



## Presentation Labor Force Demand And Supply Profile of Jabal Ajloun Development Area

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## Outline

- Study objectives
- Study methodology
- Challenges Faced
- Indicators of labor supply
- Population and labor force characteristics
- Labor supply component of Jabal Ajloun
- Labor supply component of Ajloun governorate
- Labor demand component
- Quarries and mining in Ajloun
- Gap Analysis
- Recommendations



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## Acronyms

- JADA: *Jabal Ajloun Development Company.*
- ADA: *Ajloun Development Area.*
- DOS: *Department of Statistics.*
- NCHRD: *National Center for Human Resources Development.*
- MoL: *Ministry of Labor*
- MoHE: *Ministry of Higher Education*
- LFP: *Labor Force Profile.*
- DZC: *Development Zones Commission.*
- RSCN: *Royal Society for Conservation of Nature.*



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## Labor force profile objectives



Analyze labor demand of the private sector in the development area in terms of quality and quantity of needed employees, to develop a labor demand profile.



Analyze labor supply focusing on the characteristics of the labor force in the area, in terms of skills, training, location, willingness to work... etc. to develop a labor supply profile.



Compare the labor force demand and supply to identify the level of match between available workforce and available jobs and make relevant decisions accordingly.



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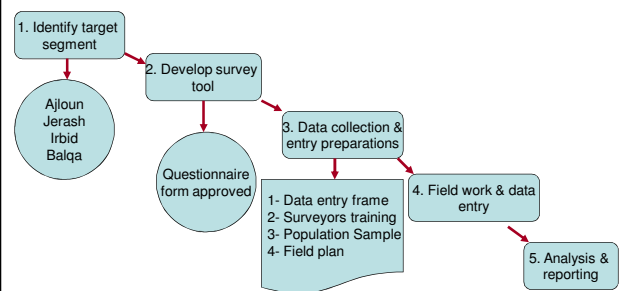
## Labor Demand Study Methodology

- Interviews and discussions with the Board of Directors of Jabal Ajloun Development Company (JADA).
- Initial plans and studies for development including potential projects as provided by Ajloun Development Area (ADA) and JADA.



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## Labor Supply Study Methodology



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## Challenges

- Scope:
  - Large geographic area under Jabal Ajloun
  - Wide range of businesses under Tourism sector
- Public Perception:
  - Manage the expectations of interviewed people in terms of quick results in investment and employment.
- Lack of known anchor tenants:
  - Unknown investment details may affect the relevance and accuracy of data on labor demand



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## Population and Labor Force Characteristics



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## Data Sources of Labor Supply Study

- The labor supply data consists of the following:
  - Desktop research data
  - Data gathered through field survey
- The labor supply data covered geographic area from four governorates:
  - Ajloun
  - Jarash
  - Irbid
  - Balqa



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## Definitions

- Economically active: any household person aged 15 years and above with an economic activity during the seven days prior to the date of interview. This status may be one of the following cases:
  - Employed: paid employee, own business employee, unpaid family-owned business worker, other worker*
  - Unemployed: unemployed ever worked, unemployed never worked.*
- Economically inactive: student, housemaker, with means (income), disabled, others.
- Employment rate: proportion of employed from the population at age of work.
- Unemployment rate: Number of unemployed divided by total number of workforce.
- Workforce: total employed and unemployed persons in the age of work and looking for jobs.



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## Population by Governorate for the Years 2006 – 2008<sup>1</sup>

### Population by Gender for the year 2006

Governorate	Male	Female	Total
Balqa	194,800	180,400	375,200
Jarash	86,400	81,600	168,000
Ajloun	63,200	65,600	128,800
Irbid	510,500	486,300	996,800

### Population by Gender for the year 2007

Balqa	199,100	184,300	383,400
Jarash	88,300	83,400	171,700
Ajloun	67,000	64,600	131,600
Irbid	521,700	487,000	1,018,700

### Population by Gender for the year 2008

Balqa	203,500	188,400	391,900
Jarash	90,300	85,200	175,500
Ajloun	68,500	66,000	134,500
Irbid	533,200	508,100	1,041,300



1. Population statistics, DOS.

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## Population by Age Group for the Years 2006-2008<sup>1</sup>

Age (year)	Percentage in 2008				Percentage in 2007				Percentage in 2006			
	Balqa	Jarash	Ajloun	Irbid	Balqa	Jarash	Ajloun	Irbid	Balqa	Jarash	Ajloun	Irbid
0-4	12.5	13.1	12.5	11.5	11.9	13	12.1	12.2	12	12.6	12.6	11.8
5-9	12.5	13.1	12.4	12.4	11.9	12.7	12.3	12.1	12.7	12.5	12.6	11.7
10-14	13.1	13.8	13.1	13.8	13	14.6	13.2	13.1	13.3	13.5	14.4	12.7
15-19	11.5	12	11.7	12.7	11.9	12.2	12.5	11.8	11.8	12.9	13.1	12.2
20-24	9.4	10.4	10	10.1	9.8	10.5	10.2	10.2	10.2	11.4	10.1	10.6
25-29	7.5	7.9	8	7.5	8.3	8	8	7.9	7.8	8.1	8	8
30-34	6.6	6.9	7.1	6.3	6.6	6.7	7.2	7	6.2	6.6	6.4	6.6
35-39	6.2	6.2	5.9	5.9	6.7	6.1	5.7	6.3	5.8	5.4	5.8	6.2
40-44	5.5	4.7	4.9	5	5.3	4.5	4.6	4.9	5.5	4.5	4	5.1
45-49	4.4	3	3.8	3.5	4	2.8	3.7	3.7	3.7	3.2	3.2	3.9
50-54	2.8	2.4	2.7	2.7	2.7	2.3	2.7	2.9	2.6	2.5	2.4	3
55-59	2	1.8	2	2.1	2.3	1.7	2	2.2	2.4	2	2	2.1
60-64	2	1.7	1.8	2.2	1.8	1.6	1.4	2	2	1.5	1.9	2.2
65+	4	3	4.2	4.3	3.8	3.4	4.4	3.8	3.8	3.3	3.5	4



1. Population statistics, DOS.

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## Number of Labor Force

Governorate	2006	2007	2008
Balqa	82,579	88,097	86,305
Irbid	199,360	231,638	244,946
Jarash	31,749	35,495	36,564
Ajloun	30,823	29,959	30,369

Source: NCHRD

The total Jordanian labor force was 1,342,815 in 2008, which means that the labor force in the four governorates represented 29.7% of the total Jordanian labor force in 2008.



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## Economic Participation rate

Economic participation rate (%) is labor force divided by population at the age of work (15 years and above). Participation rate in Jordan was 14.2% for females, 64% for males and 39.5% for total in 2008 (DOS).

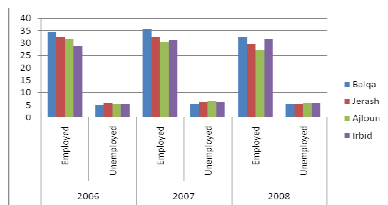
Governorate	2006	2007	2008
Balqa	37.5	40.8	39.3
Irbid	34.2	37.5	37.3
Jarash	34.9	38.6	38.5
Ajloun	33.4	37.1	37

Source: Source: DOS - Employment and Unemployment Survey



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## Population and Employment Indicators



Employed persons increased from an average of 31.7% employed in 2006 to 32.4% and decreased to 30.17% in 2008, while unemployed from the economically active persons increased from an average of 5.4% in 2006 to 6.12% in 2007, and decreased to an average of 5.7% in 2008.



1. Annual statistics books, DOS

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## Employment rate

Employment rate (%) is the number of employed divided by population at the age of work (15 years and above). Employment rate in Jordan was 10.8% for females, 57.5% for males and 34.5% for total in 2008. (DOS)

Governorate	2006	2007	2008
Balqa	32.3	35.4	34.3
Irbid	28.8	31.3	31.5
Jarash	29.4	32.4	32.5
Ajloun	27.4	30.5	31.5

Source: Source: DOS - Employment and Unemployment Survey



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## Number of Employed Workforce

Governorate	2006	2007	2008
Balqa	70,940	76,513	75,289
Irbid	168,181	193,436	206,103
Jarash	26,830	29,745	30,875
Ajloun	25,231	24,645	25,850

Source: NCHRD

The total Jordanian employed workforce was 1,172,701 in 2008, which means that the employed workforce in the four governorates represented 28.9% of the total employed workforce in 2008.



