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LABOR FORCE SUPPLY AND DEMAND PROFILE OF JABAL AJLOUN DEVELOPMENT AREA

FINAL REPORT

August 1, 2010

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FINAL REPORT

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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DELOITTE CONSULTING LLP.

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AUTHOR: DAJANI CONSULTING COMPANY (AMMAN
– JORDAN)

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ACRONYMS

DZC	Development Zones Commission
ADA	Ajloun Development Area
JADA	Jabal Ajloun Development Company
SABEQ	USAID Jordan Economic Development Program
DOS	Department of Statistics
MOHESR	Ministry of Higher Education and Scientific Research
NCHRD	National Center for Human Resources Development
MOE	Ministry of Education
MOH	Ministry of Health
MOL	Ministry of Labor
ICT	Information and Communication Technology
GSC	General Secondary Certificate
B.Sc	Bachelor's of Science
MA	Masters Degree
PhD	Doctorate Degree
QIZ	Qualified Industrial Zone
RSCN	Royal Society for Conservation of Nature

EXECUTIVE SUMMARY

The labor force profile for Jabal Ajloun Development Area aims at identifying the labor demand by the private sector firms in the Area, as well as, the labor supply in Ajloun Governorate and neighboring governorates, in terms of qualifications, training, available skills, previous experience, job preferences, etc. The results of the Labor Supply and Labor Demand Analysis will reveal important information about the level of match and the gaps between what is required by the private sector and the available workforce in the surrounding area. The results are anticipated to guide the Jabal Ajloun Development Company (JADA) and the DZC in the decisions that they should make in bridging the gap between the demand and supply and thus increase the chances for Jordanians in Ajloun and surrounding areas to obtain jobs in the Development Area.

The methodology usually used to gather information on the labor demand consists of a survey tool that is designed to collect data from investors in the Development Area. In addition to projections and estimations of the required jobs [based on the expected needs of the industries/sectors] anticipated to be present in the Development Area. Because of the unavailability of actual investments currently existing in Ajloun Development Area, the Consultants sought to obtain basic information on the demand from Jabal Ajloun Development Company, Board of Directors, and additionally the previous studies conducted for the Area in order to come up with good projections of labor demand. As for the labor supply, the data collection was acquired using both the secondary data available at official entities, and using a field survey tool targeting a representative sample of the workforce using structured questionnaire and interviews.

The Labor Supply Study covered four Governorates relevant to the Ajloun Development Area, with a specific focus on the Ajloun Governorate.

During the scoping phase, the Consultants and JADA's Board agreed that the focus of the study would be on the labor supply side, as the labor demand information is still lacking. Later on, some useful information assisted the consultants in defining the profile of labor demand.

In addition, and as per the request of the PMU, the scope of the study was extended to include a survey on the status of the Quarrying Sector with respect to labor, income, legal status, feasibility, and possibility of cessation of activity and the uptake of another income source.

This report includes the results of the labor supply study, as well as the labor demand profile divided on two levels; the long-term level, and the mid-term level. Gap analysis was also conducted to conclude facts about the missing skills among the workforce, and recommend actions and initiatives to bridge the gap between labor supply and demand (if any).

INTRODUCTION

The Labor Force Supply Study measures one side of the labor market equation. This study is usually divided into two parts:

- i) Secondary data: available at officially recognized sources in the form of official statistics.
- ii) Primary data: collected through a structured field survey of a sample of the target segment (workforce) using a special survey tool (questionnaire).

On the other side, the Labor Force Demand Study aims at assessing the quantity and quality of labor required by the employers and enterprises in a given geographical area. The approach usually used to prepare the demand profile includes a process of identifying, contacting and visiting representatives of the enterprises within the area; to collect data about their human resources needs and projections, by means of structured interview and data request sheet.

Ajloun Development Area is a new investment zone, with the theme of environmental tourism and healthy recreation.

The DZC and Jabal Ajloun Development Company (JADA) requested SABEQ support in carrying out the Labor Force Supply and Demand Study to produce the labor force profile. JADA is responsible of an estimated area of (2,168) dunums near Anjara (formerly Military Base) which was announced to serve Ajloun's population. The Labor Force Supply Study focused on the statistics of potential workforce working and residing in Ajloun Governorate. In addition, a larger area was studied to investigate labor supply indicators of the geographic area within and around Ajloun Development Area (ADA) covering an estimated area of (1,000,000) dunums, authorized by Prime Ministry, and shared among four governorates, namely:

- Ajloun
- Irbid
- Jerash
- Balqa

JADA will use the results of the Labor Force Profile to take action and create initiatives that would promote the recruitment of unemployed workforce by potential investors in the Area.

OBJECTIVES

The main objective of the Labor Force Supply and Demand Study is to describe the main aspects of labor force in target Governorates in order to compare it with the labor force demand as expressed by potential investors. The overall objective of this study is to develop a comprehensive labor profile database of selected parts of Ajloun, Irbid, Jerash and Balqa governorates. Another objective is to provide specific updated information about the labor force in these areas, in order to use it when facilitating the recruitment efforts of potential investors interested in ADA.

METHODOLOGY AND TIMEFRAME

To prepare the labor supply profile, consultants went through the following steps:

- i) Held initiating meetings with DZC and JADA to explain the methodology and coordinate efforts; the scope of the study was further defined.
- ii) Identified target segment which included a sample of the population surrounding areas of ADA in Ajloun, Irbid, Jerash and Balqa Governorates representing the workforce (unemployed and employed who are searching for jobs). Agree with JADA on the target segment and sample size distribution.
- iii) Develop the Labor Force Supply Survey Tool (questionnaire) originally used in collecting data from the workforce. The tool initially was based on the original survey tool, which was used previously for the Labor Force Profile study in Mafraq and Dead Sea. The questionnaire passed several review and testing steps until finalization. The final version of the questionnaire was in Arabic and customized for the JADA requirements, focusing on the local community criteria (social structure, preferences, traditions, habits, beliefs, sources of income) and thematic intention of the area (environmental tourism). The questionnaire document included covering letters issued by the Governors and DZC to facilitate the survey work. A special annex to the questionnaire additionally was provided to surveyors in Ajloun in order to collect information regarding mining and quarrying sector.
- iv) Develop the data entry frame using MS Access database.
- v) Recruit experienced professional surveyors and data entry staff stationed in all Governorates.
- vi) Prepare the sample, data entry frame and fieldwork plan for the survey.
- vii) Orientation and training of the survey team and data entry staff by the consultants, DZC and JADA representative.
- viii) Launch fieldwork covering all geographic locations and interview the sample of the target segment under supervision of the team leaders.
- ix) Examination and quality control of the collected data before data entry. Verification and validation processes of data were performed.
- x) Statistical analysis of the entered data and preparation of the labor force supply indicators.
- xi) Reporting and presenting the results to DZC and JADA.

On the other hand, to develop the labor demand profile, the consultants performed the following tasks:

- i) Meet JADA board members and PMU as well, to receive the vision and plans for JADA's potential and prospects.
- ii) Collect information from previous initial studies and plans for ADA, and contact potential investors if possible.
- iii) Build labor demand calculations based on existing models or acceptable standards.
- iv) Develop the labor demand profile of the fast track stage and the long term stage.

The timeframe of the Labor Force Study is illustrated in Table 1. A detailed work plan is included in the Annexes.

Table 1: ADA Labor Supply and Demand Study Timeframe

Labor Supply Stage/Task	January 2010				February 2010				March 2010				April 2010			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Preparations and meetings																
Surveyors recruitment and training																
Field Survey																
Data entry and quality control																
Analysis																
Reporting and Presentation																
Labor Demand Stage/Task	May 2010				June 2010				July 2010				August 2010			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Meeting JADA and PMU																
Information collection																
Labor demand calculations																
Labor demand profile development																
Reporting and presentation																
Modifications																
Final report and presentation to DZC																
Improvement and acceptance of final report																

The labor demand study was mainly based on the interviews held with the JADA Board of Directors and PMU. The members of Board provided their feedback on the basis of previous studies about JADA. The labor demand study took place after completion of the labor supply study as shown in the above table.

LABOR SUPPLY PROFILE

The Labor Force Supply Profile has two major parts:

- Population and labor secondary data: including statistics based on the Governorates covered by the study, obtained from official sources.
- Survey findings: contain indicators resulting from the analysis of collected data during the survey.

It is worth mentioning that the population and labor secondary data describe the statistics in the four governorates, while the survey findings are arranged in two chapters:

- Jabal Ajloun Area findings.
- Ajloun Governorate findings.

1. POPULATION AND LABOR SECONDARY DATA

The secondary data focuses on important indicators, and describes characteristics of the local community to give an adequate perception about the situation of labor supply and workforce in general. More secondary data is included in the annexes. The main available indicators include:

1.1 TOTAL POPULATION

Table 2: Total Population of governorates

Table 2			
Population by Gender for the year 2006			
Governorate	Male	Female	Total
Balqa	194,800	180,400	375,200
	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
	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
	90,300	85,200	175,500
Ajloun	68,500	66,000	134,500
Irbid	533,200	508,100	1,041,300

(Source: Department of Statistics)

The population has increased by 2% in the past 2 years; the Irbid population (the largest populated Governorate near ADA) has increased to reach 1,041,300 inhabitants in the year 2008. The growth in population is due to the natural growth of population. Irbid has the second largest population after Amman the capital, which may indicate the abundance of varying levels and qualifications within the workforce.

1.2 POPULATION BY AGE GROUP

Table 3: Population (%) distributed by age groups

Age (year)	Percentage in 2008				Percentage in 2007				Percentage in 2006			
	Balqa		Ajloun	Irbid	Balqa		Ajloun	Irbid	Balqa		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

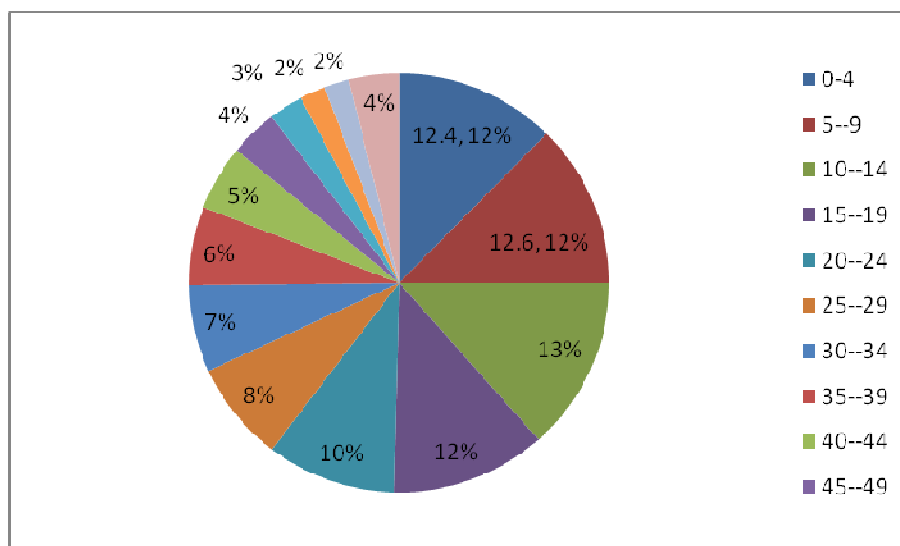
(Source: Department of Statistics)

The largest age group in the population is between the age of 10 and 14 years of age, while the smallest age group is above 60 years of age. It is noteworthy that a significant proportion of the population falls under the economically active age category (15 – 59 years) by about 55% on average. In general, the population of Northern Governorates is characterized as being a young population. The common workforce age group is between the age of 15 years and 39 years and represents an average of 43% of the population over the last three years.

Table 4: Average proportion of governorates population according to age groups

Table 4 Average proportion of governorates population by age group in the year 2008	
Age group	Average (%)
0-4 year	12.4
5—9 year	12.6
10—14 year	13.45
15—19 year	11.98
20—24 year	9.98
25—29 year	7.73
30—34 year	6.73
35—39 year	6.05
40—44 year	5.03
45—49 year	3.68
50—54 year	2.65
55—59 year	1.98
60—64 year	1.93
65+ year	3.88

Figure 1: Average distribution of governorates population by age group in 2008



1.3 UNEMPLOYMENT AND EMPLOYMENT RATES

Table 5: Unemployment Rate

Gender	2006				2007				2008			
	Irbid	Ajloun	Balqa	Jerash	Irbid	Ajloun	Balqa	Jerash	Irbid	Ajloun	Balqa	Jerash
Male	13.9	15.5	12.1	12.8	13.1	13	10.4	12	12.6	11	10.6	12.2
Female	26.6	34.8	22.9	32.1	33.2	36.8	23.6	35	32.5	29.2	21.4	32.1
Total	15.6	18.1	14.1	15.5	16.5	17.7	13.2	16.2	15.9	14.8	12.8	15.6

(Source: Department of Statistics)

The unemployment rate has decreased by 3.3% in Ajloun and 1.3% in Balqa during 2006 to 2008, but remained almost constant in Irbid and Jerash. This fluctuation is due to several factors including the economic situation of Jordan and the labor market forces. This unemployment rate is slightly higher than the average national rate measured in the same years. The unemployment rate among females is clearly higher than that of males, which indicates the tendency to employ more males than females in remote areas.

Figure 2: Unemployment rate by Gender

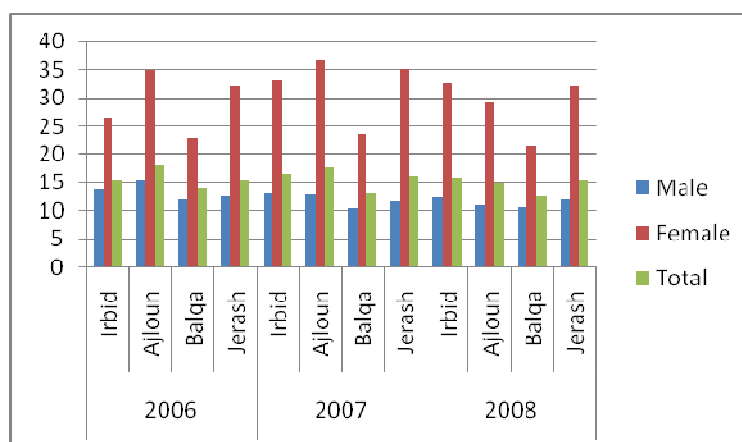


Table 6: Employment Rate

Table 6 Employment rate (%) in the four governorates			
Governorate	2006	2007	2008
Balqa	32.3	35.4	34.3
Irbid	28.8	31.3	31.5
	29.4	32.4	32.5
Ajloun	27.4	30.5	31.5

(Source: Source: Department of Statistics - Employment and Unemployment Survey)

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. the highest employment rate was observed in Balqa.

