welding						
Present	9	60	3 (33.3)	5 (55.6)	1 (11.1)	9 (100)
Absent	6	40				
Total	15	100				
Elevator Repair						

Present	2	13.3	0 (0)	1 (50)	1 (50)	2 (100)
Absent	13	86.7				
Total	15	100				
Cosmotology						
Present	6	40	0 (0)	4 (66.7)	2 (33.3)	6 (100)
Absent	9	60				
Total	15	100				
Plumbing						
Present	4	26.7	3 (75)	0 (0)	1 (25)	4 (100)
Absent	11	73.3				
Total	15	100				
Computer software						
Present	12	80	6 (50)	4 (33.3)	2 (16.7)	12 (100)
Absent	3	20				
Total	15	100				
Computer Technician						
Present	6	40	3 (50)	3 (50)	0 (0)	6 (100)
Absent	9	60				
Total	15	100				
English						
Present	12	80	1 (8.3)	8 (66.7)	3 (25)	12 (100)
Absent	3	20				
Total	15	100				
Arabic						
Present	7	50	1 (14.3)	4 (57.1)	2 (28.6)	7 (100)
Absent	7	50				
Total	14	100				

Table 6 shows that there are no vocational training courses that are universal for all of the centers. The majority of the centers (80%) provide training in the fields of computer software and English language. Also more than half of the centers provide training in the fields of sewing, machine tools, electrical, and welding. But not all centers provide all of the above mentioned fields of training.

Relationships with other organizations and the community

- Results showed that 22 (75.9%) out of 29 ESCs and VTTCs make some level of relationships with each other in order to reach their objectives.
- Twenty one (70%) out of 30 centers had some level of partnership with other organizations.
- Eighteen (64.3%) out of 28 centers perform market needs analysis.

Staff of the centers

Results showed that 533 (40.4%) employees work in the ESCs, and 767 (58.2%) work in the VTTCs, and the remaining 19 (1.4%) work in combined facilities (figure 11).

The total No. of employees was 1,319.

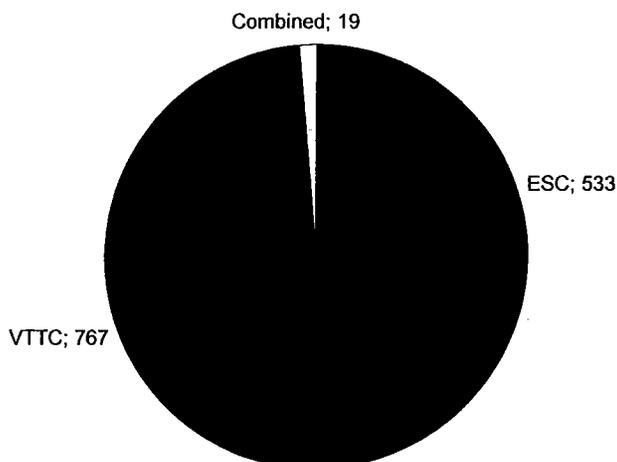


Figure 11. Centers' staff by type of facility

Age

The mean age of the staff was 38.7 years, the median was 37 years, ranging from 17-70 years (note that ages of 65 employees were missing).

Years of formal education

The mean was 11.76, the median was 12 years of formal education, ranging from 0-19 years. (note that 91 cases were missing). Table 7 shows that around one third (29.42%) of the staff were college graduates or higher levels. One quarter of the staff were either graduates from intermediate schools or lower levels.

Table 7. Distribution of the staff by educational level.

Level of education	No.	%
Primary (or less)	223	16.91
Intermediate	119	9.02
Secondary	298	22.59

Level of education	No.	%
Institute	200	15.16
College+	388	29.42
Missing	91	6.90
Total	1319	100.00

Gender

More than two thirds (68.9%) of the employees were males . The number of male employees was 908, and for females numbered 410, and for one, the informations was missing (figure 12).