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## Unemployment rate

Unemployment rate (%) is the number of unemployed divided by population at the age of work (15 years and above). unemployment rate in Jordan was 24.4% for females, 10.1% for males and 12.7% for total in 2008. (DOS)

Governorate	2006	2007	2008
Balqa	14.1	13.2	12.8
Irbid	15.6	16.5	15.9
Jarash	15.5	16.2	15.6
Ajloun	18.1	17.7	14.8

Source: Source: DOS - Employment and Unemployment Survey



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## Number of Unemployed Workforce

Governorate	2006	2007	2008
Balqa	11,639	11,584	11,016
Irbid	31,179	38,202	38,843
Jarash	4,919	5,750	5,689
Ajloun	5,592	5,314	4,519

Source: NCHRD

The total Jordanian unemployed workforce was 170,114 in 2008, which means that the unemployed workforce in the four governorates represented 35.3% of the total unemployed workforce in 2008.



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## Number of Job Seekers

Governorate	2006	2007	2008
Balqa	646	938	1,036
Irbid	1,968	4,059	5,395
Jarash	271	670	852
Ajloun	250	212	295

Source: MoL - Directorate of Employment

The total job seekers registered at the labor and employment directorates was 24,029 in 2008, which means that the job seekers in the four governorates represented 31.6% of the total job seekers in 2008.



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## Training and Educational Outputs

- Total universities graduates in the four governorates 2007-2008:  
Bachelor degree 6,773 males and 7,861 females
  - Total community college graduates 2008:  
About 1500 males and females
  - Total VTC graduates 2008:  
433 males and 392 females
- Specializations of graduates were addressed in the labor supply survey.



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## Higher Education Outputs

Total Bachelor degree graduates from universities by year and gender									
Year	2005-2006			2006-2007			2007-2008		
University	Total	M	F	Total	M	F	Total	M	F
Al Yamouk University	3598	1392	2206	3594	1268	2326	4003	1377	2626
Jordan University for Science and Technology	3161	1603	1558	2871	1367	1504	2951	1461	1490
Philadelphia	1615	1320	295	1661	1263	398	1659	1324	335
Irbid National University	889	519	370	758	407	351	746	400	346
Jerash Private University	1066	600	466	1239	711	528	1317	734	583
Balqa Applied University	3004	1402	1602	4283	1674	2609	3958	1477	2481
Total graduates	13,333	6,836	6,497	14,406	6,690	7,716	14,634	6,773	7,861

In 2007-2008, the higher diploma graduates were 445, while the masters degree graduates were 1238 and the PhD degree graduates were 128 in the above universities.



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## Labor Supply Component



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## Field Survey: Sample size

The size of the planned sample was 956 members from the four governorates. The distribution of the actual sample was as follows:

- Ajloun: 171
- Jerash: 224
- Irbid: 454
- Balqa: 107

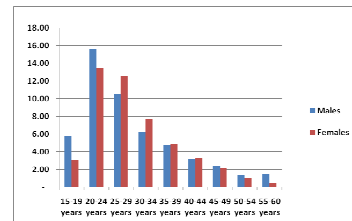
The sample was distributed proportionally on the district level and by gender as follows:



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Governorate	District	Population	Sample	Males	Females
Ajloun	Qasabah	63,430	80	41	39
	Sakhra	23,360	29	15	14
	Arajan	17,000	21	10	11
	Kufranjeh	30,710	39	20	19
Total Ajloun		134,500	169	86	83
Jerash	Qasabah	151,190	190	98	92
	Mastasbeh	13,450	17	9	8
		10,860	14	7	7
Total Jerash		175,500	221	114	107
Irbid	Kora	102,130	128	66	62
		95,580	120	61	59
	Bani Obaid	104,950	132	68	64
		49,540	62	32	30
Total Irbid		352,200	442	227	215
Balqa	A'arda	11,070	14	7	7
	Alla'n & Zay	15,840	20	11	9
		52,590	66	34	32
	Deer Alla	79,500	100	52	48
Total Balqa		149,000	200	103	97
Total area under the scope		429,352	932	479	453

## Survey findings – age groups total sample

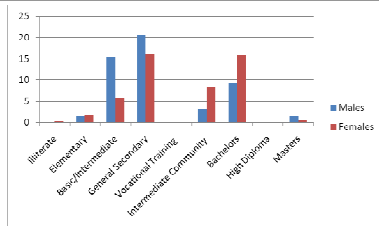


People between the ages of 20 – 24 years represent 29% of the total sample, while the second largest age group is 25 – 29 years, which represents 23% of the total sample. As for Ajloun sample, people between 25 – 29 years represent the highest proportion, while 30 – 34 years and 20 – 24 years segments come second in terms of proportion of the sample.



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## Survey Findings – Education Level

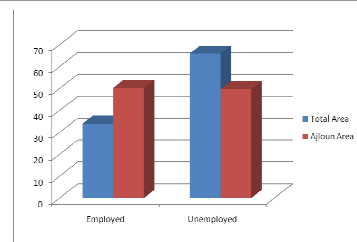


About 36.6% of the sample holds general secondary certificate, 25% bachelors degree, and 11.6% community college diploma. As for Ajloun, Bachelors degree holders are the highest among the sample, secondly comes General secondary school then intermediate community college diploma holders. This means that the population is adequately educated in the academic areas, but has limited availability of vocational-trained segment.



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## Survey Findings – Employment Status

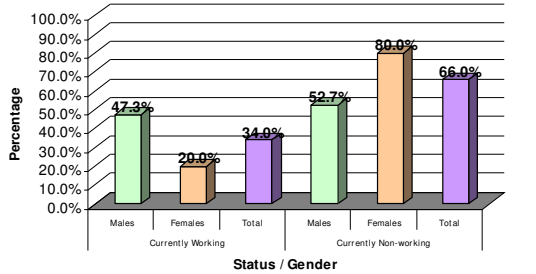


34% of the total sample are currently employed and 66% are currently unemployed. As for Ajloun sample, 50.6% are currently employed while 49.4% are currently unemployed.



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### Survey Findings – Work Status by Gender

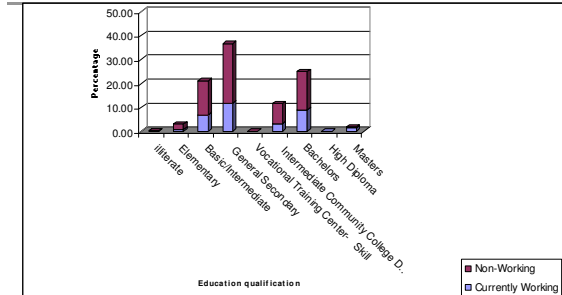


Working males percentage surpasses working females percentage in the total sample.



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### Survey Findings – Work Status by Education Level

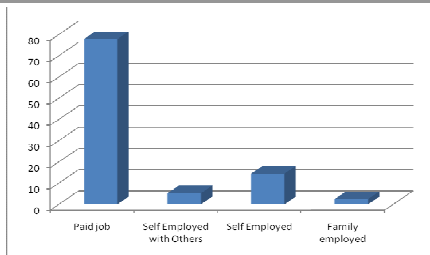


The highest non-working segment according to the educational qualification is the general secondary holders in the total sample.



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### Survey Findings – Job Type



77.8% of the employed people are working in paid jobs, 14.4% are self employed and 2.4% are family employed. This means that workforce living in the four governorates is more attracted towards stable jobs with monthly salary.