1.4 EMPLOYED AND UNEMPLOYED WORKFORCE

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). In terms of the four governorates, the highest economic activity rate was 39.3 in Balqa during 2008.

Table 7: Total Economic Participation Rate

Table 7 Total economic participation rate in the four governorates			
Governorate	2006	2007	2008
Balqa	37.5	40.8	39.3
Irbid	34.2	37.5	37.3
	34.9	38.6	38.5
Ajloun	33.4	37.1	37

(Source: Source: Department of Statistics - Employment and Unemployment Survey)

Regardless the governorate, females economic participation rate is considered very low in the North region around the development area.

Table 8: Employed and Unemployed workforce

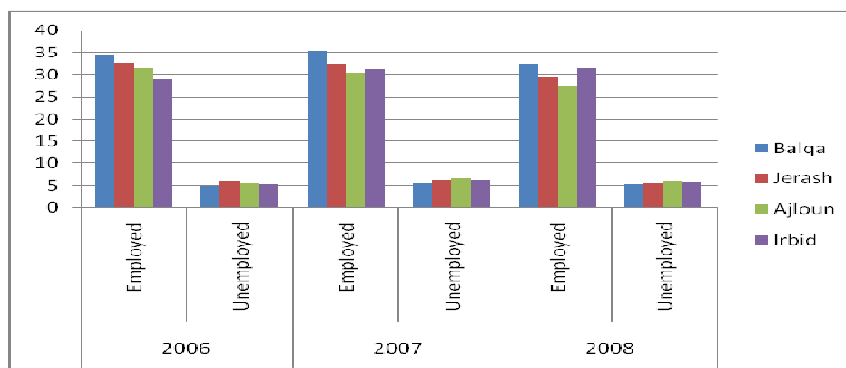
Table 8 Percentage of economically active (%) of the population by employment status during 2006 - 2008						
Governorate	2006		2007		2008	
	Employed	Unemployed	Employed	Unemployed	Employed	Unemployed
Balqa	34.3%	5%	35.4%	5.4%	32.3%	5.3%
Jerash	32.5%	6%	32.4%	6.3%	29.5%	5.4%
Ajloun	31.5%	5.5%	30.5%	6.6%	27.4%	6.1%
Irbid	28.8%	5.3%	31.3%	6.2%	31.5%	5.9%

(Source: Department of Statistics)

Employed persons within the economically active population increased from an average of 31.7% employed in 2006 to 32.4% and decreased to 30.17% in 2008, while the unemployed within the economically active persons increased from an average of 5.4% in 2006 to 6.12% in 2007, and dropped down to an average of 5.67% in 2008. The highest economic activity

rate is noted in Balqa, while the lowest is in Ajloun. The highest percentage of unemployed was 6.6% of the economically active population in Ajloun during 2007. This could be due to limited work opportunities in the Governorate.

Figure 3: Employed and Unemployed workforce



The labor force is composed from employed and unemployed persons in all governorates around the development area. The highest number of labor force is concentrated in Irbid.

Table 9: Number of Labor Force

Governorate	2006	2007	2008
Balqa	82,579	88,097	86,305
Irbid	199,360	231,638	244,946
Jerash	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.

Table 10: Number of employed and unemployed

Governorate	2006		2007		2008	
	employed	unemployed	employed	unemployed	employed	unemployed
Balqa	70,940	11,639	76,513	11,584	75,289	11,016
Irbid	168,181	31,179	193,436	38,202	206,103	38,843
Jerash	26,830	4,919	29,745	5,750	30,875	5,689
Ajloun	25,231	5,592	24,645	5,314	25,850	4,519

(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. On the other hand, 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.

1.5 CIVIL SERVICE EMPLOYMENT AND JOB SEEKERS

Table 11: Applicants, Refrained and Appointed in the public sector

Governorates	Qualification	Applicant			Refrained			Appointed		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Ajloun, Irbid, Jerash and Balqa	University	3763	6297	10060	113	11	124	453	140	593
	Community college	560	1391	1951	10	2	12	34	42	76
	Total	4323	7688	12011	123	13	136	487	182	669

(Source: Civil Service Bureau - 2007)

The statistics of Civil Service Bureau (CSB) indicate that it received 12,011 new applications from the target Governorates in the year 2007. The number of the refrained applicants (i.e. declined the jobs offered to them) was 136, while the number of the appointed applicants was 669. Only 5.6% of the applicants to CSB were previously employed in the public sector, which indicates the weak opportunity for the unemployed to be recruited by the public sector in the future. Although females focus on finding jobs in the public sector, CSB statistics show that less than 2.5% of the women in the four Governorates who apply to CSB succeed in securing permanent jobs in these Governorates.

According to directorates of employment in the governorates, the highest number of job seekers during 2008 existed in Irbid. The total job seekers in Jordan 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.

Table 12: Number of job seekers

Table 12 Number of job seekers in the four governorates 2006 – 2008			
Governorate	2006	2007	2008
Balqa	646	938	1,036
Irbid	1,968	4,059	5,395
Jerash	271	670	852
Ajloun	250	212	295

(Source: MoL - Directorate of Employment)

1.6 EDUCATION AND TRAINING

The four governorates include universities in Irbid, Jerash and Balqa. These universities include:

- i. Yarmouk University.
- ii. Jordan University of Science and Technology
- iii. Balqa Applied University
- iv. Private University
- v. Irbid National University
- vi. Philadelphia University
- vii. Jadara University

It was found that the total number of university graduates in the bachelor degree level of all specializations during 2007 – 2008 equals to 14,634 graduates (6,773 males and 7,861 females). The graduates hold degrees in science, medicine, engineering, agriculture, arts, finance, commerce, business management, languages, education and other fields.

Nevertheless, limited number of graduates are specialized in tourism and hospitality fields which are expected to be the main themes of Ajloun Development Area.

Table 13: Bachelor degree graduates in ADA universities

Table 13 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 Yarmouk 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.

The sources of technical workforce are usually the community colleges and the vocational training centers. There are public community colleges in the governorates, in addition to private, medical, military and other colleges. The public colleges which exist in the four governorates include:

- i. Irbid University college
- ii. Ajloun University college
- iii. Al Huson University college
- iv. Al Salt University college
- v. Princess Rahma Community college in Balqa
- vi. Para-medical Institute in Irbid
- vii. Nusaibah Al Mazeniah college in Irbid

The graduates of community colleges hold technical diploma degree in many specializations. The specializations belong to occupational families of programs such as business and financial, medical, engineering, education, arts, communication and media. The total number of graduates was about 1,500 graduates during 2007-2008. There is still deficiency in the graduates of tourism and hospitality programs at the community colleges.

There are 5 vocational training centers in Irbid, 1 vocational training center in Ajloun, 1 vocational training center in and 4 vocational training centers in Balqa. The total number of graduates from vocational centers was 825 graduates in 2008 (433 males and 392 females). These vocational centers offer training in various vocational fields including hospitality and tourism services.

2. SURVEY FINDINGS

The analysis of data was performed on two levels:

- Total sample: covering the geographic areas in the targeted four Governorates, that will be benefiting from the investments of ADA in general in the form of job opportunities.
- Ajloun sample: covering the sample members of Ajloun population only, that would benefit from the investments at ADA in particular in the form of job opportunities.

As per the request of Ajloun Development Area PMU, particular attention being made to the Mining and Quarrying sector in Ajloun Governorate, as it represents one of the most debatable issues in Ajloun in terms of income generation and adverse effect on the environment.

2.1 Sample

The sample for labor supply profile study was designed according to the population estimates of 2008 provided by DOS. The sample included geographic areas surrounding JADA and belonging to four governorates. The sample size and distribution followed scientific statistical standards for representative random sampling. Table (13) shows the sample design for ADA labor force supply survey, which has a total size of 932 members.

Table 14: Population and Sample Design for ADA

Population and Sample Design of ADA Labor Supply Survey					
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
	Burma	10,860	14	7	7
Total Jerash		175,500	221	114	107
Irbid	Kora	102,130	128	66	62
	Northern Ghour	95,580	120	61	59
	Bani Obaid	104,950	132	68	64
	Northern Mazar	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
	Deer Alla	52,590	66	34	32
Total Balqa		79,500	100	52	48
Total area under the scope		429,352	932	479	453

The actual size of the representative sample was 956 members from the four governorates. The distribution of the actual sample collected in the field was as follows:

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

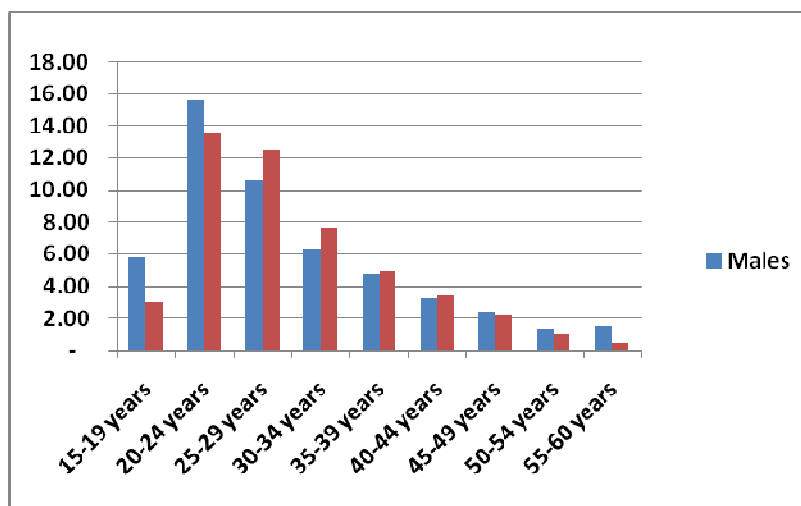
2.2 Main findings of the labor supply profile at Jabal Ajloun Area

- 1- Age group: the survey sample indicated the availability of a high proportion of the younger population in the Governorates including Ajloun. In the total sample, the largest age segment is 20 – 24 years.

Table 15: Total sample distribution by age group

Table 15				
Total sample by gender and age group				
Age groups	Cross tabulation	Males	Females	Total
15-19 years	Count	55	29	84
	% of total	11.2	6.2	8.8
20-24 years	Count	149	129	278
	% of total	30.3	27.7	29.1
25-29 years	Count	101	120	221
	% of total	20.6	25.8	23.1
30-34 years	Count	60	73	133
	% of total	12.2	15.7	13.9
35-39 years	Count	45	47	92
	% of total	9.2	10.1	9.6
40-44 years	Count	31	32	63
	% of total	6.3	6.9	6.6
45-49 years	Count	23	21	44
	% of total	4.7	4.5	4.6
50-54 years	Count	13	10	23
	% of total	2.6	2.2	2.4
55-60 years	Count	14	4	18
	% of total	2.9	0.9	1.9
Total	Count	491	465	956
	% of total	100	100	100

Figure 4: Distribution of total sample by gender and age group



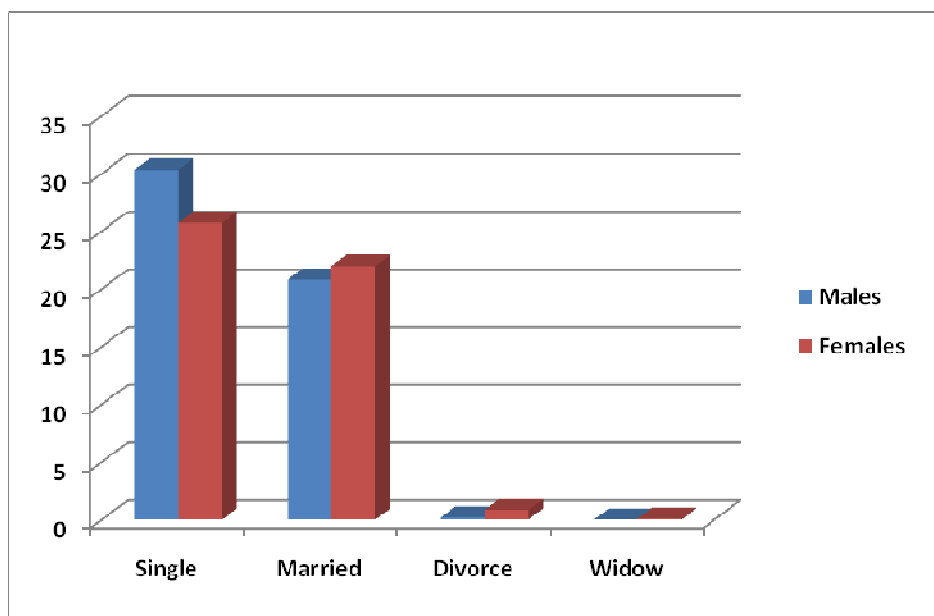
The ages of 20 – 24 years represent 29% of the total sample, while the second largest age group is 25 – 29 years, which represents 23% of the total sample.

2- Social Status: Single people were more than married people were in the total sample shown below in Table (10).

Table 16: Total sample distribution by social status

Table 16				
Total sample by gender and social status				
Status	Cross tabulation	Males	Females	Total Sample
Single	Count	290	246	536
	% of total	59.1	52.9	56.1
Married	Count	199	210	409
	% of total	40.5	45.2	42.8
Divorced	Count	2	8	10
	% of total	0.4	1.7	1.1
Widow	Count	-	1	1
	% of total	-	0.2	0.1
Total	Count	491	465	956
	% of total	100	100	100

Figure 5: Distribution of total sample by gender and marital status



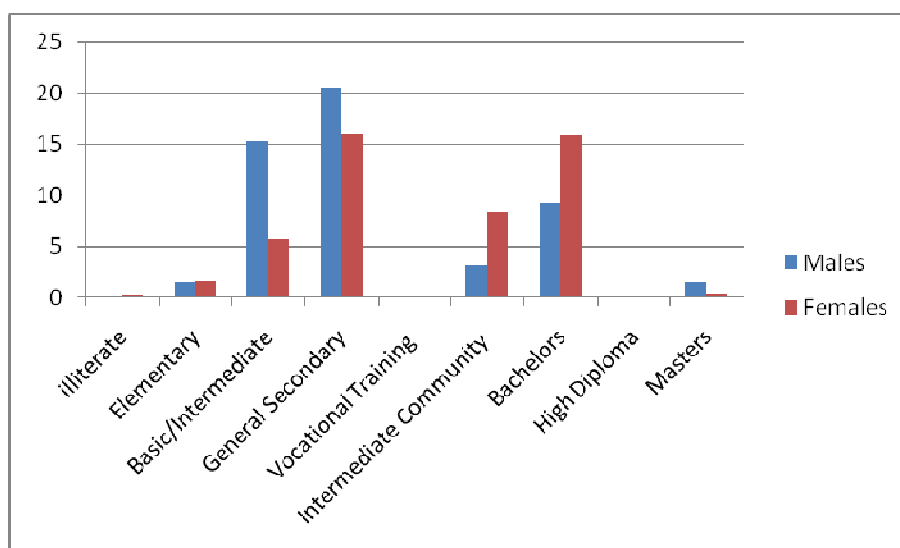
As in the above table, 56% of the total sample members are single, while 42.7% are married, 1% is divorced and 0.1% is widowed.