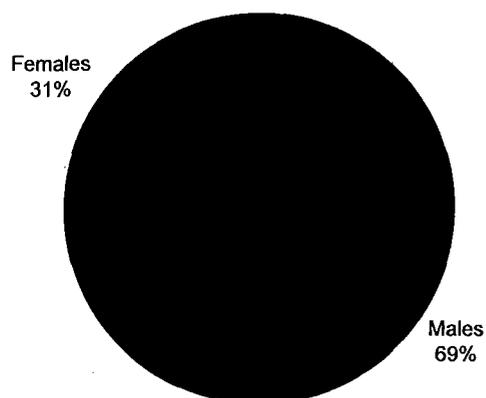


Figure 12. Distribution of employees by gender.

Handicapped staff

Information from 22 centers showed that the total No. of handicapped staff was 17. The mean was 0.7727, and the median was 0.00, ranging from 0 to 4.

Job titles

A long list of job titles was found after analyzing the data. The following are examples: professional trainers (30.54%), clerks (13.48%), accountants and related jobs (6%), engineers (5.4%), managers (5.1%), computer maintenance (4.95%), guards (4.87%), drivers (3.2%), kitchen assistants (2.8%), data clerks (1.98), mail workers (1.4%), and less than 1% for other jobs.

Job description

Only 23 centers responded when asked if they had job descriptions and 12 centers did not respond. The majority (82.6%) said that there is a job description for the staff.

Need for capacity building

Out of 23 centers, 21 (91.3%) centers indicated that there is a need for capacity building for their staff.

Fields for capacity building

Only 17 centers replied. Most felt that there was a need for capacity building in all of the vocations and fields of training present in their centers.

ESC participants' survey

Data was collected from 81 participants attending 14 ESC centers (table 8). The majority were from Nasiriya (14), Diwaniya (13), and Kirkuk (7).

Table 8. Distribution of ESC participants by governorates.

Name of center	frequency	%
ESC Diyala	2	2.47
ESC Sulaimania	2	2.47
ESC Kerbala	2	2.47
ESC Misan	3	3.70
ESC Basra	4	4.94
ESC Babil	5	6.17
ESC Najaf	5	6.17
ESC Erbil	6	7.41
ESC Simawa	6	7.41
ESC Wasit	6	7.41
ESC&VTTC Waziriya	6	7.41
ESC Kirkuk	7	8.64
ESC Diwaniya	13	16.05
ESC Nasiriya	14	17.28
Total	81	100.00

Characteristics of the participants surveyed:

Age

The mean age of the participants was 29.8 years, median was 26 years, ranging from 17 to 83 years.

Gender

The majority (64) were males, and (17) were females (figure 13).

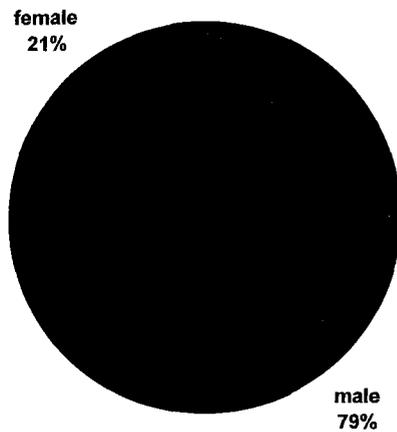


Figure 13. Distribution of ESC participants surveyed by gender.

Previous experience

Thirty nine participants (48.1%) had previous experience, and 42 (51.9%) had no previous experience.

Means by which the participants heard about the centers

Figure 15 shows that more than two thirds (71.6%) of the participants heard about the center from their friends, a lesser percent by television (13.6%), and newspaper (7.4%).