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### Survey Findings – English Language Skills

English language skills among the total sample					
English skill	Cross tabulation	Evaluation scale			
		Excellent	Good	Acceptable	None
Count	55	207	349	343	954
Conversation skills	% of Total	5.6	21.7	36.6	35.9
Count	145	308	283	216	952
Reading skills	% of Total	15.2	32.4	29.7	22.7
Count	137	303	281	232	953
Writing skills	% of Total	14.4	31.6	29.5	24.3

English language skills among Ailoun sample					
English skill	Cross tabulation	Evaluation scale			
		Excellent	Good	Acceptable	None
Count	14	38	82	36	170
Conversation skills	% of Total	8.2	22.4	48.2	21.2
Count	36	71	45	18	170
Reading skills	% of Total	21.2	41.8	26.5	10.6
Count	33	71	46	20	170
Writing skills	% of Total	19.4	41.8	27.1	11.8



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## Survey Findings – English Language Skills

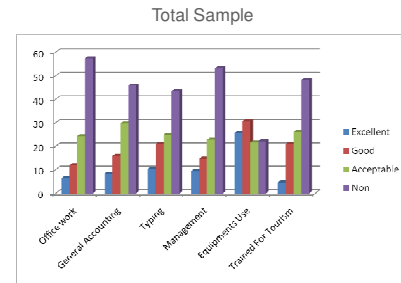
• Based on the sample self assessment, English conversation skills in the governorates is considerably weak, as 36% of the sample members lack English conversation skills and 36.6% are acceptable and only 5.8% of the sample are excellent. English reading and writing skills are better than conversation as results show.

• On the other hand, and based on self assessment, Ajloun sample alone has better English conversation skills than other governorates, where 48.2% are acceptable, 22.4% are good and 8.2 are excellent and only 21.2% lack English conversation skills. The same can be concluded for reading and writing



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## Survey Findings – Other Skills



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## Survey Findings- Employed Workforce

Job Category	Males		Females	
	Number of employees	%	Number of employees	%
The Armed Forces	26	11.1%	1	1.1%
Management and commerce	29	12.4%	12	13.2%
School education (teaching)	33	14.1%	38	41.8%
Vocational occupations	37	15.8%	22	24.2%
Engineering	3	1.3%	1	1.1%
Medical services	6	2.6%	5	5.5%
Worker	21	9.0%	2	2.2%
University faculty/teacher	2	0.9%	0	0.0%
Services (Security, Messenger)	10	4.3%	2	2.2%
Information technology	2	0.9%	0	0.0%
Lawyer	3	1.3%	0	0.0%
Tourism services staff	3	1.3%	0	0.0%
Driver	18	7.7%	0	0.0%
Retail sales staff	35	15.0%	7	7.7%
Other	6	2.6%	1	1.1%
Total	234	100	91	100



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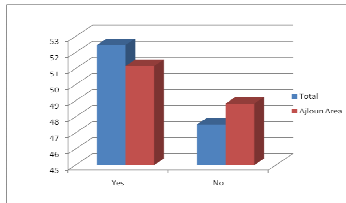
## Survey Findings- Employed workforce

This distribution indicates the availability of experienced workforce in education and vocational sectors, while there is a lack of professional staff in the tourism services sectors.



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## Survey Findings – Desire for Changing Current job

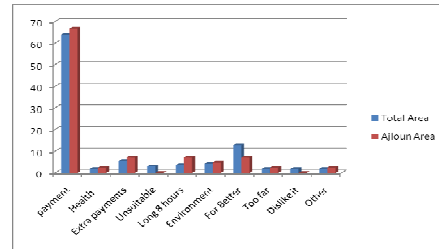


52.4% of the employed people in the area would like to change their current jobs. In Ajloun, 51.1% would like to change their jobs. This segment usually competes with unemployed due to their advanced experience and skills, which are highly demanded in the labor market



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## Survey Findings – Reasons for Changing Current job

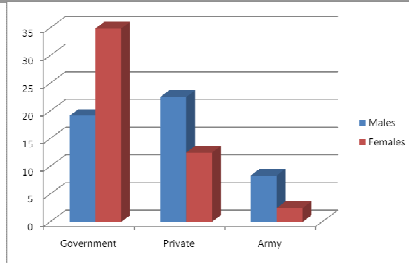


64% of employed total sample indicated that the main reason for their desire to change their jobs is inadequate financial payment, while 12.7% of them wish to change jobs in order to get a better job opportunity.



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## Survey Findings – Preferred Sector

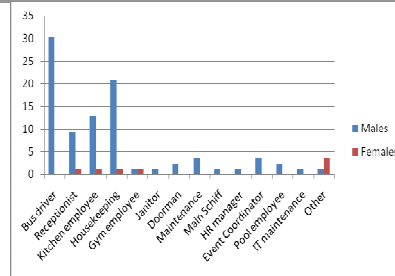


57.7% of total sample preferring government and armed forces indicated that the main reason is the comfortable jobs, while 65.7% of the total sample preferring private sector for the main reason of ease of finding jobs.



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## Survey Findings – Preferred Jobs

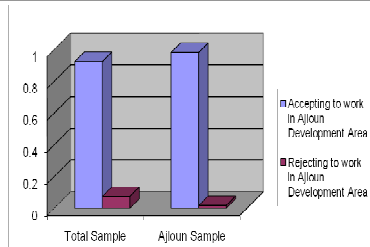


The most preferred jobs in the tourism sector were bus driver, housekeeping, kitchen employee and receptionist. Other priority jobs in the private sector were the commercial and administrative for males and females.



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## Survey Findings – Job Acceptance



Most job seekers in the total sample and Ajloun sample accept to work in the Ajloun Development Area if the desired job was available, in addition to basic benefits.



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## Survey Findings – acceptable salary

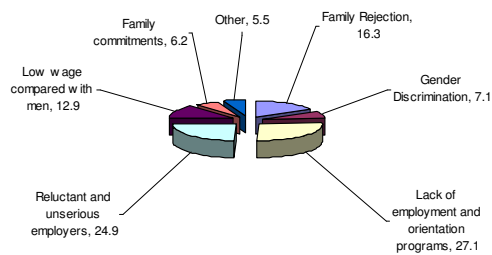
Sample and work location	Salary range (JD)					Total
	100 - 150	160 - 300	310 - 490	500 - 790	800 +	
Total sample accepting to work in Ajloun (%)	7.2	69.2	18.4	4.8	0.3	100
Ajloun sample accepting to work in Ajloun (%)	20.9	54.5	18.2	6.4	-	100
Total sample accepting to work in Amman (%)	0.1	32.2	34.2	30.6	2.8	100
Ajloun sample accepting to work in Amman (%)	-	30.0	34.5	25.5	10.0	100

The sample members expressed that the average acceptable monthly salary for a job in Ajloun is 288 JD, while the average acceptable monthly salary in for a job in Amman is 413 JD.



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## Survey Findings – Gender

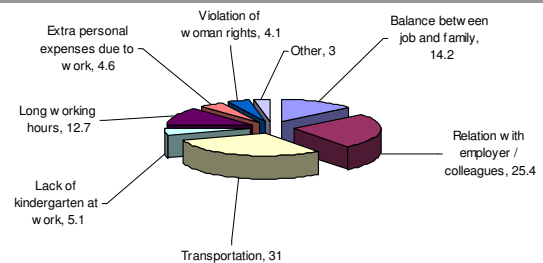


Difficulties faced by women during looking for a job in total sample.



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## Survey Findings – Gender

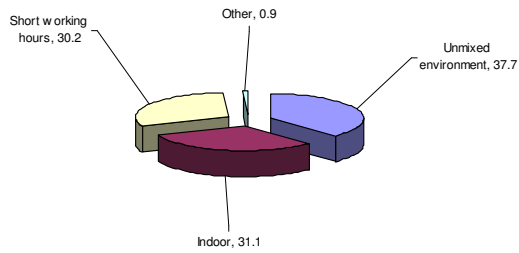


Difficulties faced by women during the job in total sample.



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## Survey Findings – Gender

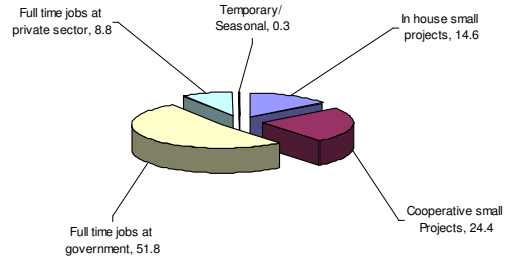


Convenient work environment for women in the total sample



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## Survey Findings – Gender



Work or projects targeted by women when looking for a job in the total sample.