3- Education levels and specializations: the sample being highly diversified in terms of education levels and specializations.

Table 17: Total sample according to education level

Total sample by gender and education level				
Education Level	Cross tabulation	Males	Females	Total
Illiterate	Count	-	3	3
	% of total	-	0.6	0.3
Elementary	Count	14	16	30
	% of total	2.9	3.4	3.1
Basic/Intermediate	Count	146	55	201
	% of total	29.8	11.8	21.0
General Secondary	Count	196	154	350
	% of total	40	33.1	36.6
Vocational Training Center- Skilled	Count	1	-	1
	% of total	0.2	-	0.1
Intermediate Community College Diploma	Count	30	81	111
	% of total	6.1	17.4	11.6
Bachelors	Count	88	151	239
	% of total	17.9	32.5	25.0
High Diploma	Count	1	1	2
	% of total	0.2	0.2	0.2
Masters	Count	14	4	18
	% of total	2.8	0.9	1.9
Total	Count	490	465	955
	% of total	100	100	100

Figure 6: Distribution of total sample by education level (%)



About 36.6% of the sample held the General Secondary Certificate, 25% Bachelors degree, and 11.6% Community College Diploma. This means that the population is adequately educated in the academic areas, but has limited availability of the vocational-trained segment.

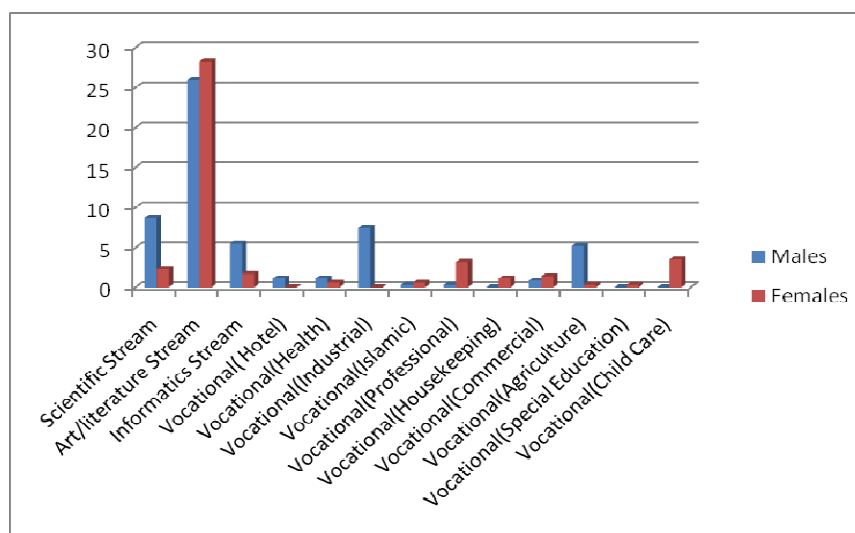
In terms of specializations, the total sample was distributed among specializations in the main education levels as illustrated in the following tables:

Table 18: Total sample distribution according to general secondary certificate streams

Table 18 General secondary qualification streams				
Specialization	Cross tabulation	Males	Females	Total
Scientific Stream	Count	30	8	38
	% of total	15.3	5.3	11.0
Art/literature Stream	Count	90	98	188
	% of total	45.9	65.3	54.3
Information Management Stream	Count	19	6	25
	% of total	9.7	4.0	7.2
Vocational(Hotels)	Count	4	-	4
	% of total	2.0	-	1.2
Vocational(Health)	Count	4	2	6
	% of total	2.0	1.3	1.7
Vocational(Industrial)	Count	26	-	26
	% of total	13.3	-	7.5
Vocational(Islamic)	Count	1	2	3
	% of total	0.5	1.3	0.9
Vocational(Professional)	Count	1	11	12
	% of total	0.5	7.3	3.5
Vocational(Housekeeping)	Count	-	4	4
	% of total	-	2.7	1.2
Vocational(Commercial)	Count	3	5	8
	% of total	1.5	3.3	2.3

Table 18 General secondary qualification streams				
Specialization	Cross tabulation	Males	Females	Total
Vocational(Agriculture)	Count	18	1	19
	% of total	9.2	0.7	5.5
Vocational(Special Education)	Count	-	1	1
	% of total	-	0.7	0.3
Vocational(Child Care)	Count	-	12	12
	% of total	-	8.0	3.5
Total	Count	196	150	346
	% of total	100	100	100

Figure 7: Distribution of total sample by gender and secondary certificate streams



54% of the General Secondary School Graduates are concentrated in the Art/Literature stream, which is the highest among all other streams, Other Secondary Certificate streams (e.g. scientific, information management, vocational) are less attractive for students in the Northern Governorates.

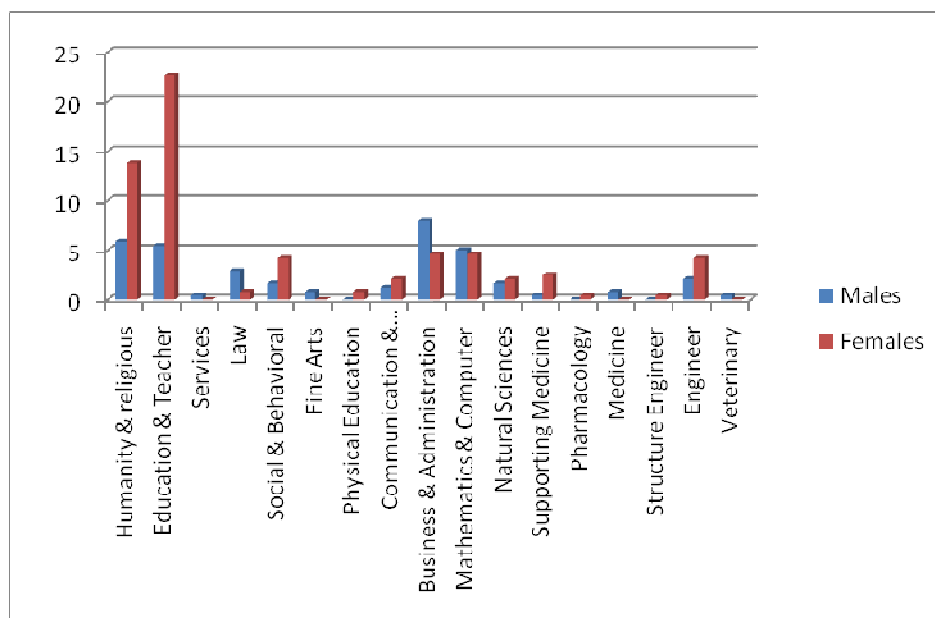
University graduates too, were found to be concentrated in few fields of specializations, while there are also other important and relevant fields lacking adequate graduates.

Table 19: Total sample distribution according to Bachelors specialization

Table 19 Bachelors degree holders in the total sample distributed by major specialization				
Major specialization	Cross tabulation	Males	Females	Total
Humanities and religious studies	Count	14	33	47
	% of total	15.9	21.9	19.7
Education & Teaching	Count	13	54	67
	% of total	14.8	35.8	28.0
Tourism services	Count	1	-	1
	% of total	1.1	-	0.4
Law	Count	7	2	9
	% of total	7.9	1.3	3.8

Table 19 Bachelors degree holders in the total sample distributed by major specialization				
Major specialization	Cross tabulation	Males	Females	Total
Social & Behavioral	Count	4	10	14
	% of total	4.5	6.6	5.9
Fine Arts	Count	2	-	2
	% of total	2.3	-	0.8
Physical Education	Count	-	2	2
	% of total	-	1.3	0.8
Communication & Documentation	Count	3	5	8
	% of total	3.4	3.3	3.3
Business & Administration	Count	19	11	30
	% of total	21.6	7.3	12.6
Mathematics & Computer	Count	12	11	23
	% of total	13.6	7.3	9.6
Natural Sciences	Count	4	5	9
	% of total	4.5	3.3	3.8
Supporting Medicine	Count	1	6	7
	% of total	1.1	4.0	2.9
Pharmacology	Count	-	1	1
	% of total	-	0.7	0.4
Medicine	Count	2	-	2
	% of total	2.3	-	0.8
Architectural Engineering	Count	-	1	1
	% of total	-	0.7	0.4
Engineering	Count	5	10	15
	% of total	5.7	6.6	6.3
Veterinary	Count	1	-	1
	% of total	1.1	-	0.4
Total	Count	88	151	239
	% of total	100	100	100

Figure 8: Distribution of total sample by gender and Bachelor degree specialization



About 28% of the Bachelor's Degree holders in the total sample are graduates of (Education and Teaching), 19% of them hold Bachelor Degrees in (Humanities and Religious Studies). There is an evident lack in graduates of other specializations such as tourism services, physical education, medicine, engineering, life sciences, environment, agriculture and others. Masters Degree and Ph.D. holders were very limited amongst the sample.

- 4- Regular training: in addition to the educational qualifications, training courses gained by the total sample reflect potential capability, which could be useful in the labor market. Sample members mentioned certain training courses that they had attended and other training courses that they required as demonstrated in the following tables.

Table 20: Gained training courses by total sample

Course	Females	%	Males	%
Vocational	101	27.37%	88	33.08%
Administrative	86	23.31%	46	17.29%
Computer	146	39.57%	98	36.84%
Languages	33	8.94%	21	7.89%
Tourism	3	0.81%	5	1.88%
Other	0	0	8	3.01%
Total	369	1	266	1

As indicated above, 39.5% of the females received training courses in computer training and 27.4% have taken vocational training courses, while 36.8% of the males took computer-training courses and 33% took vocational training courses. Vocational courses include hairdressing, mechanics, repair, carpentry and so on. Fewer proportions of males and females were enrolled in other training courses. There is a major deficiency in tourism training among the population of the Northern Governorates.

Table 21: Needed training courses by total sample

Course	Females	%	Males	%
Vocational	89	16.3%	114	22.2%
Administrative	74	13.6%	30	5.8%
Computer	222	40.7%	165	32.1%
Languages	150	27.5%	158	30.7%
Tourism	10	1.8%	46	8.9%
Other	1	0.2%	1	0.2%
Total	546	1	514	1

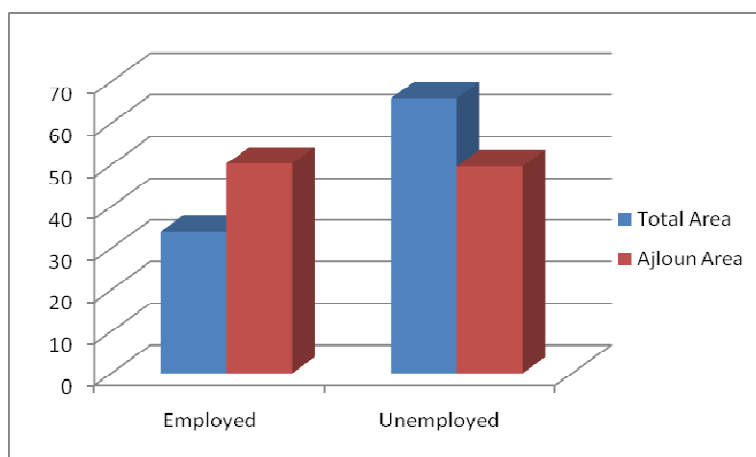
The required training courses by the total sample are also similar to the gained training, where about 40.7% of the females think that they need computer training courses and 32% of the males need computer courses as well, while 27% of the females think that they need language training courses whereas 30.7% of the males require languages (English mainly).

- 5- Employment profile and job preferences: the total sample indicated the following concerning employment preferences and indicates the employment status of the workforce.

Table 22: Total sample by employment status

Table 22 Employment status of the total sample				
Sample	Cross tabulation	Employment status		Total
		Employed	Unemployed	
Total sample	Count	325	631	956
	% of Total	34.0	66.0	100

Figure 9: Distribution of total sample and Ajloun sample according to employment status

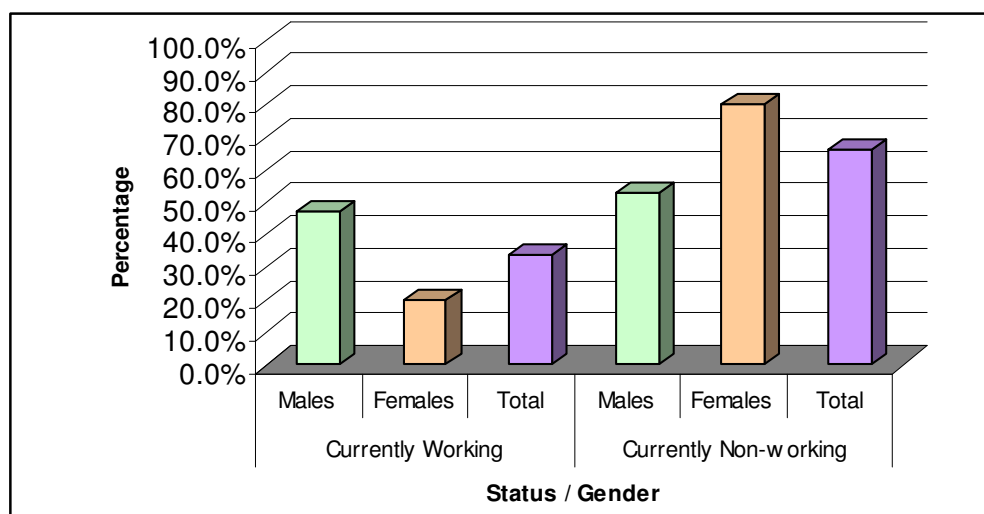


As indicated in the analysis, 34% of the total sample is currently employed jobs and 66% are unemployed.