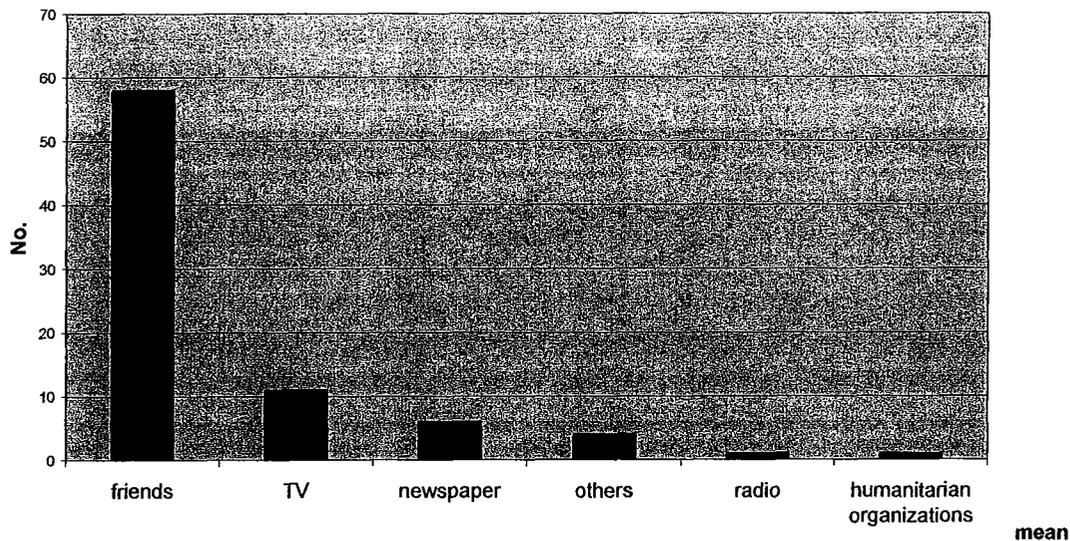


Figure 15. The mean by which the clients heard about the ESC

Customer service received by participants

Around half (49.4%) of the participants felt that they were excellently treated by the employees. The other responses were either very good (35.8%), or good (14.8%).

In general the relationships are good between the participants and the ESC employees.

Opinion about the organization of the centers

More than half (51.9%) of the participants think that the services are very organized, and 41.8% feel that the services are organized, and the rest (6.3%) feel that services are not organized.

Waiting places

Suitable waiting places were available for 73.4% of the participants, and not suitable places for 16.5%, while the remainder (10.1%) said that there were no areas designed for waiting. Two participants did not respond.

Obtaining Employment

Only 7 (8.6%) participants in the survey found a job (figure 16).

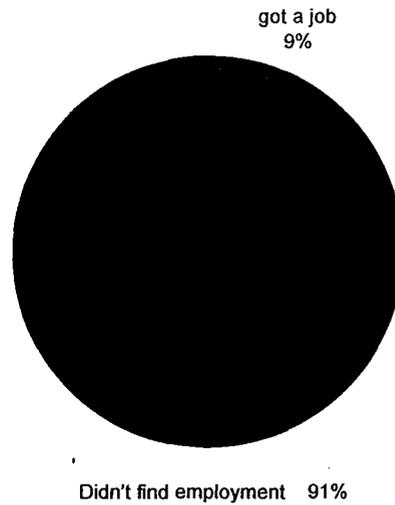


Figure 16. Proportion of participants who found employment.

Future job opportunities

The centers have assured 41 participants (out of 64) that they would provide them with jobs in the future. 17 participants did not respond

VTTC Participant Survey

Table 9 shows that the sample involved 41 trainees, 7 centers, and 6 governorates from the north, middle, and south of Iraq.

Table 9. Distribution of VTTCs trainees by governorates.

Name of the center	No.	%
VTTC Abu Al Khasib	1	2.4
VTTC Zubair	3	7.3
VTTC Sulaimania	5	12.2
ESC & VTTC Waziriya	5	12.2
VTTC Kut	6	14.6
ESC & VTTC Erbil	9	22.0
VTTC Nasiriya	12	29.3
Total	41	100.0

Age

The mean and median age of the sample was 28 years, ranging from 18-49 years.

Gender

Less than half (43.9%) of the surveyed population were males, and the rest (56.1%) were females.

Marital status

The married participants constituted 42.5% of the sample, and the single participants constituted 57.5% of the sample.

Years of formal education

The mean was 9.6 years, and the median was 9, ranging from 0-16 years of formal education. More than half (55%) were graduates from intermediate schools or lower levels (i.e. less than 9 years of formal education).