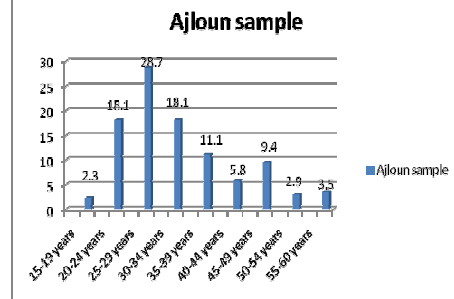
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## Labor Supply Component of Ajloun Governorate



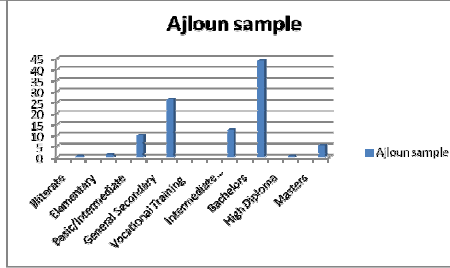
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## Ajloun sample by age group



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## Ajloun sample by education level

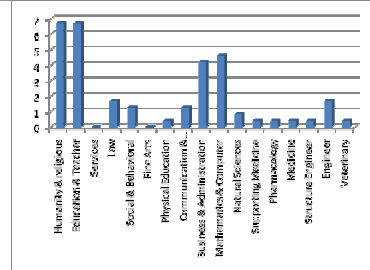


About 25% of Ajloun's sample hold General Secondary Certificate, while more than 40% hold Bachelor degree.



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## Ajloun sample by BA specialization

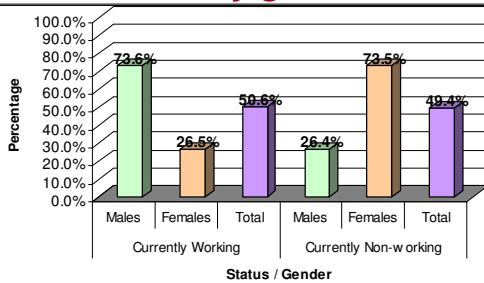


The BA graduates of Ajloun are concentrated in the humanity, religious, business administration and IT fields.



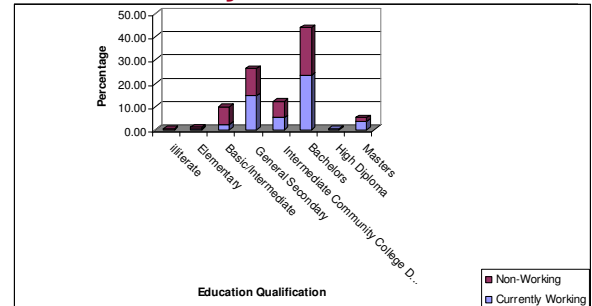
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## Ajloun Sample current work status by gender



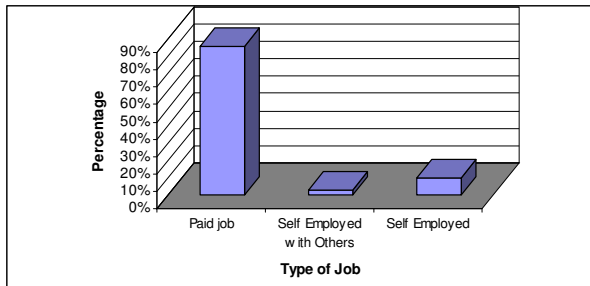
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## Ajloun Sample current work status by education level



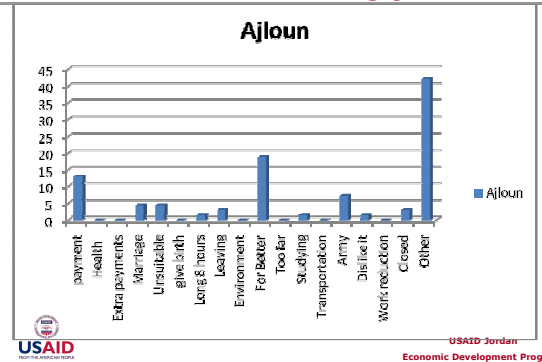
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## Ajloun sample by type of job



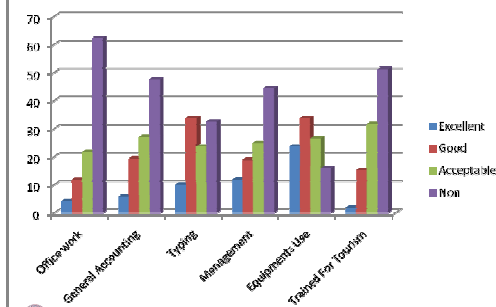
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## Ajloun sample according to reason for leaving jobs



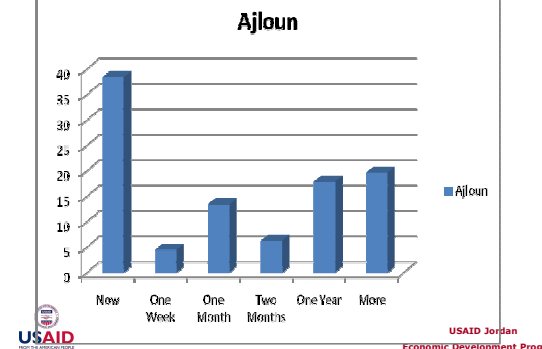
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## Ajloun sample by skill level



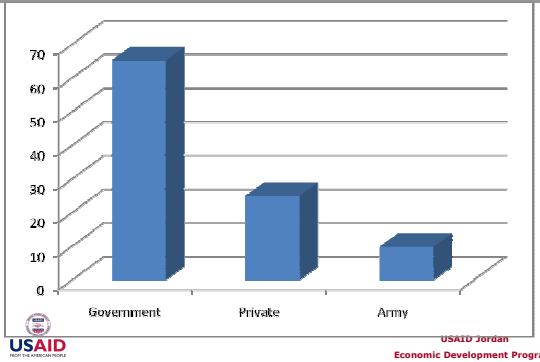
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## Ajloun sample by duration of job search

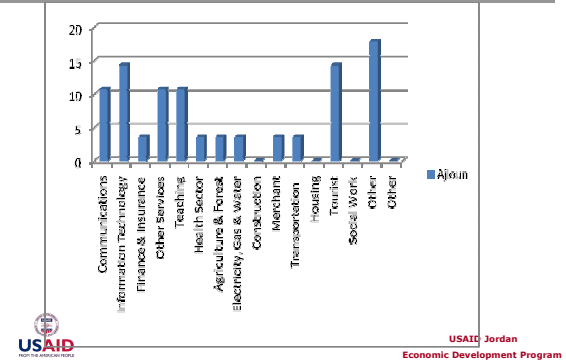


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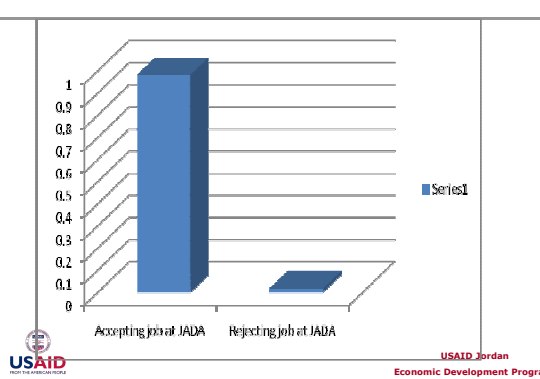
### Ajloun sample by preferred sector for work



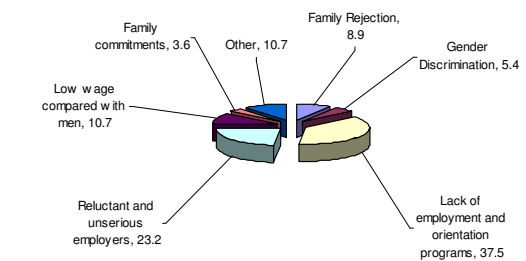
### Ajloun sample according to preferred private sector activity



### Ajloun sample by job acceptance

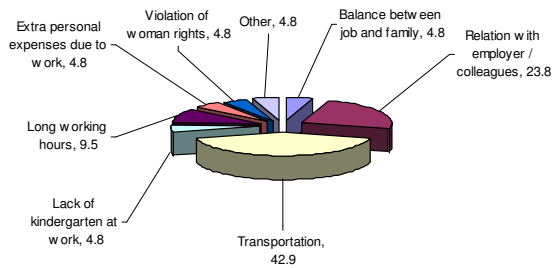


### Ajloun Sample – Gender



Difficulties faced by women during looking for a job in Ajloun sample.