Table 23: Working and non-working population by Governorate and Gender

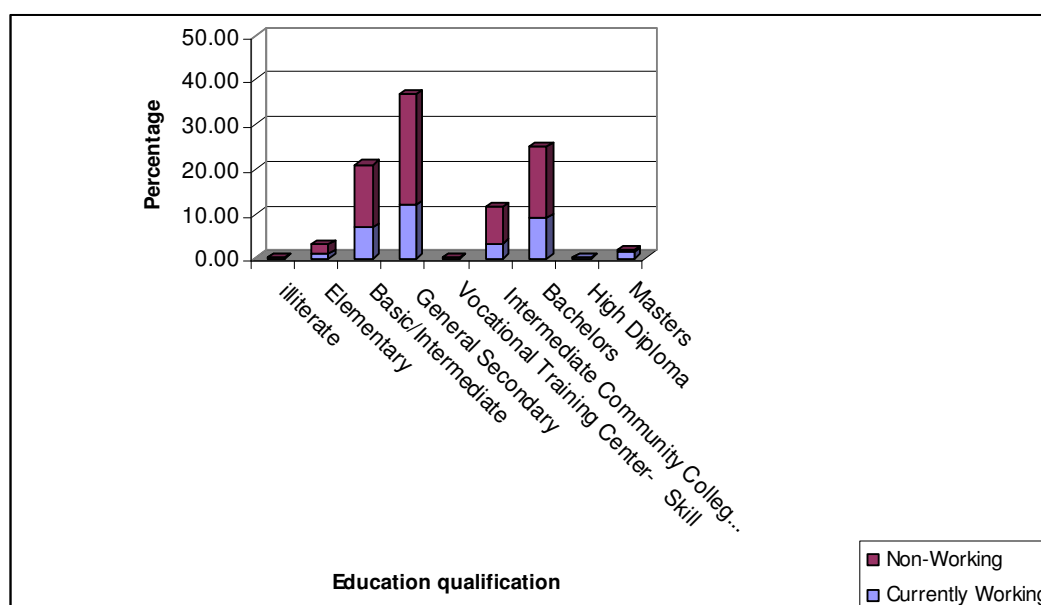
Table 23 Employment status by Gender in the four governorates and the total sample									
Governorate	Working in a current job			Non-working			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Ajloun Sample	73.6%	26.5%	50.6%	26.4%	73.5%	49.4%	51.2%	48.8%	100.0%
Total Sample	47.3%	20.0%	34.0%	52.7%	80.0%	66.0%	51.3%	48.7%	100.0%

Figure 10: Employment status by gender in the total sample



As can be seen in the above table, the current work status among males surpasses the current work status among females in the four governorates according to the survey results. The analysis of the current work status according to the education qualification is included in annex 5.

Figure 11: Work status of the total sample by education qualification

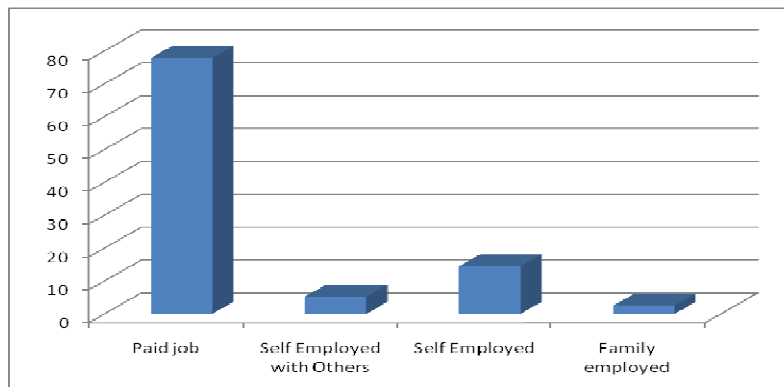


The following table shows the types of jobs occupied by the employed persons in the sample:

Table 24: Total sample employed person's distribution by type of job

Table 24						
Distribution of employed by job type for the total sample						
Sample	Cross tabulation	Job Type				Total
		Paid job	Self Employed with Others	Self Employed	Family employed	
Total sample	Count	253	17	47	8	325
	% of total	77.8%	5.2%	14.5%	2.5%	100%

Figure 12: Distribution of employed by job type for the total sample

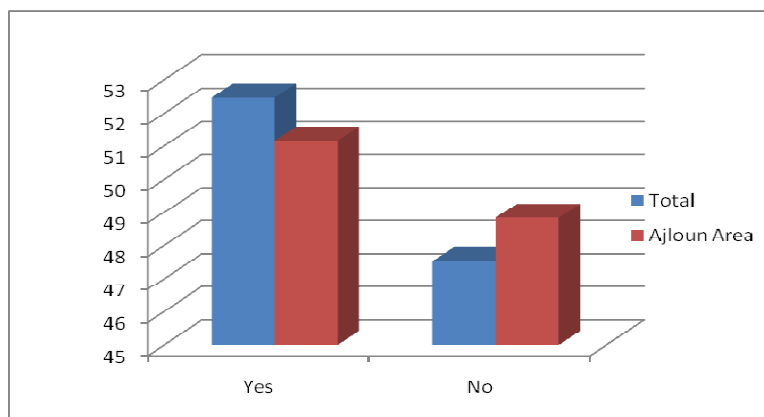


Results show that 77.8% of the employed people are working in paid jobs, 14.4% are self-employed and 2.4% are family employed. This means that workforce living in the four Governorates is more attracted towards secure jobs with a monthly salary.

Table 25: Total employed sample according to desire for changing current job

Table 25				
Employed sample distribution according to desire for current job change				
Sample	Cross tabulation	Desire to change job		Total
		Yes	No	
Total sample	Count	170	154	324
	% of Total	52.5	47.5	100

Figure 13: Employed sample distribution according to desire for current job change

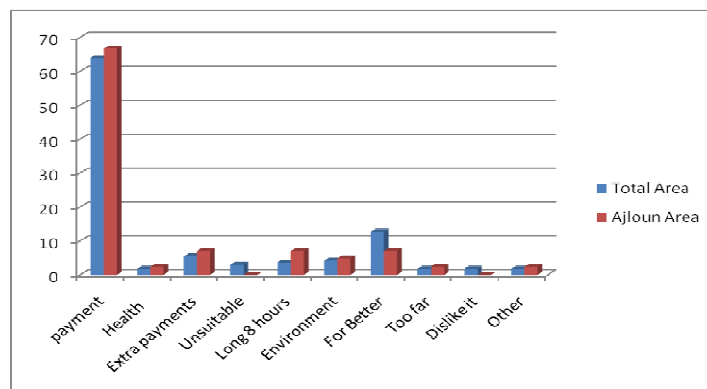


52.4% of the employed people in the area would like to change their current jobs. This segment usually competes with the unemployed due to their advanced experience and skills, which are highly in demand within the labor market. When this segment was polled for reasons on their desire to change current jobs, the results were as follows:

Table 26: Reason for desire to change jobs by employed total sample

Table 26 Reason for changing job by employed total sample		
Reason	Cross tabulation	Total sample
Inadequate payment	Count	106.0
	% of Total	63.9
Health problems	Count	3.0
	% of Total	1.8
Low incentives	Count	9.0
	% of Total	5.4
Unsuitable compared to qualifications	Count	5.0
	% of Total	3.0
Long work hours	Count	6.0
	% of Total	3.6
Work environment	Count	7.0
	% of Total	4.2
Looking for better opportunity	Count	21.0
	% of Total	12.7
Long distance from house	Count	3.0
	% of Total	1.8
Lack of interest	Count	3.0
	% of Total	1.8
Others	Count	3.0
	% of Total	1.8
Total	Count	166.0
	% of Total	100.0

Figure 14: Reason for desire of changing current job by employed sample



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.

Table 27: Total employed sample according to current job category

Job Category	Males		Females		Total	
	Number of employees	%	Number of employees	%	Number of employees	%
The Armed Forces	26	11.1%	1	1.1%	27	8.3%
Management and commerce	29	12.4%	12	13.2%	41	12.6%
School education (teaching)	33	14.1%	38	41.8%	71	21.8%
Vocational occupations	37	15.8%	22	24.2%	59	18.2%
Engineering	3	1.3%	1	1.1%	4	1.2%
Medical services	6	2.6%	5	5.5%	11	3.4%
Worker	21	9.0%	2	2.2%	23	7.1%
University faculty/teacher	2	0.9%	0	0.0%	2	0.6%
Services (Security, Messenger)	10	4.3%	2	2.2%	12	3.7%
Information technology	2	0.9%	0	0.0%	2	0.6%
Lawyer	3	1.3%	0	0.0%	3	0.9%
Tourism services staff	3	1.3%	0	0.0%	3	0.9%
Driver	18	7.7%	0	0.0%	18	5.5%
Retail sales staff	35	15.0%	7	7.7%	42	12.9%
Other	6	2.6%	1	1.1%	7	2.2%
Total	234	100%	91	100%	325	100%

15.8% of the males are currently working in vocational jobs, 15% work in retail sales jobs and 14% work in schools (teachers and other staff), while 41.8% of the females work in schools and 24% work in vocational jobs. 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 in the total area sample, as well as in other jobs.

6. Previous employment: some of the currently employed and the unemployed worked in previous jobs but for short durations (not less than one month).

Table 28: Total sample who worked previously in jobs for duration of more than one month

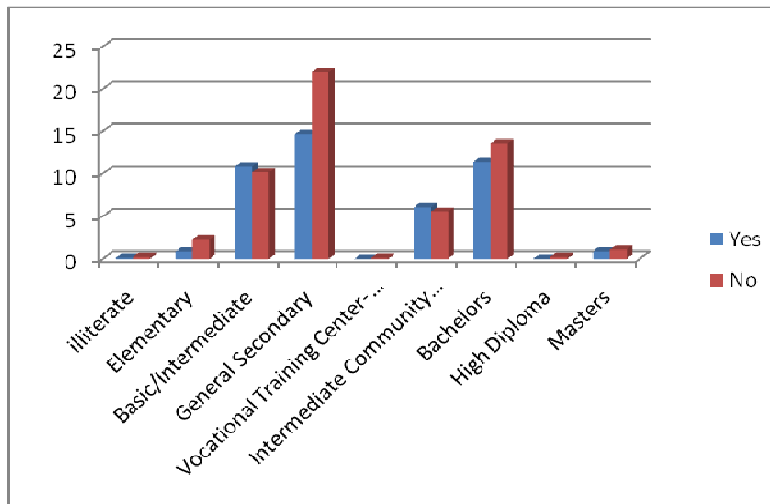
Table 28 Previously employed members of the total sample (in jobs for duration exceeding one month) and education level				
Education level	Cross tabulation	Employed in jobs for more than a month		Total
		Yes	No	
Illiterate	Count	1	2	3
	% of Total	0.2	0.4	0.3
Elementary	Count	8	22	30
	% of Total	1.9	4.2	3.1
Basic/Intermediate	Count	104	97	201
	% of Total	24.3	18.4	21.0

Table 28
Previously employed members of the total sample (in jobs for duration exceeding one month) and education level

Education level	Cross tabulation	Employed in jobs for more than a month		Total
General Secondary	Count	140	210	350
	% of Total	32.7	39.8	36.6
Vocational Training Center- Skilled labor	Count	-	1	1
	% of Total	-	0.2	0.1
Intermediate Community College Diploma	Count	58	53	111
	% of Total	13.6	10.1	11.6
Bachelors	Count	109	130	239
	% of Total	25.5	24.7	25.0
High Diploma	Count	-	2	2
	% of Total	-	0.4	0.2
Masters	Count	8	10	18
	% of Total	1.9	1.9	1.9
Total sample	Count	428	527	955
	% of Total	100%	100%	100%

Employees with a General Secondary Education level have more previous work experience (32.7%) than other educational level holders. Basic and Intermediate school graduates represent a significant segment of the employed in previous jobs for periods of more than one month.

Figure 15: Distribution of total sample by previous work



Sample members have worked in a variety of previous jobs, and some of them have changed jobs more than three times as shown in the following tables:

Table 29: Previous jobs of the total male sample members

Job Category	First job		Second Job		Third Job	
	No.	%	No.	%	No.	%
The Armed Forces	35	12.9%	2	3.8%	0	0.0%
Vocational occupations	75	27.7%	8	15.4%	3	18.8%
Management and commerce	31	11.4%	8	15.4%	3	18.8%
Engineering	4	1.5%	0	0.0%	0	0.0%
Medical services	5	1.8%	0	0.0%	0	0.0%
Information technology	2	0.7%	1	1.9%	0	0.0%
School education (teaching)	6	2.2%	2	3.8%	0	0.0%
Worker	40	14.8%	9	17.3%	2	12.5%
Services (Security, Messenger)	9	3.3%	3	5.8%	1	6.3%
Tourism services staff	13	4.8%	6	11.5%	0	0.0%
Retail sales staff	23	8.5%	1	1.9%	2	12.5%
Agriculture occupations	7	2.6%	3	5.8%	2	12.5%
Driver	18	6.6%	5	9.6%	0	0.0%
Other	3	1.1%	4	7.7%	3	18.8%
Total	271	100	52	100	16	100

Table 30: Previous jobs of the total female sample members

Job Category	First job		Second Job		Third Job	
	No.	%	No.	%	No.	%
Management and commerce	21	13.3%	11	35.5%	3	30.0%
School education (teaching)	78	49.4%	13	41.9%	5	50.0%
Medical services	5	3.2%	0	0.0%	0	0.0%
Journalism	1	0.6%	0	0.0%	0	0.0%
Engineering	1	0.6%	0	0.0%	0	0.0%
Agriculture occupations	2	1.3%	0	0.0%	0	0.0%
Worker	8	5.1%	2	6.5%	0	0.0%
Vocational occupations	39	24.7%	5	16.1%	2	20.0%
Retail sales staff	1	0.6%	0	0.0%	0	0.0%
Other	2	1.3%	0	0.0%	0	0.0%
Total	158	100	31	100	10	100

According to the above analysis, 27.7% of the males' first job was in vocational occupations, 17.3% of their second job was as workers and 18.8% of their third job was in either management and commerce, or vocational and/or other fields. This indicates that males start with vocational occupations to gain their experience in work. These occupations may become a career for them or even a self-owned business if they have the adequate resources to finance it.