Previous experience

More than one third (36.6%) claimed that they had previous experience.

Fields of training

Table 10 presents the fields of training of the participants of the sample surveyed.

Table 10. Distribution of the sample by fields of training.

Field of training	No.	%
Carpentry	1	2.86
Arabic lessons	1	2.86
English lessons	2	5.71
Cooling	3	8.57
Welding	4	11.43
Sewing	7	20.00
Electric installations	8	22.86
Computers	9	25.71
Total	35	100.00

Means by which the trainee heard about the centers

Figure 17 shows that 47.5% of the trainees heard about the centers from their friends, TV, radio, newspaper, and additional other means accounted for the rest.

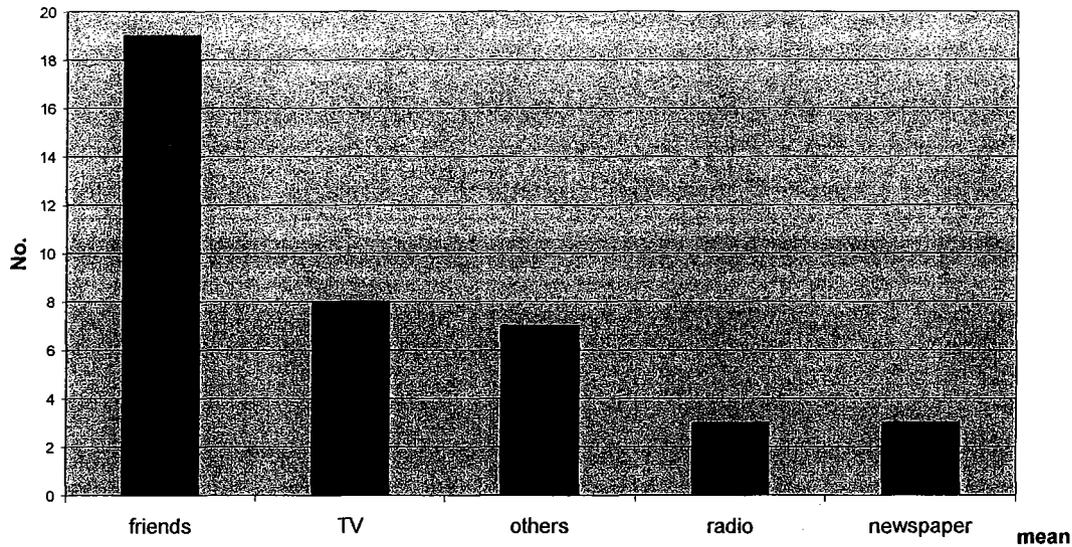


Figure 17. Mean by which the trainee heard about the center

Customer service of the VTTC staff

The trainees replied that they were excellently treated (68.3%), treated in a very good manner (22%), and the rest (9.8%) replied that they were treated in a good manner.



Figure 18. Distribution of the sample by degree of customer service

Work operation

When the trainees were asked about their opinion on the center, 65.9% replied that it is very organized, 31.7% replied that it is organized, and only 1 (2.4%) said that it is unorganized.

Gained experience

All of the participants said that they have gained experiences (figure 18, above).

Training equipment

Half of the sample said that equipment for training was available, and the other half said that it was not available. There was 1 non-response.

Trainer ability

The majority (95%) of the sample felt that their trainer had good ability to train others.

Time spent by the trainer for training

The majority (90%) felt that the trainer had spent enough time for training.

Ratio of trainers to trainees

More than two thirds (70.1%) of the sample felt that the ratio of trainers to trainees was acceptable.

Previous participation in another training course

Only 6 (15%) of the sample had participated in another training course.