## Ajloun Sample – Gender

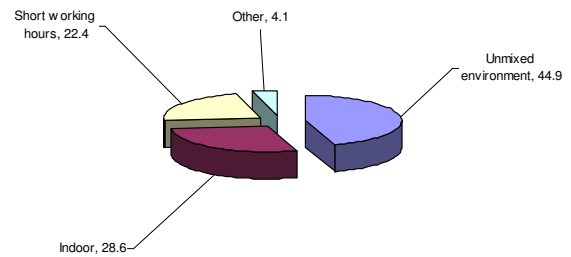


Difficulties faced by women during the job in Ajloun sample.



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## Ajloun Sample – Gender

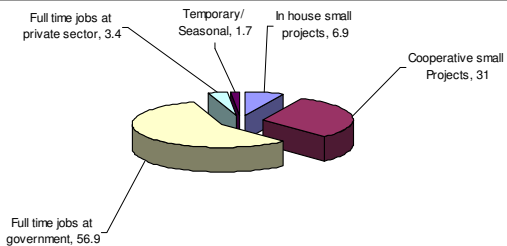


Convenient work environment for women in Ajloun sample.



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## Ajloun Sample – Gender



Work or projects targeted by women when looking for a job in the Ajloun sample.



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## Conclusion of Labor Supply

- High number of unemployed workforce exist around Ajloun Development Area.
- Education level varies among the workforce covering all degrees and educational qualifications.
- Limited workforce is specialized in tourism and hospitality.
- Most of the workforce accepts job opportunities in ADA provided that the offered salary and benefits are satisfactory.



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## Labor Demand Component



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## Labor Demand

- Meetings were held with the JADA board of directors to understand their vision of the area, and consequently estimate labor quality and quantity needed.
- Estimations were made based on initial plans and project ideas.
- Labor demand was divided into fast track projects and the Long term projects.



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## Potential Labor Demand

- The main theme of the ADA is natural and environmental tourism.
- This means probable hospitality investments, such as: hotels, spas, resorts tourist villages, lodges, countryside residential area and other activities. The total number of projects is not yet determined.
- Tourism projects will be supported by commercial and trade services offered for tourists, and operated by small and medium size enterprises such as organic farming, herbs production, traditional handicrafts and so on. The total number of projects is not yet determined.
- Each project in the tourism sector is estimated to employ 300 to 500 employees depending on the services provided. Jobs include front office, room service, health and fitness, accounting and so on.
- Previous studies conducted for ADA estimate that the area will generate thousands of jobs in the tourism sector within the coming 20 years.



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## JADA Projects

- JADA (2,168 dunums) will include the **fast track**:
  - Hotels:  
3 hotels ★★☆☆, 2 hotels ★★★★★, 1 hotels ★★★★★ in addition to three eco-lodges
  - Serviced residential area (Villas, town houses, apartments)
  - Un-serviced residential area.
  - Mixed use (Retail shops, cafes, restaurants, conferencing facilities)
  - Entertainment (Theater, cultural center and museum)
  - Un-built land: picnic area and open space

Refer to annex 1: JADA Development Conceptual Master Plan



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## Labor demand Profile of hotels in JADA projects

\* The estimations were based on the labor demand commonly expected in the hotel industry according to the classification of hotel as determined in a similar model (Dead Sea development area) using a standard average.

Labor demand of hotels by department and classification (average)						
Department	3 stars		4 stars		5 stars	
Management	3	1.88	1	0.33	23.5	4.70
Front office	30	18.75	23	7.67	54	10.81
Food and Beverage	48	30.00	102	34.00	211	42.24
Marketing and Sales	7	4.38	5	1.67	0	0.00
Financial	8	5.00	20	6.67	24	4.80
Human resources	5	3.13	14	4.67	30	6.01
Security	8	5.00	18	6.00	25	5.01
Maintenance Dept.	11	6.88	30	10.00	37.5	7.51
House keeping	28	17.50	80	26.67	75	15.02
Other (Recreation, Purchasing, Banqueting, Spa)	12	7.50	7	2.33	47	9.41
<b>Total</b>	<b>160</b>	<b>100%</b>	<b>300</b>	<b>100%</b>	<b>527</b>	<b>100%</b>

Refer to Annex 2 for labor demand by position and detailed labor demand description of hotels in JADA.



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## Labor demand Profile of hotels in JADA projects

Labor demand of hotels in JADA			
No.	Component	No. of units	No. of keys/rooms
1	<b>Hotels</b>		
1.1	5 star hotel and spa		300
1.1a	Grand Villas	20	20
1.1b	Attached Villas (2 keys/unit)	20	40
	<b>Total 5 star hotel</b>	<b>40</b>	<b>360</b>
1.2	4 star hotel		300
1.2a	Attached Villas (2 keys/unit)	20	40
1.2b	Town Houses (4 keys/unit)	14	56
1.2c	Apartments (6 keys/unit)	10	60
	<b>Total 4 star hotel</b>	<b>44</b>	<b>456</b>
1.3	3 star hotel - 1		150
1.3a	Attached Villas (2 keys/unit)	12	24
1.3b	Town Houses (4 keys/unit)	12	48
1.3c	Apartments (6 keys/unit)	12	72
	<b>Total 3 star hotel - 1</b>	<b>36</b>	<b>294</b>
1.4	3 star hotel - 2		150
1.4a	Attached Villas (2 keys/unit)	8	16
1.4b	Town Houses (4 keys/unit)	5	20
1.4c	Apartments (6 keys/unit)	6	36
	<b>Total 3 star hotel - 2</b>	<b>19</b>	<b>222</b>
	<b>Total hotels</b>		<b>1332</b>

### Standard hotel average

stars	rooms	labor
3	160	160
4	277	300
5	350	527



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## Labor demand of Eco-lodges in JADA projects

Expected total labor demand of JADA Eco-lodges*			
Classification	No. of units	No. of keys	Total labor demand
Eco-lodge 1	45	45	20
Eco-lodge 2	45	45	20
Eco-lodge 3	75	75	33
<b>Total</b>	<b>3</b>	<b>165</b>	<b>73</b>

\* Projected labor demand was based on information from JADA.



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## Labor demand of residential area in JADA projects

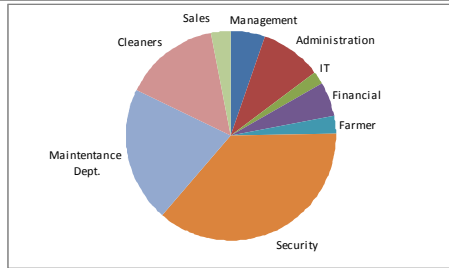
The labor demand estimations were based on the labor demand commonly expected in the residential areas with property management operator such as an existing model (Tala Bay in Aqaba) considering the number of units.

Labor demand of residential area at JADA			
Component	No. of units	No. of keys/rooms	Total labor
<b>Residential - 1</b>			
Grand Villas	25	25	6
Villas	25	25	6
Attached Villas (2 keys/unit)	25	50	6
Town Houses (4 keys/unit)	10	40	2
Apartments (6 keys/unit)	10	60	2
<b>Total residential - 1</b>	<b>95</b>	<b>200</b>	<b>22</b>
<b>Residential - 2</b>			
Grand Villas	30	30	7
Villas	30	30	7
Attached Villas (2 keys/unit)	75	150	18
Town Houses (4 keys/unit)	10	40	2
Apartments (6 keys/unit)	10	60	2
<b>Total residential - 2</b>	<b>155</b>	<b>310</b>	<b>36</b>
<b>Residential - 3</b>			
Grand Villas	30	30	7
Villas	30	30	7
Attached Villas (2 keys/unit)	50	100	12
Town Houses (4 keys/unit)	19	76	2
Apartments (6 keys/unit)	10	60	2
<b>Total residential - 3</b>	<b>139</b>	<b>260</b>	<b>31</b>
<b>Total residential</b>	<b>389</b>	<b>770</b>	<b>89</b>



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## Labor demand of residential area in JADA projects



Labor demand of residential area by position shows that most of the labor fall into security, maintenance, cleaning and administration.