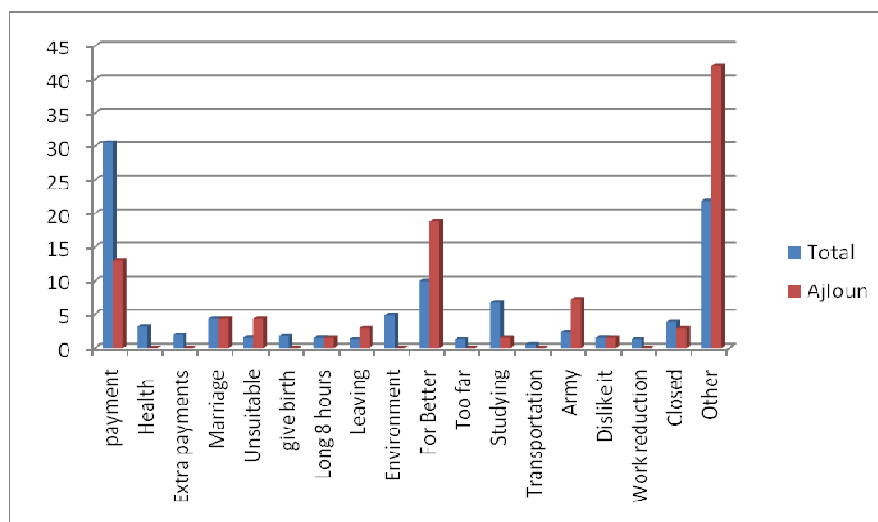
As for females, they have worked mainly in three fields during their previous jobs including school teaching, management and commerce and vocational occupations.

In general, the sample members changed their previous jobs because of different reasons, but mainly due to financial dissatisfaction and a search for better opportunities, which means that the amount of income from jobs and type of position are very important factors to consider when planning to recruit and retain labor.

Table 31: Reasons for leaving previous jobs by total sample

Table 31 Reasons for leaving previous jobs by total sample		
Reasons	Cross tabulation	Total sample
Inadequate payments	Count	126
	% of Total	30.6
Health problems	Count	13
	% of Total	3.2
Low incentives	Count	8
	% of Total	1.9
Marriage (females)	Count	18
	% of Total	4.4
Unsuitable compared to qualifications	Count	6
	% of Total	1.5
Pregnancy and birth (females)	Count	7
	% of Total	1.7
Long work hours	Count	6
	% of Total	1.5
Traveling outside the country	Count	5
	% of Total	1.2
Work environment	Count	20
	% of Total	4.9
Looking for better opportunity	Count	41
	% of Total	9.9
Long distance from house	Count	5
	% of Total	1.2
Continue education	Count	28
	% of Total	6.8
Transportation difficulty	Count	2
	% of Total	0.5
Join armed forces	Count	10
	% of Total	2.4
Lack of interest	Count	6
	% of Total	1.5
Labor downsizing	Count	5
	% of Total	1.2
Business closed down	Count	16
	% of Total	3.9
Other	Count	90
	% of Total	21.8
Total	Count	412
	% of Total	100

Figure 16: Reasons for leaving previous jobs by total sample and Ajloun sample



Inadequate payment or limited income is the main reason for people leaving their previous jobs (30.6% in the total sample). The second highest reason for leaving previous jobs is categorized under a group of reasons (21.8% in the total sample which includes personal reasons and towards work as mentioned in the survey.

7- Self evaluation of skills: cognitive and vocational skills of workforce are of extreme importance when assessing the capacity of the labor for future employment as usually stated by employers. The sample of the study was asked to assess their basic business skills usually needed by in the labor market.

Table 32: English language skills of the total sample

English skill	Cross tabulation	Evaluation scale				Total
		Excellent	Good	Acceptable	None	
Conversation skills	Count	55	207	349	343	954
	% of Total	5.8	21.7	36.6	35.9	100
Reading skills	Count	145	308	283	216	952
	% of Total	15.2	32.4	29.7	22.7	100
Writing skills	Count	137	303	281	232	953
	% of Total	14.4	31.8	29.5	24.3	100

According to the total sample members, English conversational skills in the Governorates is considerably weak, as 36% of the sample members lacked English conversational skills and 36.6% rank as acceptable and only 5.8% of the sample are excellent. English reading and writing skills are better than conversational skills as results show.

Figure 17: English language skills among total sample

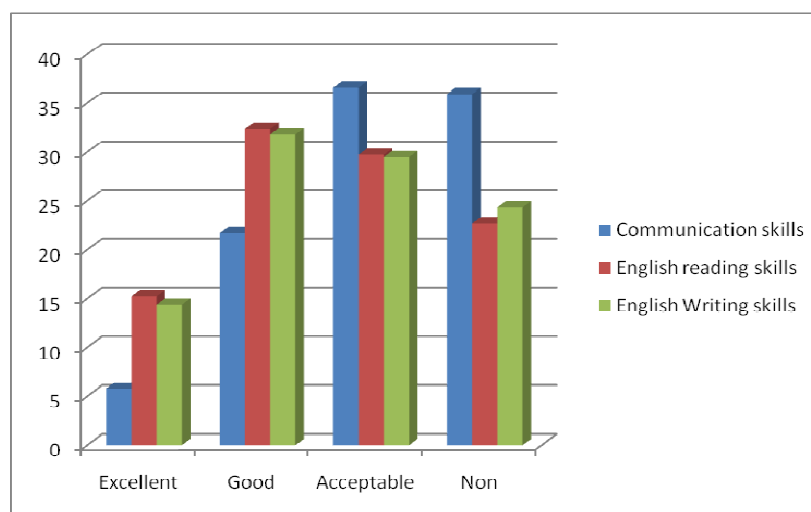


Table 33: MS Office application and computer skills among total sample

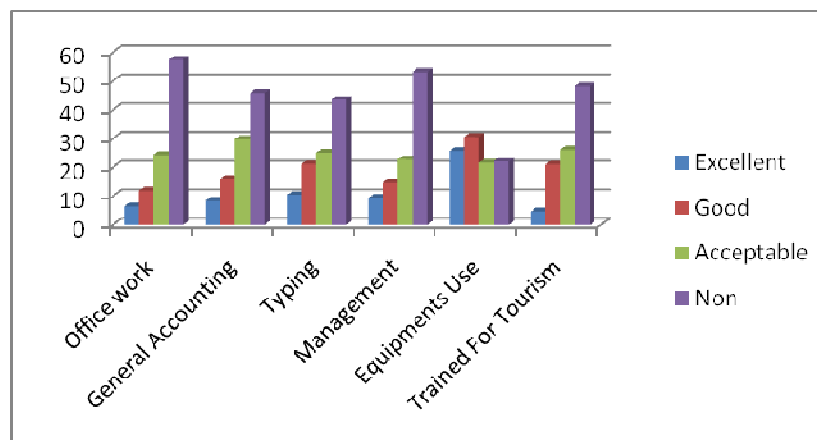
Table 33 MS Office applications and computer skills among total sample				
Sample	Cross tabulation	MS Office applications		Total
		Yes	No	
Total sample	Count	548	388	936
	% of Total	58.5	41.5	100

Computer skills being considered average among sample members, since 58.5% of the total sample members have mastered MS office and computer skills,

Table 34: Other skills among total sample

Table 34 Other skills among total sample						
Skill	Cross tabulation	Evaluation scale				Total
		Excellent	Good	Acceptable	None	
Office work	Count	61	113	231	546	951
	% of Total	6.4	11.9	24.3	57.4	100
General accounting	Count	80	152	283	436	951
	% of Total	8.4	16.0	29.8	45.8	100
Typing	Count	99	201	238	414	952
	% of Total	10.4	21.1	25.0	43.5	100
Management	Count	89	139	216	504	948
	% of Total	9.4	14.7	22.8	53.2	100
Equipments use	Count	241	287	202	207	937
	% of Total	25.7	30.6	21.6	22.1	100
Tourism-related skill	Count	43	195	242	447	927
	% of Total	4.6	21.0	26.1	48.2	100

Figure 18: Other skills among total sample

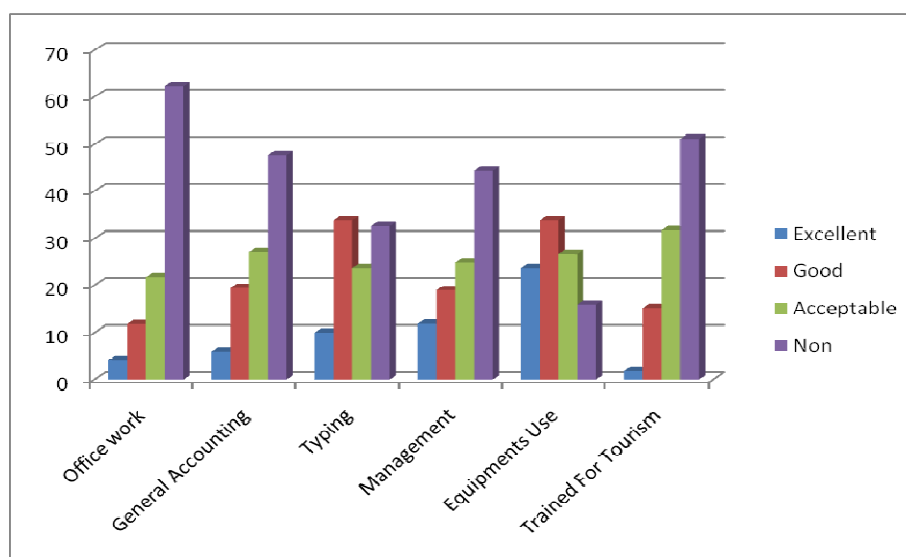


Most of the skills assessed were found to be below average amongst the total sample. The sample indicated that they have excellent skills in equipment use and handling, in addition to typing. A large proportion of the sample indicated a lack of office work skills and management skills.

Table 35: Other skills among total sample

Skill	Cross tabulation	Skills				Total
		Excellent	Good	Acceptable	None	
Office work	Count	7	20	37	106	170
	% of Total	4.1	11.8	21.8	62.4	100
General accounting	Count	10	33	46	81	170
	% of Total	5.9	19.4	27.1	47.6	100
Typing	Count	17	57	40	55	169
	% of Total	10.1	33.7	23.7	32.5	100
Management	Count	20	32	42	75	169
	% of Total	11.8	18.9	24.9	44.4	100
Equipments use	Count	40	57	45	27	169
	% of Total	23.7	33.7	26.6	16.0	100
Tourism-related skill	Count	3	25	52	84	164
	% of Total	1.8	15.2	31.7	51.2	100

Figure 19: Other skills among total sample



8- Job search: About 71% of the total sample is looking for jobs,

Table 36: Job search by total sample

Table 36 Active job search by total sample				
Sample	Cross tabulation	Search for job		Total
		Yes	No	
Total sample	Count	681	275	956
	% of Total	71.2	28.8	100

Figure 20: Active job search by total sample and Ajloun sample

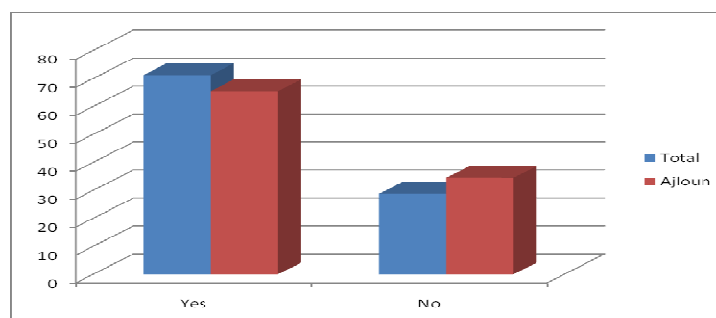
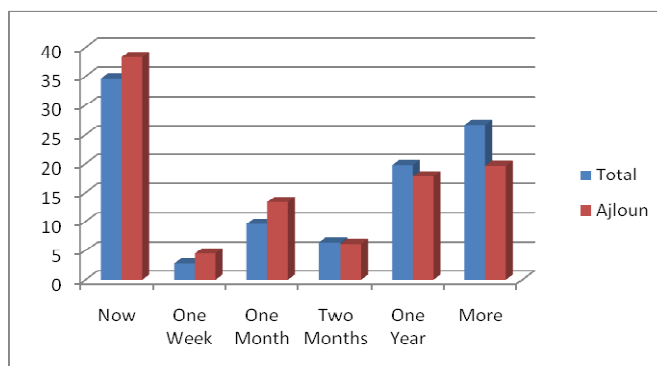


Table 37: Duration for job search among total sample

Table 37 Duration for job search among total sample								
Sample	Cross tabulation	Duration of job search						Total
		Now	One Week	One Month	Two Months	One Year	More	
Total sample	Count	235	19	65	44	134	181	678
	% of Total	34.7	2.8	9.6	6.5	19.8	26.7	100

A significant part (34.6% of the total sample) started looking for a job recently. On the other hand, more than 26% of the total sample have been looking for a new job for more than one year.

Figure 21: Duration for job search among total sample and Ajloun sample



Job seekers use many ways to find a new job. Results indicated that the most widely used method, as a primary job search method is relatives and friends, while the secondary search method is newspaper advertisements. This indicates limited use of creative and proactive job search methods (e.g. Internet, job matching services).