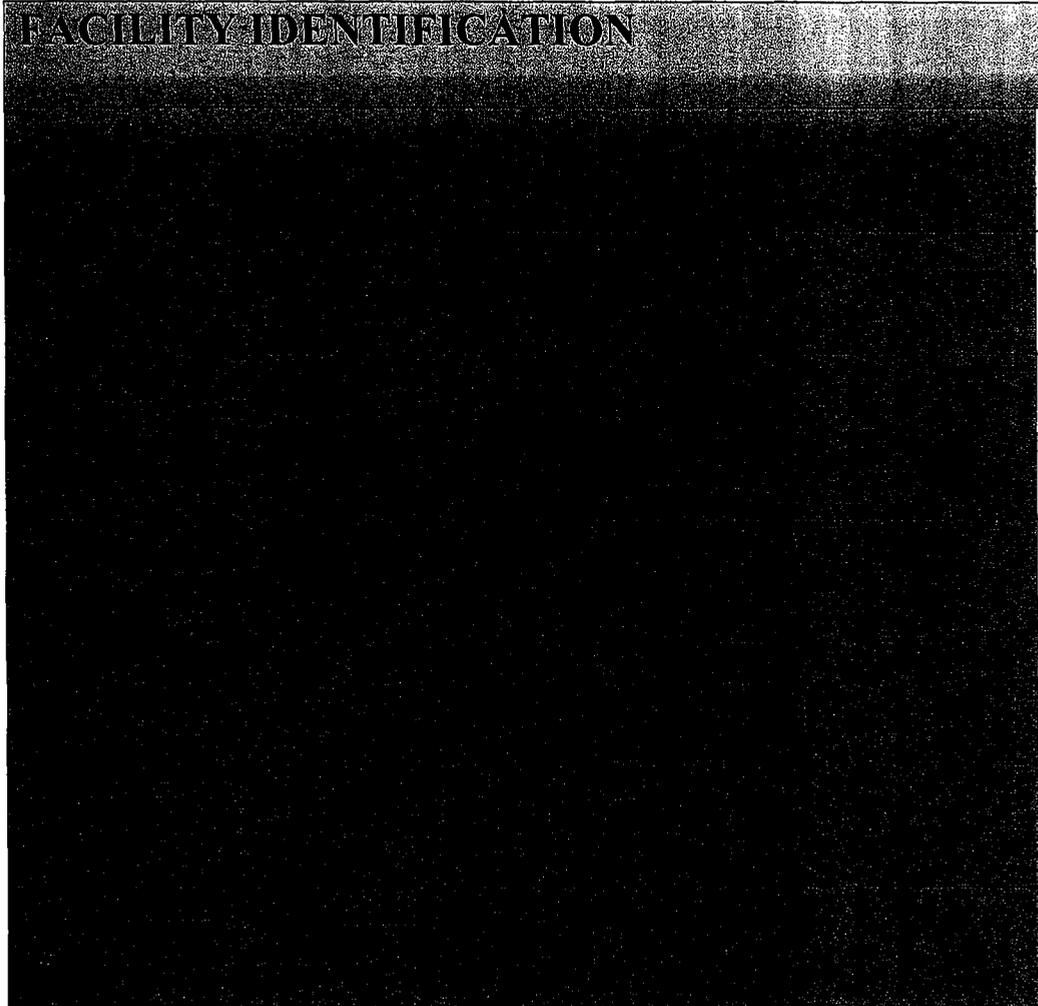
Two of those 6, had participated in a training course of the same vocation as the current course.

Conclusion

- Only 17.1% of the centers are located in unsafe places.
- In general, the staff and building of the centers are better than before the war. The equipment is in general, worse.
- 78% of the centers are owned by MOLSA.
- Many of the rooms were deficient in many centers.
- There is lack of equipment in many centers.
- Toilets and sanitation are not good in 39% of the centers.
- Around 35% of the applicants for jobs, were placed to a job; but follow up of those employed was weak.
- The employment rate declined during the last 30 days.
- The vocations for training are limited. Few of the centers had many courses of training.
- The No. of handicapped staff was very small.
- There is a need for capacity building in almost all vocational fields of training.
- The TV and Radio played a small role in the marketing of the centers.
- Mostly all ESC participants and the VTTC trainees received good customer service from the centers' employees.
- The VTTC trainees claimed that they had gained experience from the centers.
- There was a shortage of equipment for training according to the VTTC trainees.