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## Labor demand of cultural and mixed use in JADA projects

Labor Demand of Cultural and Mixed use Area at JADA			
Component	No. of units	No. of keys/rooms	Total labor
<b>Cultural and Mixed use - 1</b>			
Retail shops	50		100
Cafes and restaurants	10		160
Entertainment facilities			
Town Houses (4 keys/unit)	15	60	4
Apartments (6 keys/unit)	15	90	4
<b>Total cultural and mixed use - 1</b>	<b>90</b>	<b>150</b>	<b>267</b>
<b>Cultural and Mixed use - 2</b>			
Retail shops	30		60
Cafes and restaurants	10		160
Entertainment facilities			
Town Houses (4 keys/unit)	15	60	4
Apartments (6 keys/unit)	15	90	4
<b>Total cultural and mixed use - 2</b>	<b>70</b>	<b>150</b>	<b>227</b>

Labor demand estimations for the conferencing facilities were based on a similar existing model (King Hussein Conventions center at Dead Sea development area).



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## Labor demand of cultural and mixed use in JADA projects

Labor Demand of Cultural and Mixed use Area at JADA			
Component	No. of units	No. of keys/rooms	Total labor
<b>Cultural and Mixed use - 3</b>			
Retail shops	100		200
Cafes and restaurants	20		320
Entertainment facilities			
Conferencing and Auditorium			50
Cultural center and museum			40
<b>Sub-total 1</b>	<b>120</b>		<b>610</b>
<b>4 star hotel</b>			
Hotel		150	162
Grand Villas	10	10	11
Attached Villas (2 keys/unit)	15	30	32
Town Houses (4 keys/unit)	12	48	52
<b>Sub-total 2</b>	<b>37</b>	<b>238</b>	<b>258</b>
<b>3 star hotel</b>			
Hotel		150	150
Attached Villas (2 keys/unit)	10	20	20
Town Houses (4 keys/unit)	12	48	48
Apartments (6 keys/unit)	8	48	48
<b>Sub-total 3</b>	<b>30</b>	<b>266</b>	<b>266</b>
<b>Total cultural and mixed use - 3</b>	<b>187</b>	<b>504</b>	<b>1,134</b>
<b>Total cultural and mixed use</b>	<b>804</b>	<b>1,628</b>	<b>Jordan</b>



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## Labor demand of cultural and mixed use by position

Labor demand of cultural and mixed-use components by position			
Retail shops positions	Average number of jobs	Number of units	Total number of labor
Salesman/cashier	1	180	180
Shop worker	1	180	180
<b>Cafes and Restaurants positions</b>			
Cashier	1	40	40
Waiter	10	40	400
Kitchen staff (cook, worker, etc.)	5	40	200
<b>Conferencing facilities positions</b>			
Marketing and sales	4	1	4
Financial (accountant, manager)	2	1	2
Human resources	2	1	2
Security	11	1	11
Maintenance	12	1	12
Housekeeping	15	1	15
Events	4	1	4
<b>Total</b>			<b>1,050</b>



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## Labor demand of cultural center and museum by position

Cultural center and museum	Average number of jobs	Number of units	Total number of labor
Theater: General manager, executive secretary, technical director, audiovisual engineer, decoration technicians, maintenance, cleaning workers and security.	20	1	20
Museum: General manager, executive secretary, event manager, receptionists, audiovisual engineer, museum curator, museum technician, maintenance, cleaning workers and security.	20	1	20
<b>Total</b>	<b>--</b>	<b>--</b>	<b>40</b>

Labor demand estimations for the cultural center and museum component were based on the existing labor profile of the Royal Cultural Center and Theater.



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## Labor demand of un-built land in JADA projects

- The un-built land will serve as interactive green picnic area and open space for camping activities. The expected labor demand consists of guards, forest rangers and gate admission officers. This part of JADA is estimated to generate 50 jobs.



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## Projected Labor Demand of JADA

Project	Labor Demand
Hotels and lodges areas	1,625
Residential areas	89
Cultural and mixed use areas	1,628
Interactive green and open space areas	50
<b>Total</b>	<b>3,392</b>

In total, JADA projects are supposed to generate about **3,392** direct jobs when the projects are fully operational. The indirect jobs are estimated to be **6,730** new jobs (refer to annex 5 for indirect labor calculations)



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## ADA Projects

- The list of potential projects were provided by PMU based on the initial study of ADA done by PA Consulting Group and Business Insights Consulting. These projects represent the long term plan for the area.
- Each project consists of several components covering a certain area of land. Detailed projects components and labor demand are included in annex 3.
- Only the contact persons of RSCN project and Um Al Yanabee project were reachable in order to collect labor demand information. The labor demand of these projects according to position is included in annex 4.
- Most of the projects include hotels and lodges for accommodation, or real estate development for residential uses. The labor demand of such components were based on similar existing projects in other development areas (Dead Sea, Aqaba).



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## Labor Demand of ADA

Project	Labor Demand
RSCN Ajloun natural reserve	149
5 Star lodge and guide facility at RSCN reserve	45
Um Al Yanabee Village re-development	39
Village resort - Quarry site	316
Resort hotel on the Castle view	163
Gateway village and new community at the Irbid gate	238
Deir As-Smadiyyeh Ash-Shamali and Al Janoubi	95
Pella Antiquities site	188
<b>Total</b>	<b>1,233</b>

The estimated total direct labor demand of ADA is **1,233** direct jobs, while the indirect jobs are estimated to be **2,446** new jobs (refer to annex 5 for indirect labor calculations).

The detailed qualifications, skills and description of positions of the labor demand are unavailable at this stage.



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## Quarries and Mining in Ajloun



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## Quarries and Mining

- Most of quarries are leased to operators by owners.
- Right of use is given to operators to improve landscape and income.
- Profits of this industry are considered substantial for quarries with sizes of 5 dunums and more.
- Production is usually marketed through stone traders in Irbid and Amman
- Most of the active quarries are located in remote areas in Ajloun, a way from populated areas (Rajeb, Ballas, Safieneh, Dahous).
- Size of labor **4 to 14** workers, mainly Jordanians.
- Average income exceeds **800** JD/month for owner.
- Owners usually receive **25%** of the profits when they lease the land to quarry operators.



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## Gap Analysis



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## Summary of Gap Analysis

Aspect	Demand	Supply	Gap
Education level	Secondary, Vocational and University	Secondary, Vocational and University	No gap
Specializations	Hospitality, tourism, antiquities, environmental sciences, languages, business management, marketing.	Business management, accounting, education, sciences, languages, marketing, medical, engineering	Gap in the tourism and hospitality fields
Skills	Skilled to professional <sup>(1)</sup>	Unskilled to skilled	Gap in the skilled and professional levels

(1) SKILLED LABOR: PASSED THE VOCATIONAL TRAINING TEST FOR SKILLED LEVEL, PROFESSIONAL LABOR: SKILLED LABOR WITH MORE THAN 5 YEARS OF EXPERIENCE IN THE SAME OCCUPATION FIELD.



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## Summary of Gap Analysis

- The projected labor demand shall be fulfilled gradually by the labor supply available in the market over the coming 20 years of development.
- The gap can be filled by providing quality labor at the right time, therefore, preparing the workforce for the kind of jobs needed by the planned projects.



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## Recommendations

- Keep track of potential and expected investments' estimated labor demand through creating a labor market monitoring function or unit.
- Prepare the transportation infrastructure (roads, transport stations) to support mobility networks inside and around the development area, in order to provide reliable and affordable access of labor to the development area as noticed by the consultants.
- Introduce educational and training programs to cater for the skills and competencies required by the tourism investments expected in the area, through training and education institutes in Jabal Ajloun region, with special focus on youth segment. It is advised to explore opportunities for cooperation with existing colleges and institutes in the country.
- A detailed study of the available tourism training programs and providers is required, to decide on the feasibility of establishing tourism institutes in Ajloun or the neighboring governorates.



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## Recommendations

- Implement awareness activities targeting women and families to facilitate understanding of the importance of female contribution to the labor market, and the advantages of working in the tourism and hospitality sector.
- Launching a fast track development at JADA with at least one project employing people from the local community, in order to build credibility and trust among the population, and provide tangible results.
- Involve community leaders in marketing for the investments among the population, and advising workforce to join new activities and sectors.