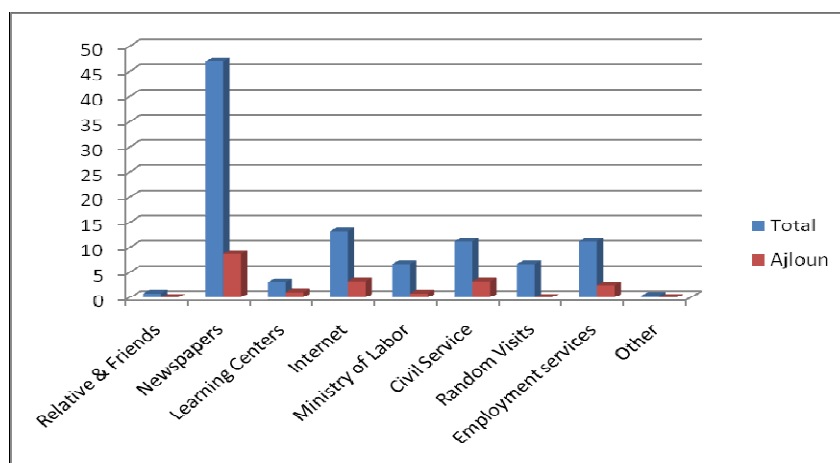
Table 38: Primary job search method

Table 38		
Primary job search methods among total sample		
Job search methods	Cross tabulation	Total
Relatives and Friends	Count	559
	% of Total	82.6
Newspapers advertisements	Count	58
	% of Total	8.6
Universities, schools, institutes and centers	Count	14
	% of Total	2.1
Internet	Count	12
	% of Total	1.8
Ministry of Labor offices	Count	2
	% of Total	0.3
Civil service bureau	Count	26
	% of Total	3.8
Random visits to companies	Count	5
	% of Total	0.7
Other	Count	1
	% of Total	0.1
Total	Count	677
	% of Total	100

Table 39: Secondary job search methods

Table 39 Secondary job search methods among total sample		
Job search methods	Cross tabulation	Total
Relative and Friends	Count	4
	% of Total	0.9
Newspapers advertisements	Count	218
	% of Total	46.9
Universities, schools, institutes and centers	Count	14
	% of Total	3.0
Internet	Count	61
	% of Total	13.1
Ministry of Labor offices	Count	31
	% of Total	6.7
Civil service bureau	Count	52
	% of Total	11.2
Random visits to companies	Count	31
	% of Total	6.7
Private employment services	Count	52
	% of Total	11.2
Other	Count	2
	% of Total	0.4
Total	Count	465
	% of Total	100

Figure 22: Secondary job search methods

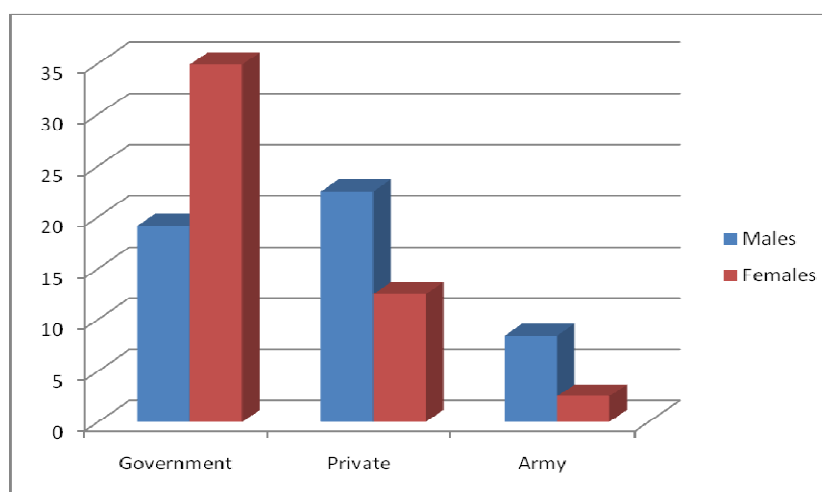


9- Sector and job preferences: The following table shows the preferred sector for work amongst the whole sample:

Table 40: Preferred sector for work among total sample

Table 40 Proffered sector for work				
Sector	Cross tabulation	Males	Females	Total
Government	Count	130	237	367
	% of Total	38.2	69.9	54.1
Private	Count	153	85	238
	% of Total	45.0	25.1	35.1
Armed forces	Count	57	17	74
	% of Total	16.8	5.0	10.9
Total	Count	340	339	679
	% of Total	100	100	100

Figure 23: Preferred sector for work among total sample



According to the results, more than 54% of the sample prefers to work in the Governmental sector (especially females), about 35% prefer the Private sector, and approximately 11% prefer the Armed Forces sector.

Sample members differed in their justifications for preferences of certain sectors for employment.

Table 41: Reasons for preferring work sectors by total sample

Table 41 Reasons for preferring work sectors for jobs		
Government and armed forces	Cross tabulation	Total
More comfortable	Count	254.0
	% of Total	57.7
Job security	Count	128.0
	% of Total	29.1
More income	Count	25.0
	% of Total	5.7

Table 41		
Reasons for preferring work sectors for jobs		
Government and armed forces	Cross tabulation	Total
Promising future	Count	8.0
	% of Total	1.8
Better job benefits	Count	14.0
	% of Total	3.2
Prestige and social position	Count	3.0
	% of Total	0.7
Most relatives work there	Count	8.0
	% of Total	1.8
Total	Count	440.0
	% of Total	100.0
Private Sector		
Much easier to find job	Count	155.0
	% of Total	65.7
Job security	Count	24.0
	% of Total	10.2
More income	Count	34.0
	% of Total	14.4
Promising future	Count	9.0
	% of Total	3.8
Better job benefits	Count	2.0
	% of Total	0.8
More relevant to qualifications	Count	11.0
	% of Total	4.7
Most relatives work there	Count	1.0
	% of Total	0.4
Total	Count	236.0
	% of Total	100.0

It is indicated that 57.7% of the sample members who preferred working in the Governmental sector or the Armed Forces prefer so because they think it is more comfortable, while 29.1% think their job is more secure in these sectors. As for the Private sector, 65.7% of the sample think finding a job in the Private sector is much easier than other sectors, while 14.4% of them think work in this sector generates more income.

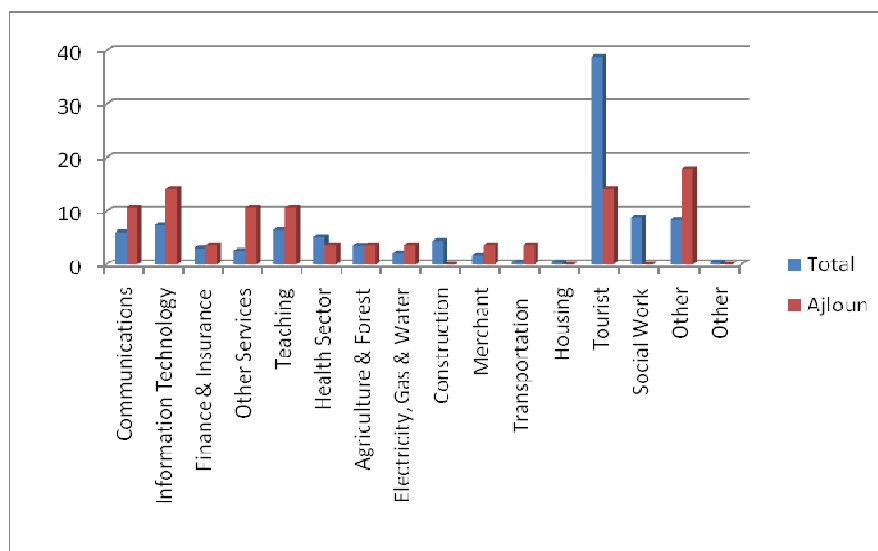
The Private sector usually offers a range of jobs in various activities, which responds to the abilities, experience and desire of workforce. In terms of preferred Private sector activities for work, the sample showed numerous trends.

Table 42: Preferred private sector activities for work by total sample

Table 42 Preferred private sector activities for work		
Activity	Cross tabulation	Total sample
Communications	Count	14
	% of Total	6.1
Information Technology	Count	17
	% of Total	7.4
Finance and Insurance services	Count	7
	% of Total	3.1
Business services	Count	6
	% of Total	2.6
Education	Count	15
	% of Total	6.6
Healthcare	Count	12
	% of Total	5.2
Agriculture and Forestry	Count	8
	% of Total	3.5
Electricity, Gas and Water	Count	5
	% of Total	2.2
Construction	Count	10
	% of Total	4.4
Wholesale and retail trade	Count	4
	% of Total	1.7
Transportation and Storage	Count	1
	% of Total	0.4
Real estate and leasing	Count	1
	% of Total	0.4
Tourism, travel, restaurants and hotels	Count	89
	% of Total	38.9
Social Work	Count	20
	% of Total	8.7
Other activities	Count	20
	% of Total	8.7
Total	Count	229
	% of Total	100

The most attractive activity within the Private sector amongst the total sample is tourism and hospitality with about 39% of the sample preferring it. This is a positive sign indicating the desire of workforce to work in ADA projects.

Figure 24: Preferred private sector activities for work by total sample and Ajloun sample



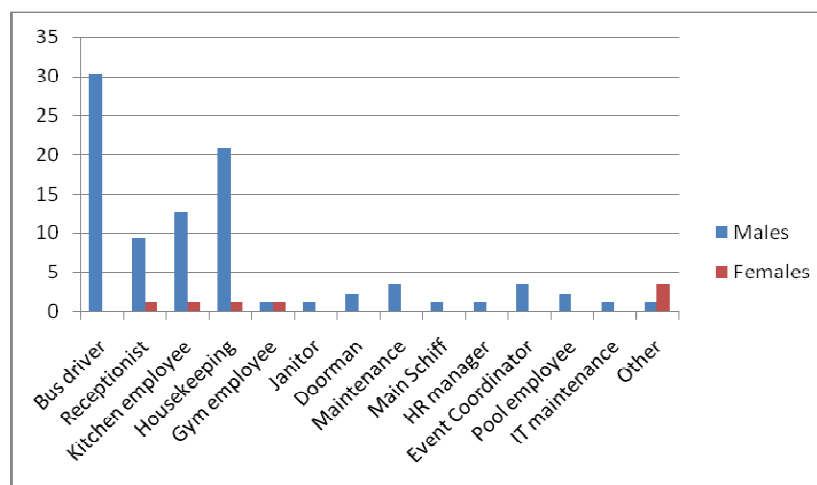
Furthermore, the workforce that prefers working within the Tourism and Hotels sector identified certain jobs, which are highly desired within this sector.

Table 43: Preferred jobs in the tourism and hotels sector by total sample

Table 43 Preferred jobs in the tourism and hotels sector by total sample				
Job / position	Cross tabulation	Males	Females	Total
Tourist bus driver	Count	26	-	26
	% of Total	32.9	-	30.2
Receptionist	Count	8	1	9
	% of Total	10.1	14.3	10.5
Kitchen staff	Count	11	1	12
	% of Total	13.9	14.3	14.0
Housekeeping	Count	18	1	19
	% of Total	22.8	14.3	22.1
GYM employee	Count	1	1	2
	% of Total	1.3	14.3	2.3
Janitor	Count	1	-	1
	% of Total	1.3	-	1.2
Doorman	Count	2	-	2
	% of Total	2.5	-	2.3
Maintenance	Count	3	-	3
	% of Total	3.8	-	3.5
Main Chef	Count	1	-	1
	% of Total	1.3	-	1.2
HR manager	Count	1	-	1
	% of Total	1.3	-	1.2
Event Coordinator	Count	3	-	3
	% of Total	3.8	-	3.5

Table 43 Preferred jobs in the tourism and hotels sector by total sample				
Job / position	Cross tabulation	Males	Females	Total
Pool employee	Count	2	-	2
	% of Total	2.5	-	2.3
IT maintenance	Count	1	-	1
	% of Total	1.3	-	1.2
Other	Count	1	3	4
	% of Total	1.3	42.9	4.7
Total	Count	79	7	86
	% of Total	100	100	100

Figure 25: Preferred jobs in the tourism and hotels sector by total sample



Popular jobs amongst the workforce in the Tourism sectors favor drivers and housekeepers. 30% of the persons who prefer to work in Tourism (hotels) prefer to work as bus drivers, 22% prefer housekeeping and 13.9% prefer to work in the kitchen.

Analysis of the desired or most preferred job for total sample revealed that the top priority jobs are commercial and administrative jobs among males and females, and in the second place teaching for females and vocational work for males. There is a high preference for jobs as drivers amongst males as indicated in the following table.

Table 44: Total sample by desired priority jobs

Table 44 Total sample by desired priority job				
Desired job	Males		Females	
	Count	%	Count	%
Politician	1	0.30%	0	0.00%
Armed forces personnel	29	8.68%	1	0.31%
Commercial and administrative	64	19.16%	130	40.37%
Sales person	7	2.10%	1	0.31%
Engineer	7	2.10%	3	0.93%
Farmer or agricultural worker	6	1.80%	4	1.24%
IT professional	11	3.29%	6	1.86%
Medical staff	9	2.69%	12	3.73%

Table 44 Total sample by desired priority job				
Desired job	Males		Females	
Faculty member	7	2.10%	2	0.62%
Education teacher	8	2.40%	99	30.75%
Lawyer	2	0.60%	0	0.00%
Journalist	2	0.60%	3	0.93%
Sports athlete	2	0.60%	1	0.31%
Vocational worker	61	18.26%	38	11.80%
Tourism staff	27	8.08%	7	2.17%
Driver	53	15.87%	0	0.00%
Worker	6	1.80%	10	3.11%
Service occupations	32	9.58%	5	1.55%
Total	334	100.00%	322	100.0%

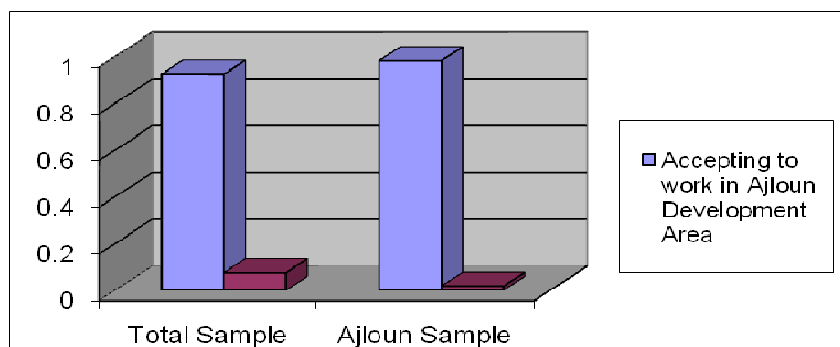
To be acceptable, the desired jobs by the total sample should provide certain conditions in terms of location and fringe benefits. As mentioned previously, the targeted location for creation of new job opportunities in Ajloun governorate and around it is ADA.

Table 45: Acceptance and availability of the desired job in ADA

Table 45 Total sample accepting the desired job if available at ADA						
Sample	Accepting job at ADA		Rejecting job at ADA		Total	
	Number	%	Number	%	Number	%
Total Sample	625	92.5%	51	7.5%	676	100.0%

In general, the majority of interviewed sample agrees to work in ADA on the condition that the desired job is available.

Figure 26: Acceptance of available job at ADA



The main reasons for the high rate of accepting the jobs included changing an original career, the urgent need for income from work and the proximity to the place of residence. On the other hand, the main reasons for rejecting the job at ADA were the long distance from the residence and the fact that ADA jobs might fail to live up to the ambitions and interests of the workforce. The sample members that reject work opportunities in ADA prefer other work locations. For example, some of them prefer to work inside Jordan, in Amman only, while others accept to work in any other Governorate. They think that work in other

Governorates will offer better job conditions and residence outside the Governorate that they live in.

The sample members that reject work opportunities in ADA prefer other work locations. For example, some of them prefer to work inside Jordan in Amman only, while others accept to work in any other governorate. They think that work in other governorates will offer better job conditions and residence outside the governorate that they live in.