EMPLOYMENT SERVICES AND VOCATIONAL TRAINING PROJECT

Gap Analysis Tool

FACILITY IDENTIFICATION	
	

PLANT AND FACILITIES

How many buildings?

How many rooms?

Take photos of rooms

Does the facility have electrical generator? If so, does it work?

Yes

No

Yes

No

How often is the power on each day?

How many bathrooms?

EQUIPMENT

Comments

Number

Manufacturer

Physical Access

Filters

Networks

Software

FURNITURE AND FIXTURES

Number of desks?

Number of Chairs?

Number of file cabinets?

Number of marker boards?

Number of Telephones?

Number of cell phones?

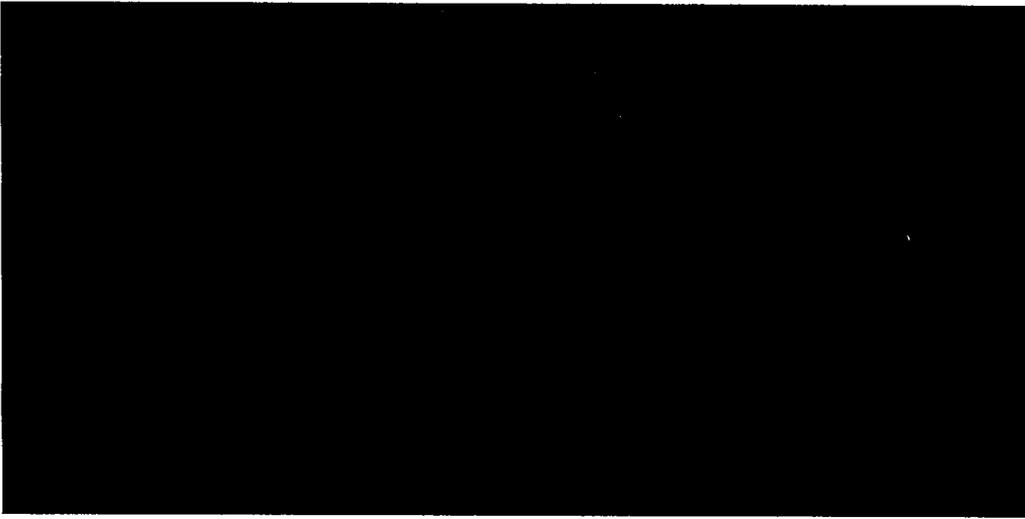
Waiting facilities?