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# THANK YOU



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## ANNEXES

## Annex 1: JADA Development Conceptual Master Plan

[illegible]

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## Annex 1: JADA Development Conceptual Master Plan

Commercial & Industrial Users									
Customer Name	Customer Address	Customer Phone	Customer Email	Customer Website	Customer Type	Customer Category	Customer Sub-Category	Customer Status	Customer Rating
Customer 1 - ABC Corp	100 Main St	555-123-4567	info@abc.com	www.abc.com	Commercial	Industrial	Manufacturing	Active	4.5
	200 Main St	555-234-5678	info@abc.com	www.abc.com	Commercial	Industrial	Manufacturing	Active	4.5
	300 Main St	555-345-6789	info@abc.com	www.abc.com	Commercial	Industrial	Manufacturing	Active	4.5
	400 Main St	555-456-7890	info@abc.com	www.abc.com	Commercial	Industrial	Manufacturing	Active	4.5
	500 Main St	555-567-8901	info@abc.com	www.abc.com	Commercial	Industrial	Manufacturing	Active	4.5
Customer 2 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 3 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 4 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 5 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 6 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 7 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 8 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 9 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 10 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 11 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 12 - NOP Corp					10000	0.01	0.01	10000.00	0.000
Customer 13 - QRS Corp					10000	0.01	0.01	10000.00	0.000
Customer 14 - TUV Corp					10000	0.01	0.01	10000.00	0.000
Customer 15 - WXY Corp					10000	0.01	0.01	10000.00	0.000
Customer 16 - ZAB Corp					10000	0.01	0.01	10000.00	0.000
Customer 17 - CDE Corp					10000	0.01	0.01	10000.00	0.000
Customer 18 - FGH Corp					10000	0.01	0.01	10000.00	0.000
Customer 19 - IJK Corp					10000	0.01	0.01	10000.00	0.000
Customer 20 - LMN Corp					10000	0.01	0.01	10000.00	0.000
Customer 21 - OPQ Corp					10000	0.01	0.01	10000.00	0.000
Customer 22 - RST Corp					10000	0.01	0.01	10000.00	0.000
Customer 23 - UVW Corp					10000	0.01	0.01	10000.00	0.000
Customer 24 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 25 - ABC Corp					10000	0.01	0.01	10000.00	0.000
Customer 26 - DEF Corp					10000	0.01	0.01	10000.00	0.000
Customer 27 - GHI Corp					10000	0.01	0.01	10000.00	0.000
Customer 28 - JKL Corp					10000	0.01	0.01	10000.00	0.000
Customer 29 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 30 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 31 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 32 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 33 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 34 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 35 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 36 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 37 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 38 - NOP Corp					10000	0.01	0.01	10000.00	0.000
Customer 39 - QRS Corp					10000	0.01	0.01	10000.00	0.000
Customer 40 - TUV Corp					10000	0.01	0.01	10000.00	0.000
Customer 41 - WXY Corp					10000	0.01	0.01	10000.00	0.000
Customer 42 - ZAB Corp					10000	0.01	0.01	10000.00	0.000
Customer 43 - CDE Corp					10000	0.01	0.01	10000.00	0.000
Customer 44 - FGH Corp					10000	0.01	0.01	10000.00	0.000
Customer 45 - IJK Corp					10000	0.01	0.01	10000.00	0.000
Customer 46 - LMN Corp					10000	0.01	0.01	10000.00	0.000
Customer 47 - OPQ Corp					10000	0.01	0.01	10000.00	0.000
Customer 48 - RST Corp					10000	0.01	0.01	10000.00	0.000
Customer 49 - UVW Corp					10000	0.01	0.01	10000.00	0.000
Customer 50 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 51 - ABC Corp					10000	0.01	0.01	10000.00	0.000
Customer 52 - DEF Corp					10000	0.01	0.01	10000.00	0.000
Customer 53 - GHI Corp					10000	0.01	0.01	10000.00	0.000
Customer 54 - JKL Corp					10000	0.01	0.01	10000.00	0.000
Customer 55 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 56 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 57 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 58 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 59 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 60 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 61 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 62 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 63 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 64 - NOP Corp					10000	0.01	0.01	10000.00	0.000
Customer 65 - QRS Corp					10000	0.01	0.01	10000.00	0.000
Customer 66 - TUV Corp					10000	0.01	0.01	10000.00	0.000
Customer 67 - WXY Corp					10000	0.01	0.01	10000.00	0.000
Customer 68 - ZAB Corp					10000	0.01	0.01	10000.00	0.000
Customer 69 - CDE Corp					10000	0.01	0.01	10000.00	0.000
Customer 70 - FGH Corp					10000	0.01	0.01	10000.00	0.000
Customer 71 - IJK Corp					10000	0.01	0.01	10000.00	0.000
Customer 72 - LMN Corp					10000	0.01	0.01	10000.00	0.000
Customer 73 - OPQ Corp					10000	0.01	0.01	10000.00	0.000
Customer 74 - RST Corp					10000	0.01	0.01	10000.00	0.000
Customer 75 - UVW Corp					10000	0.01	0.01	10000.00	0.000
Customer 76 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 77 - ABC Corp					10000	0.01	0.01	10000.00	0.000
Customer 78 - DEF Corp					10000	0.01	0.01	10000.00	0.000
Customer 79 - GHI Corp					10000	0.01	0.01	10000.00	0.000
Customer 80 - JKL Corp					10000	0.01	0.01	10000.00	0.000
Customer 81 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 82 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 83 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 84 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 85 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 86 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 87 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 88 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 89 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 90 - NOP Corp					10000	0.01	0.01	10000.00	0.000
Customer 91 - QRS Corp					10000	0.01	0.01	10000.00	0.000
Customer 92 - TUV Corp					10000	0.01	0.01	10000.00	0.000
Customer 93 - WXY Corp					10000	0.01	0.01	10000.00	0.000
Customer 94 - ZAB Corp					10000	0.01	0.01	10000.00	0.000
Customer 95 - CDE Corp					10000	0.01	0.01	10000.00	0.000
Customer 96 - FGH Corp					10000	0.01	0.01	10000.00	0.000
Customer 97 - IJK Corp					10000	0.01	0.01	10000.00	0.000
Customer 98 - LMN Corp					10000	0.01	0.01	10000.00	0.000
Customer 99 - OPQ Corp					10000	0.01	0.01	10000.00	0.000
Customer 100 - RST Corp					10000	0.01	0.01	10000.00	0.000
Customer 101 - UVW Corp					10000	0.01	0.01	10000.00	0.000
Customer 102 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 103 - ABC Corp					10000	0.01	0.01	10000.00	0.000
Customer 104 - DEF Corp					10000	0.01	0.01	10000.00	0.000
Customer 105 - GHI Corp					10000	0.01	0.01	10000.00	0.000
Customer 106 - JKL Corp					10000	0.01	0.01	10000.00	0.000
Customer 107 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 108 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 109 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 110 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 111 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 112 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 113 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 114 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 115 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 116 - NOP Corp					10000	0.01	0.01	10000.00	0.000
Customer 117 - QRS Corp					10000	0.01	0.01	10000.00	0.000
Customer 118 - TUV Corp					10000	0.01	0.01	10000.00	0.000
Customer 119 - WXY Corp					10000	0.01	0.01	10000.00	0.000
Customer 120 - ZAB Corp					10000	0.01	0.01	10000.00	0.000
Customer 121 - CDE Corp					10000	0.01	0.01	10000.00	0.000
Customer 122 - FGH Corp					10000	0.01	0.01	10000.00	0.000
Customer 123 - IJK Corp					10000	0.01	0.01	10000.00	0.000
Customer 124 - LMN Corp					10000	0.01	0.01	10000.00	0.000
Customer 125 - OPQ Corp					10000	0.01	0.01	10000.00	0.000
Customer 126 - RST Corp					10000	0.01	0.01	10000.00	0.000
Customer 127 - UVW Corp					10000	0.01	0.01	10000.00	0.000
Customer 128 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 129 - ABC Corp					10000	0.01	0.01	10000.00	0.000
Customer 130 - DEF Corp					10000	0.01	0.01	10000.00	0.000
Customer 131 - GHI Corp					10000	0.01	0.01	10000.00	0.000
Customer 132 - JKL Corp					10000	0.01	0.01	10000.00	0.000
Customer 133 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 134 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 135 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 136 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 137 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 138 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 139 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 140 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 141 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 142 - NOP Corp					10000	0.01	0.01	10000.00	0.000
Customer 143 - QRS Corp					10000	0.01	0.01	10000.00	0.000
Customer 144 - TUV Corp					10000	0.01	0.01	10000.00	0.000
Customer 145 - WXY Corp					10000	0.01	0.01	10000.00	0.000
Customer 146 - ZAB Corp					10000	0.01	0.01	10000.00	0.000
Customer 147 - CDE Corp					10000	0.01	0.01	10000.00	0.000
Customer 148 - FGH Corp					10000	0.01	0.01	10000.00	0.000
Customer 149 - IJK Corp					10000	0.01	0.01	10000.00	0.000
Customer 150 - LMN Corp					10000	0.01	0.01	10000.00	0.000
Customer 151 - OPQ Corp					10000	0.01	0.01	10000.00	0.000
Customer 152 - RST Corp					10000	0.01	0.01	10000.00	0.000
Customer 153 - UVW Corp					10000	0.01	0.01	10000.00	0.000
Customer 154 - XYZ Corp					10000	0.01	0.01	10000.00	0.000
Customer 155 - ABC Corp					10000	0.01	0.01	10000.00	0.000
Customer 156 - DEF Corp					10000	0.01	0.01	10000.00	0.000
Customer 157 - GHI Corp					10000	0.01	0.01	10000.00	0.000
Customer 158 - JKL Corp					10000	0.01	0.01	10000.00	0.000
Customer 159 - MNO Corp					10000	0.01	0.01	10000.00	0.000
Customer 160 - PQR Corp					10000	0.01	0.01	10000.00	0.000
Customer 161 - STU Corp					10000	0.01	0.01	10000.00	0.000
Customer 162 - VWX Corp					10000	0.01	0.01	10000.00	0.000
Customer 163 - YZA Corp					10000	0.01	0.01	10000.00	0.000
Customer 164 - BCD Corp					10000	0.01	0.01	10000.00	0.000
Customer 165 - EFG Corp					10000	0.01	0.01	10000.00	0.000
Customer 166 - HIJ Corp					10000	0.01	0.01	10000.00	0.000
Customer 167 - KLM Corp					10000	0.01	0.01	10000.00	0.000
Customer 168 - NOP Corp					10000	0.01	0.0		