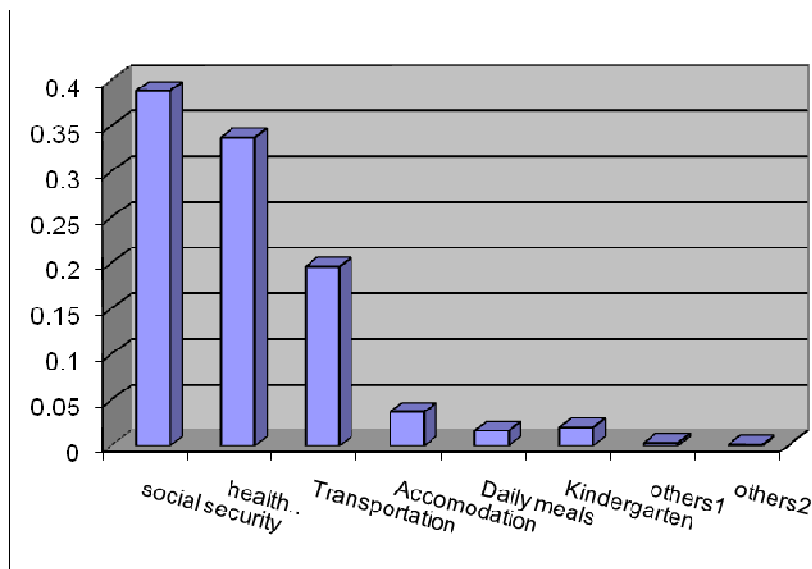
The smallest part of the sample members who reject work in ADA and prefer to work outside Jordan are aiming to work in the Arab Gulf states, mainly to improve their financial situation.

Table 46: Minimum acceptable fringe benefits by the total sample

Table 46 Minimum acceptable fringe benefits		
Benefits	Count	%
Social security membership	631	38.8%
Health insurance	548	33.7%
Transportation	319	19.6%
Accommodation	60	3.7%
Daily meals	27	1.7%
Kindergarten for working mothers	33	2.0%
Others	7	0.4%

Another condition to accept work in ADA is the availability of attractive fringe benefits. Most of the sample members highlighted that the minimum acceptable fringe benefits should include social security membership, health insurance and transportation.

Figure 27: Minimum acceptable fringe benefits



10- Income: income represents the essential need that affects the decision of accepting or rejecting jobs by workforce. In general, the Northern Governorates are classified as low-income areas due to high unemployment and dependency on agriculture as a source of income.

Table 47: Minimum acceptable monthly salary

Table 47 Minimum acceptable monthly salary of the desired jobs by total sample							
Sample and work location	Cross tabulation	Salary range (JD)					Total
		100 - 150	160 - 300	310 - 490	500 - 790	800 +	
Total sample work in Ajloun	Count	48	459	122	32	2	663
	% of Total	7.2	69.2	18.4	4.8	0.3	100
Total sample work in Amman	Count	1	216	229	205	19	670
	% of Total	0.1	32.2	34.2	30.6	2.8	100

The average monthly acceptable salary in Ajloun is 288 JD, while 413 JD is the average monthly acceptable salary in Amman. About 70% of the total sample accepts a minimum salary of 160-300 JD to work in Ajloun, but more than 64% accept a minimum salary range of 310-790 JD to work in Amman. To compare the expectations of income with the previous or current income of sample members, total sample members were asked about their salary history. Regardless of the job type, the average last salary received was 211 JD, while the average current salary of employed workforce is 257 JD. When comparing the average previous salary with the expected salary, an increase of 30 – 77 JD is expected by total sample when accepting the desired job in ADA.

Table 48: Last salary and current salary received by total sample

Table 48 Last Salary Cross tabulation								
Sample and salary	Cross tabulation	Salary range						Total
		1 - 99	100-150	160-300	310-490	500-790	800 +	
Last salary of total sample	Count	70	98	188	35	13	4	408
	% of Total	17.2	24.0	46.1	8.6	3.2	1.0	100
Last salary of Ajloun sample	Count	7	22	27	6	3	3	68
	% of Total	10.3	32.4	39.7	8.8	4.4	4.4	100
Current salary of total sample	Count	25	52	158	57	16	3	311
	% of Total	8.0	16.7	50.8	18.3	5.1	1.0	100
Current salary of Ajloun sample	Count	1	6	44	25	6	1	83
	% of Total	1.2	7.2	53.0	30.1	7.2	1.2	100

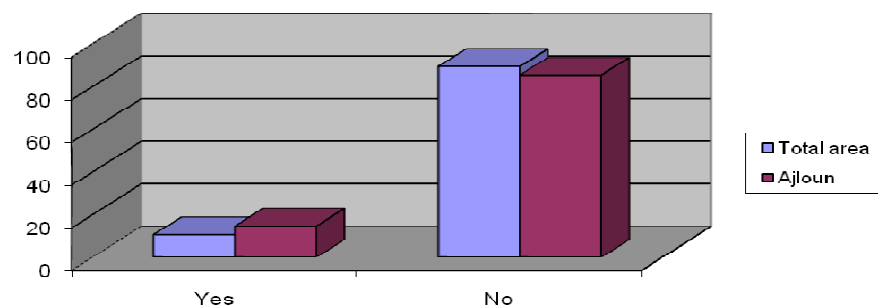
In the above table, approximately 46% of the total sample received a last salary between 160 JD and 300 JD, 24% received a salary of 100-150 JD, Most of the sample members are in the limited to medium salary range in terms of the previous or current salaries.

In addition to the traditional income from employment, people might have other income sources. The community at the Northern Governorates is characterized by being agriculture and farming community, which means possible income from production.

Table 49: Availability of other income sources for total sample

Table 49 Availability of other income sources for the total sample				
Sample	Cross tabulation	Yes	No	Total
Total area sample	Count	101	854	955
	% of Total	10.6	89.4	100

Figure 28: Availability of other income sources for the total sample and Ajloun sample



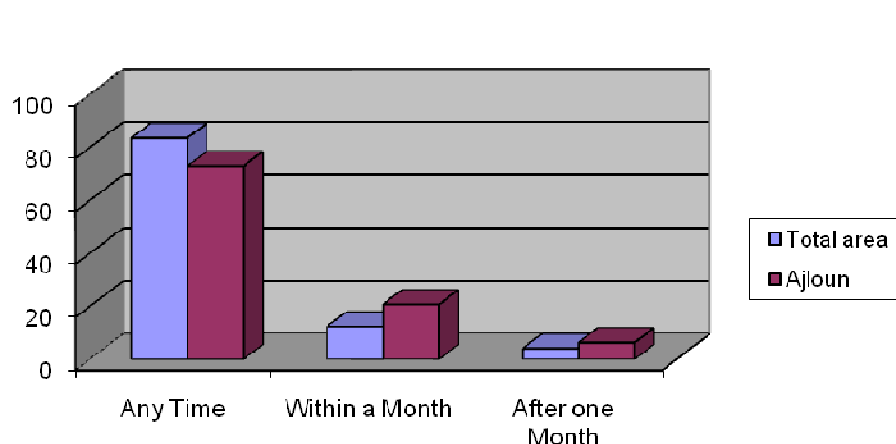
Only 10.6% of the total sample admitted having other income source than their jobs, while 89.4% denied having any other income source. This is a sensitive issue, therefore it is realistically expected that larger percentage of sample have other income sources. The other income sources include mainly the retirement salary from social security, agricultural products, miscellaneous works and national fund aid.

- 11- Readiness and availability for work: is an important aspect for the workforce i.e. availability for vacant jobs once they are demanded in the labor market. Most of the workforce in the sample expressed their availability and readiness to start work immediately in the desired job with income when offered.

Table 50: Availability and readiness to work of the total sample

Table 50 Availability and readiness to work of the total sample					
Sample	Cross tabulation	Immediately	Within a month	More than one month	Total
Total sample	Count	560	83	27	670
	% of Total	83.6	12.4	4.0	100

Figure 29: Availability and readiness to work of the total sample and Ajloun sample



- 12- Gender related aspects of the workforce: special attention was made to the female workforce during the study. Females usually face many difficulties in finding and keeping their jobs. In addition, sometimes the work environment is inconvenient for women. To avoid difficulties encountered in the labor market, women tend to establish micro and small projects, which generate income for the family, without leaving their homes. Analysis of the female situation in the total sample revealed interesting facts.

The most serious difficulty facing women in the total sample when trying to find jobs is the lack of employment and orientation programs specially designed for women in these Governorates. Another difficulty is the reluctance and non-committal attitude of employers that waste the opportunities for jobs urgently needed by women. Analysis of the survey revealed that a number of minor difficulties also obstruct women from finding jobs such as corruption, low education qualifications, limited experience and marital status.

During work, working women suffer from some adverse and stressful factors, mainly transportation. Another major difficulty facing the working women is the relationship with her male employer, supervisor or colleagues. Other difficulties include the inability to balance between family responsibilities and job duties, in addition to long working hours.

Females of the total sample prefer certain work environs, responding to their nature and needs. The suitable conditions for working women in the labor market include segregated or isolated workspace from males inside company buildings, with minimal or no fieldwork according to females who responded during the survey.

The above findings were informed by the feedback of women participating in the survey, as illustrated in the following tables.

Table 51: Difficulties encountered by female total sample in finding jobs

Table 51									
Difficulties encountered by female sample members in finding jobs									
Sample	Cross tabulation	Difficulties in finding jobs							Total
		Family Rejection	Gender Discrimination	Lack of employment and orientation programs	Reluctant and unserious employers	Low wage compared with men	Family commitments	Other	
Total sample	Count	53	23	88	81	42	20	18	325
	% of Total	16.3	7.1	27.1	24.9	12.9	6.2	5.5	100

Table 52: Difficulties encountered by female total sample during work

Table 52										
Difficulties encountered by female sample members during work										
Sample	Cross tabulation	Difficulties during work								Total
		Balance between job and family	Relation with employer / colleagues	Transportation	Lack of kindergarten at work	Long working hours	Extra personal expenses due to work	Violation of woman rights	Other	
Total sample	Count	28	50	61	10	25	9	8	6	197
	% of Total	14.2	25.4	31.0	5.1	12.7	4.6	4.1	3.0	100

Figure 30: Difficulties faced by females of the total sample when looking for a Job

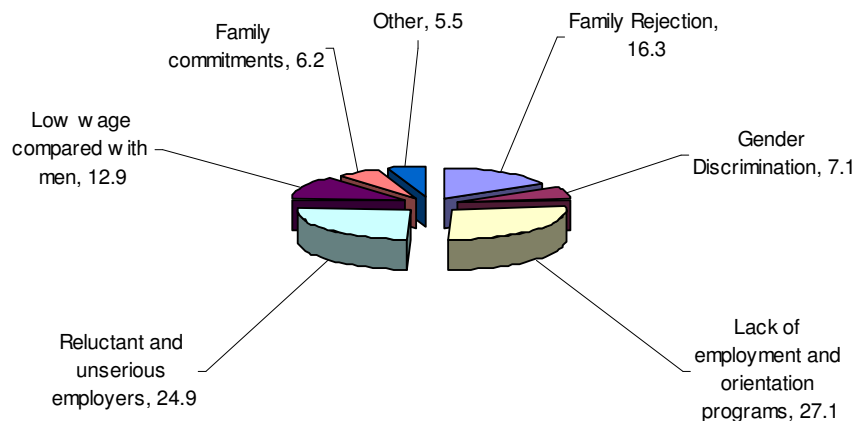


Figure 31: Difficulties faced by females of the total sample during work

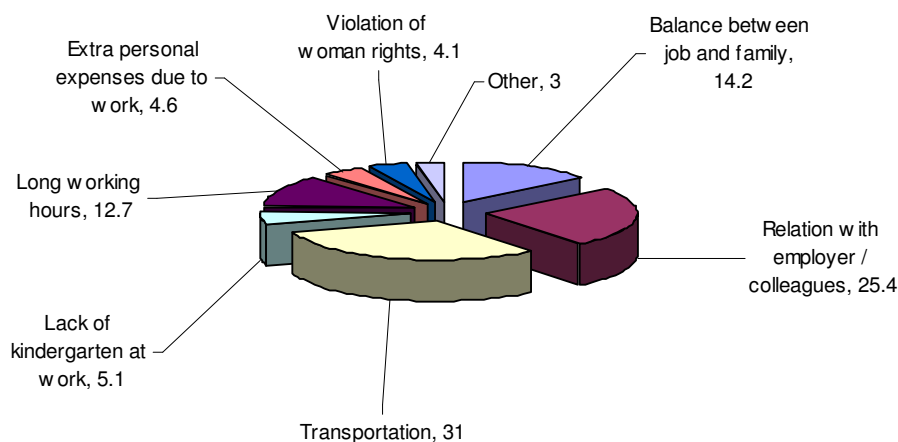


Table 53: Preferred work environment by females total sample

Table 53 Preferred work environment for women in the total sample						
Sample	Cross tabulation	Unmixed environment	Indoor	Short working hours	Other	Total
Total sample	Count	120	99	96	3	318
	% of Total	37.7	31.1	30.2	0.9	100

Females are more attracted and accept specific jobs or work that comply with their conditions and satisfy their needs. There are different projects and businesses that women identified as being their target when looking for jobs.

Table 54: Projects and businesses targeted by women of the total sample

Table 54 Projects and businesses targeted by women when looking for jobs							
Sample	Cross tabulation	In house small projects	Cooperative small Projects	Full time jobs at government	Full time jobs at private sector	Short Term/ Seasonal	Total
Total sample	Count	48	80	170	29	1	328
	% of Total	14.6	24.4	51.8	8.8	0.3	100

Figure 32: Convenient work environment for women of the total sample

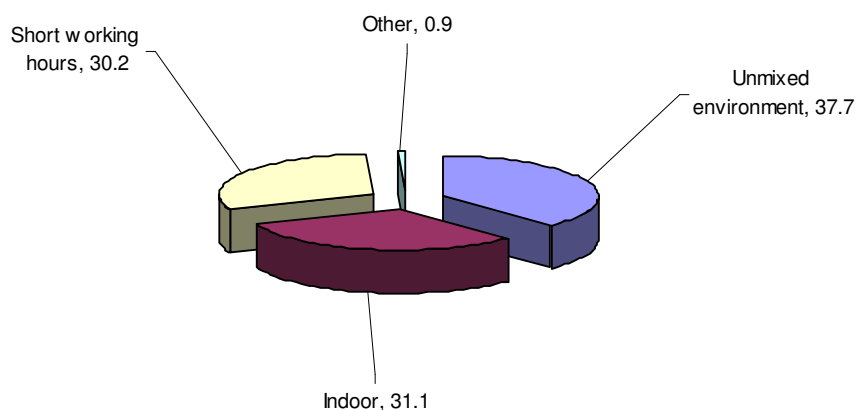
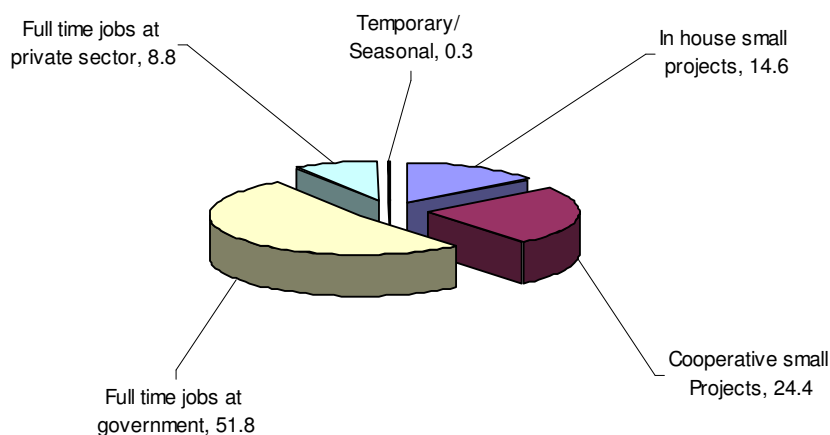


Figure 33: Work and projects targeted by women of the total sample when looking for a job



Some women are interested in establishing their own small projects, or participating in cooperative projects throughout the community and civil society organizations (39% of the total sample). This can be considered an acceptable alternative for creating jobs for females in the development area. Yet, a significant part of the female workforce that targets full- time jobs in the public sector.