Yes

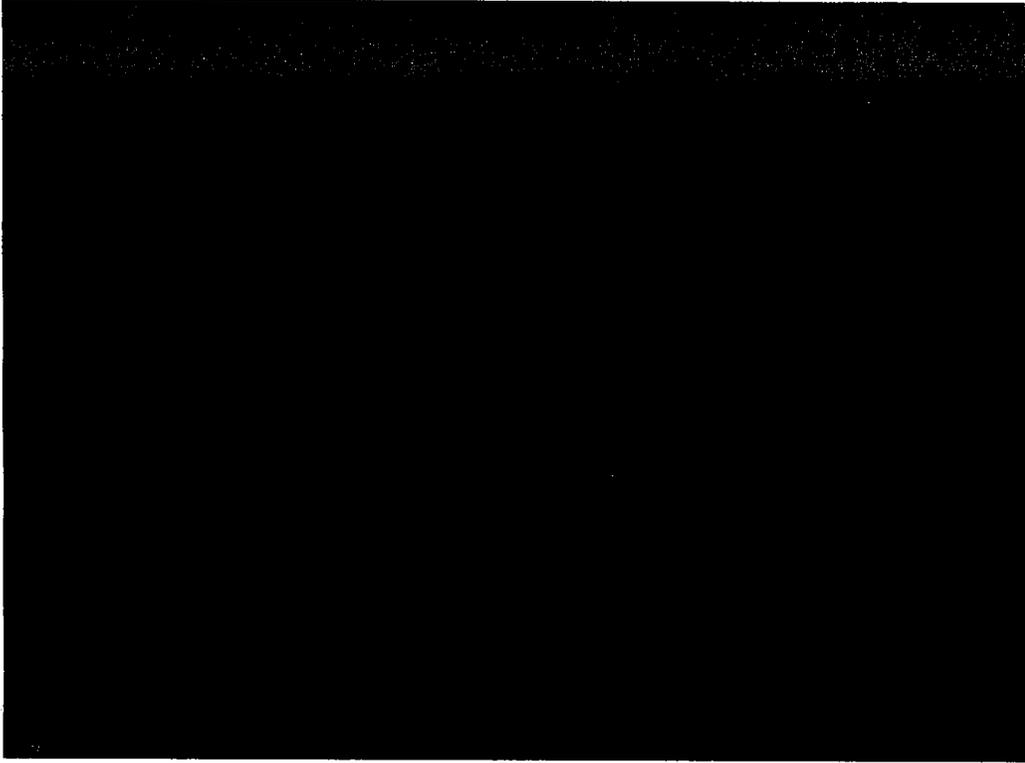
No

HEALTH AND COMFORT

Drinking water dispensers?	Yes	No
Refrigerators?	Yes	No
Stoves?	Yes	No
Medical Cabinets?	Yes	No

		
	Yes	No
	Yes	No

STANDARD OPERATING PROCEDURES	Yes	No
		Yes



VTTC OPERATIONS

**Does the Center offer vocational training?
If so, what training is offered?**

Yes

No

What equipment does the Center have, for what programs?