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### Annex 2: Labor demand of hotels at JADA by years of experience



### Annex 2: Labor demand of hotels at JADA by salary range

Jobs by salary range in hotels

Salary Range	%
Less than 200	11.05
200 - 300 JD	17.19
300 - 400 JD	10.01
400 - 500 JD	4.65
500 - 600 JD	3.84
600 - 700 JD	1.11
700 - 800 JD	2.63
800 - 900 JD	0.71
900 - 1000 JD	0.51
1000 - 1500 JD	2.12
1500 - 2000 JD	0.71
2000 - 2500 JD	0.51
2500 - 3000 JD	0.81
3000 - 3500 JD	0.00
3500 - 4000 JD	0.20
4000 - 4500 JD	0.00
4500 - 5000 JD	0.40
Unspecified	13.55
<b>Total</b>	<b>100</b>

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### Annex 3: ADA projects development components and labor demand

Project	Components	Description	No. of units	Labor Demand
RSCN Ajlun Reserve	Royal institute for conservation of nature (RICN)	Environmental Education		73
	Forest lodge tent platforms	Infrastructure		NA
	6 star lodge and guide facility	Accommodation	(See below)	
	Forest lodge 1	Accommodation	20	
	Forest lodge 2 (Quarry site)	Accommodation	20	
	Organic farm	Agriculture production	8	
	Village resort	Tourism	30	
	Open space	Environmental tourism	NA	
	Residential	apartments for resident guides	30	7
	Hotel keys	Accommodation	12	15
5 Star lodge and guide facility at RSCN reserve	Lodge	Accommodation	20	
	Guide school facilities	Education/training	NA	
	Tent platforms	at guide school	5	NA
	Residential	apartments and artist studio	20	3
Ulu Al Yarmouk Village re-development	Hotel keys	houses services apartments	51	5
	Chic facilities	Village hall, school, mosque, museum	31	

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### Annex 3: ADA projects development components and labor demand

Project	Components	Description	No. of units	Labor Demand
Village resort - Quarry	Hotel keys & serviced residential bedroom equivalents	Accommodation	202	315
	Residential villas	Accommodation	3	1
	Spa	Health & Recreation		NA
	Open space	Picnic		NA
Resort hotel on the Castle view	Hotel rooms	Accommodation	75	117
	Hotel suites	Accommodation	28	44
	Residential villas	Accommodation	8	2
	Spa	Health & Recreation		NA
	Open space	Picnic		NA
Gateway village and new community at the Irbid gate	Residential villas, townhouses and flats	Accommodation	350	52
	Hotel rooms	Accommodation	100	156
	Retail shops	Commercial		NA
	Civic - visitors and educational center	Education		NA
	Open space	Picnic		NA

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### Annex 3: ADA projects development components and labor demand

Project	Components	Description	No. of units	Labor Demand
Deir As-Smadiyyeh Ash-Shamali	Residential single family	Accommodation	30	7
	Reserve residential	Accommodation	15	3
	Hotel rooms	Accommodation	60	78
	Retail shops	Commercial		NA
	Civic - visitors and educational center	Education		NA
	Open space	Picnic		NA
Deir As-Smadiyyeh Al-Jamouli	Residential single family	new and restored Accommodation	20	6
	Reserve residential	Accommodation	10	2
	Open space	Picnic		NA
Pella Antiquities site	4 star hotel	Accommodation	125	141
	Boutique 5 star hotel	Accommodation	30	47
	Visitors center and retail	Education		NA
<b>Total</b>				<b>1,233</b>



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### Annex 4: Labor Demand of RSCN institute by position

Labor demand of Royal Institute for Conservation of Nature by Position		
Position	Labor Demand	Gender
Institute principal	1	m/f
Marketing executive	1	m/f
Senior trainers full-time	6	m/f
Administrative staff	3	m/f
Senior accountant	1	m/f
IT technician	1	m/f
Drivers	2	m
Electro-mechanical technician	1	m
Service staff (cleaners, guards)	6	m/f
Wild Jordan center manager	1	m/f
Reception	2	m/f
Tourism guide full-time and part-time	4	m
Shops attendants	6	m/f
Accommodation management	18	m/f
Wild Jordan restaurant staff	15	m
Professional trainers	5	m
<b>Total</b>	<b>73</b>	



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### Annex 4: Labor Demand of RSCN project by component

Project	Components	Description	Labor Demand
RSCN Ajloun Reserve	Royal institute for conservation of nature (RICN)	Environmental Education	73
	Forest lodge tent platforms	Infrastructure	NA
	5 star lodge and guide facility	Accommodation	45
	Forest lodge 1	Accommodation	20
	Forest lodge 2 (Quarry site)	Accommodation	20
	Organic farm	Agriculture production	6
	Village resort	Tourism	30
	Open space	Environmental tourism	NA



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### Annex 4: Labor Demand of Um Al Yanabee Project by component

Project	Components	Description	No. of units	Labor Demand
Um Al Yanabee Village re-development	Residential	apartments and artist studio	20	3
	Hotel keys	includes serviced apartments	51	5
	Civic facilities	Village hall, school, mosque, museum		31



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## Annex 5: Calculations of indirect labor

- The indirect labor or jobs are calculated using the multiplier of the relevant sector as referenced in the *"Economic Development Multipliers: A User Handbook for the Regional Input-Output Modeling System (RIMS II)"*. Third Edition 1997, Washington, DC".
- The main sector of ADA is tourism, therefore; it is classified under code 32 which is lodging, amusement and recreation services with a multiplier of 1.9841.
- Each direct job in the tourism sector generates 1.9842 indirect jobs. Accordingly:
- JADA indirect labor =  $3,392 \times 1.9842 = 6,730$  indirect jobs.
- ADA indirect labor =  $1,233 \times 1.9842 = 2,446$  indirect jobs



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