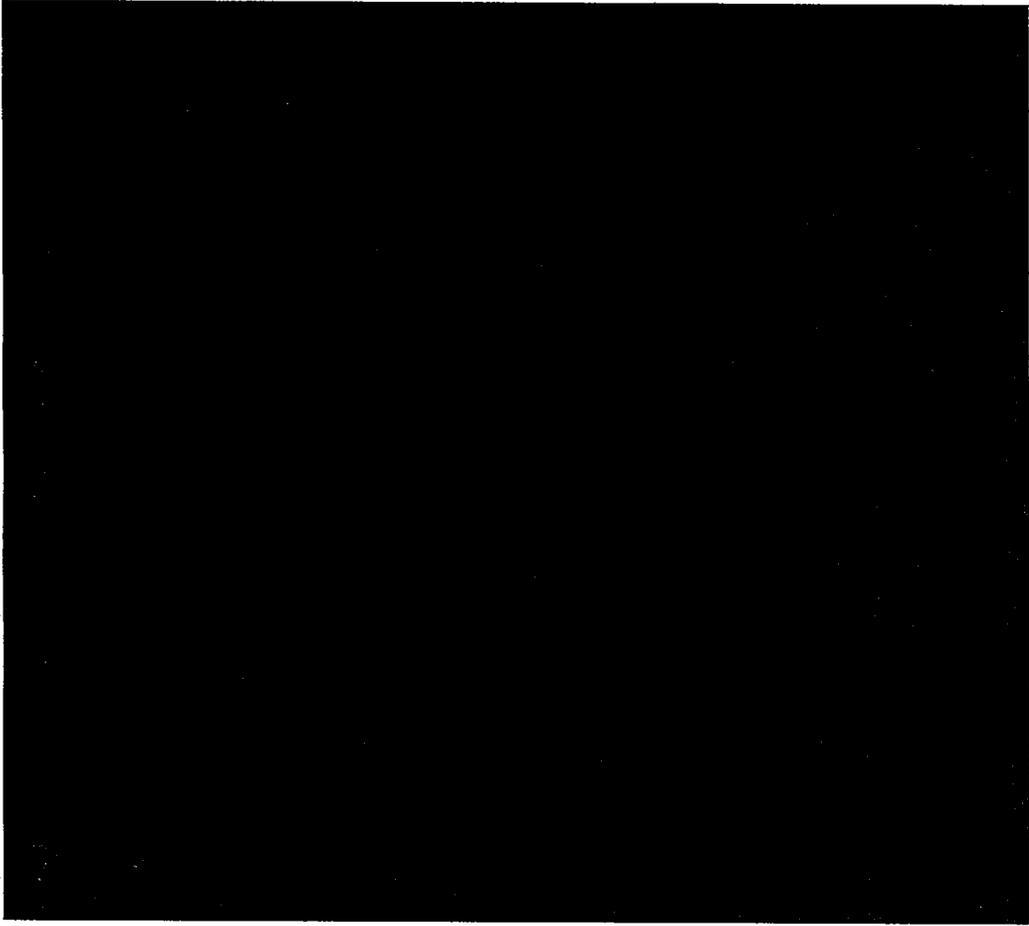
VTTC OPERATIONS

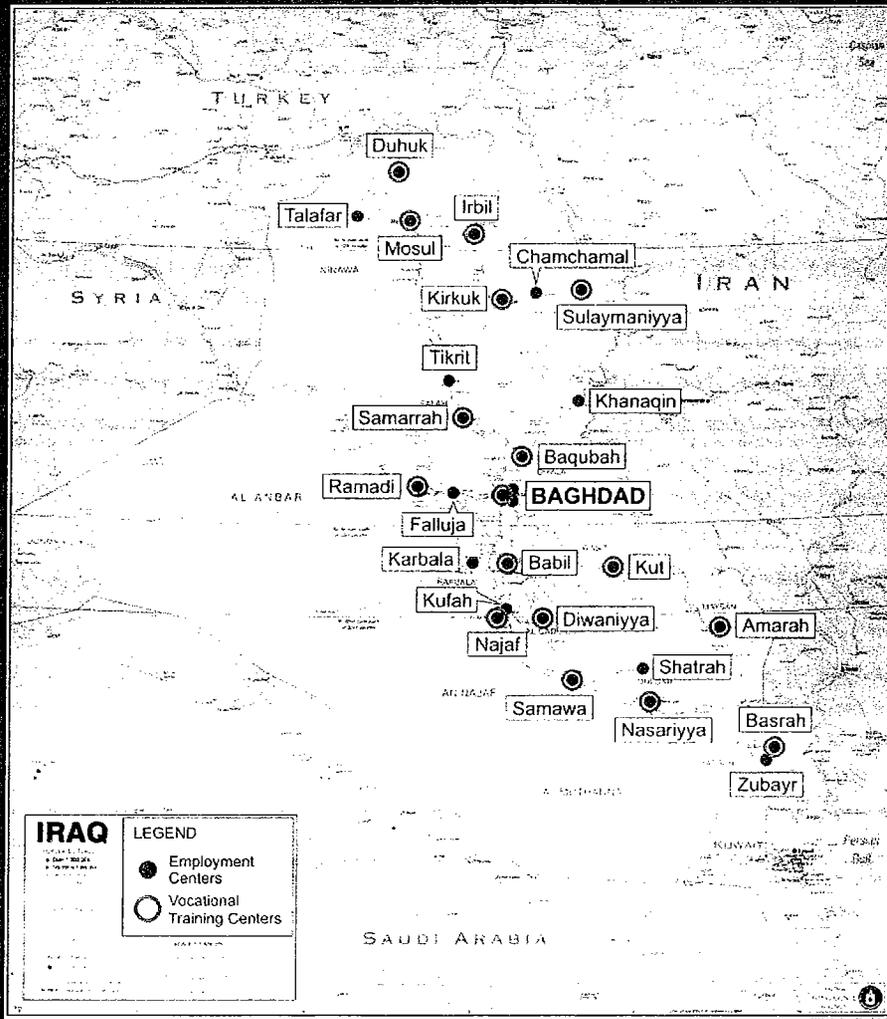
What are the sources and names of the vocational training curricula used by the Center?		
What capacity improvement is needed?		
Does the VTTC interface with the local ESC?	Yes	No
Does the Center engage in market needs analysis?	Yes	No
Does the Center form partnerships with local social, commercial, and humanitarian organizations?	Yes	No

RECORD KEEPING

Electronically

On paper



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