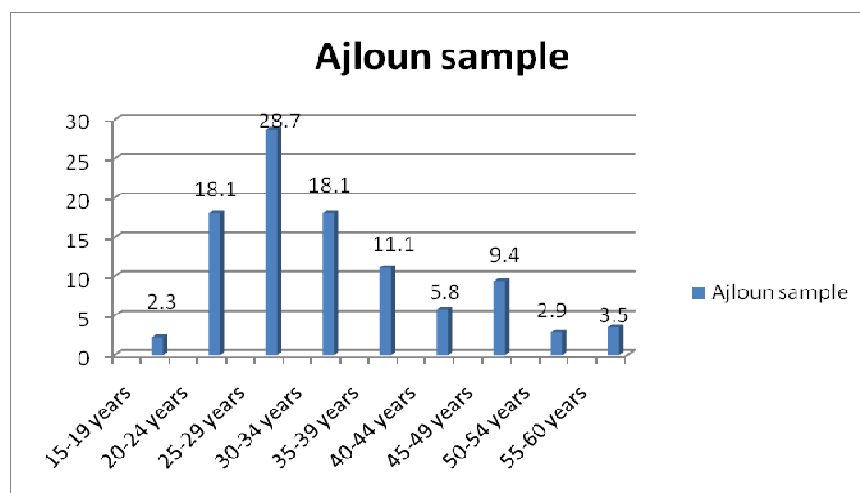
2.3 Main findings of the labor supply profile at Ajloun governorate

1- Age groups: about 58% of the Ajloun sample belong the age group of 25 – 39 years, which is considered young workforce. In Ajloun sample the age segment 25 – 29 years is the largest. People between 25 – 29 years represent the highest proportion, while 30 – 34 years and the 20 – 24 years segments come second in terms of the proportion of the sample

Table 55: Ajloun sample distribution by age group

Table 55 Ajloun sample by age group		
Age groups	Cross tabulation	Ajloun sample
15-19 years	Count	4
	% of total	2.3
20-24 years	Count	31
	% of total	18.1
25-29 years	Count	49
	% of total	28.7
30-34 years	Count	31
	% of total	18.1
35-39 years	Count	19
	% of total	11.1
40-44 years	Count	10
	% of total	5.8
45-49 years	Count	16
	% of total	9.4
50-54 years	Count	5
	% of total	2.9
55-60 years	Count	6
	% of total	3.5
Total	Count	171
	% of total	100

Figure 34: Ajloun sample by age group

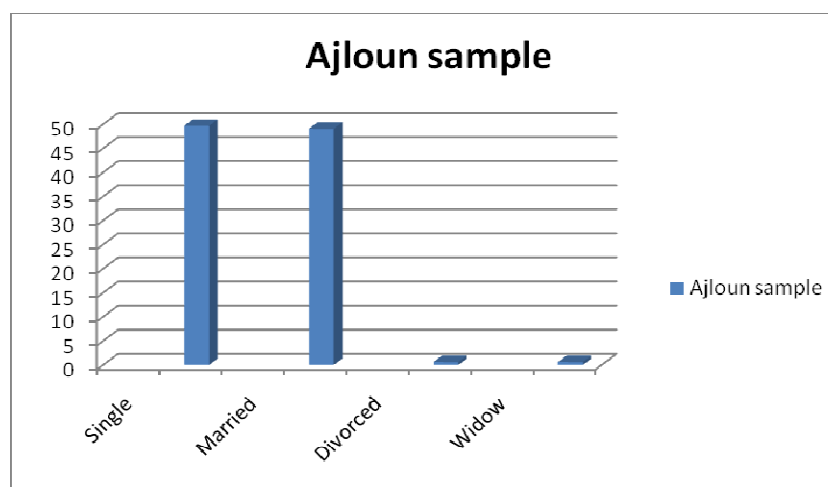


2- Social status: the survey sample showed even distribution between those of single and married status in Ajloun sample.

Table 56: Ajloun sample by social status

Table 56 Ajloun sample by social status		
Status	Cross tabulation	Ajloun sample
Single	Count	85
	% of total	49.7
Married	Count	84
	% of total	49.1
Divorced	Count	1
	% of total	0.6
Widow	Count	1
	% of total	0.6
Total	Count	171
	% of total	100

Figure 35: Ajloun sample by social status



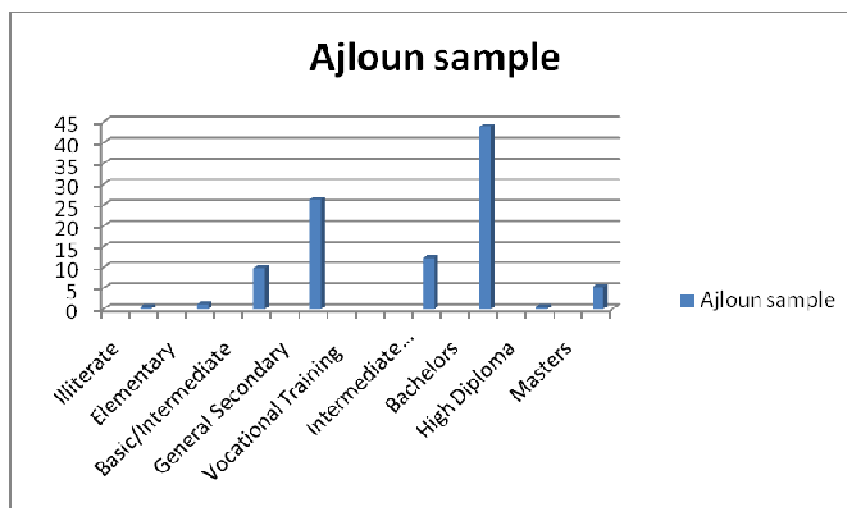
3- Education levels and specializations: Bachelors Degree holders are the highest among the sample, held secondly comes General Secondary School Certificate and then the Intermediate Community College Diploma holders.

Table 57: Distribution of Ajloun sample by education level

Table 57 Ajloun sample by education level		
Education Level	Cross tabulation	Ajloun sample
Illiterate	Count	1
	% of total	0.6
Elementary	Count	2
	% of total	1.2
Basic/Intermediate	Count	17
	% of total	9.9
General Secondary	Count	45
	% of total	26.3

Table 57 Ajloun sample by education level		
Education Level	Cross tabulation	Ajloun sample
Vocational Training Center- Skilled	Count	
	% of total	
Intermediate Community College Diploma	Count	21
	% of total	12.3
Bachelors	Count	75
	% of total	43.9
High Diploma	Count	1
	% of total	0.6
Masters	Count	9
	% of total	5.3
Total	Count	171
	% of total	100

Figure 36 : Distribution of Ajloun sample by education level



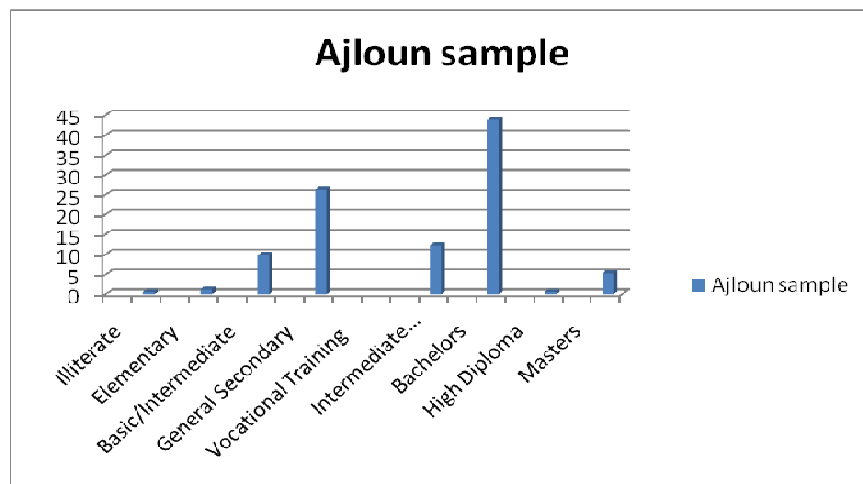
It was found that 52% of the Ajloun sample holds General Secondary School Certificate.

Table 58: Total sample distribution according to general secondary certificate streams

Table 58 General secondary qualification Majors		
Specialization	Cross tabulation	Ajloun sample
Scientific Stream	Count	4
	% of total	9.1
Art/literature Stream	Count	23
	% of total	52.3
Information Management Stream	Count	7
	% of total	15.9
Vocational(Hotels)	Count	
	% of total	

General secondary qualification Majors		
Specialization	Cross tabulation	Ajloun sample
Vocational(Health)	Count	1
	% of total	2.3
Vocational(Industrial)	Count	3
	% of total	6.8
Vocational(Islamic)	Count	
	% of total	
Vocational(Professional)	Count	3
	% of total	6.8
Vocational(Housekeeping)	Count	
	% of total	
Vocational(Commercial)	Count	1
	% of total	2.3
Vocational(Agriculture)	Count	2
	% of total	4.5
Vocational(Special Education)	Count	
	% of total	
Vocational(Child Care)	Count	
	% of total	
Total	Count	44
	% of total	100

Figure 37: Total sample distribution according to general secondary certificate streams

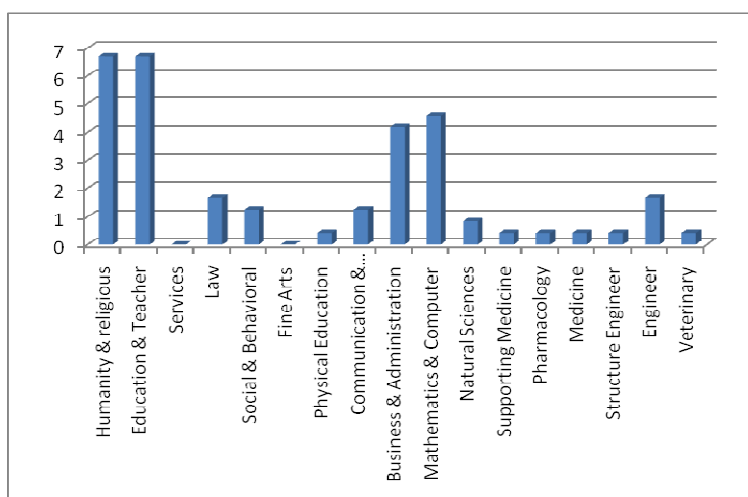


In the Ajloun sample Bachelor Degree graduates of both major specializations (Education & Teaching, Humanities and Religious Studies) count for 19% of the total Bachelors Degree holders.

Table 59: Bachelors degree holders in the Ajloun sample distributed by major specialization

Table 59 Bachelors degree holders in the Ajloun sample distributed by major specialization		
Major specialization	Cross tabulation	Ajloun sample
Humanities and religious studies	Count	16
	% of total	21.3
Education & Teaching	Count	16
	% of total	21.3
Tourism services	Count	
	% of total	
Law	Count	4
	% of total	5.3
Social & Behavioral	Count	3
	% of total	4.0
Fine Arts	Count	
	% of total	
Physical Education	Count	1
	% of total	1.3
Communication & Documentation	Count	3
	% of total	4.0
Business & Administration	Count	10
	% of total	13.3
Mathematics & Computer	Count	11
	% of total	14.7
Natural Sciences	Count	2
	% of total	2.7
Supporting Medicine	Count	1
	% of total	1.3
Pharmacology	Count	1
	% of total	1.3
Medicine	Count	1
	% of total	1.3
Architectural Engineering	Count	1
	% of total	1.3
Engineering	Count	4
	% of total	5.3
Veterinary	Count	1
	% of total	1.3
Total	Count	75
	% of total	100

Figure 38: Bachelors degree holders in the Ajloun sample distributed by major specialization



4- Employment profile and job preferences: the results indicate that 50.3% of Ajloun sample are employed and 49.7% are unemployed. The percentage of males who have current work significantly exceeds that of females in Ajloun according to the survey results.

Table 60: Employment status of the Ajloun sample

Table 60 Employment status of the Ajloun sample				
Sample	Cross tabulation	Employment status		Total
		Employed	Unemployed	
Ajloun sample	Count	86	85	171
	% of Total	50.3	49.7	100

Figure 39: Employment status of the Ajloun sample

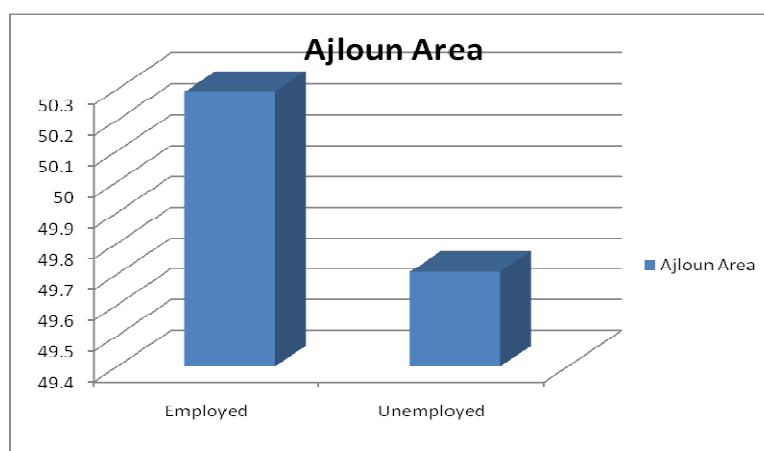
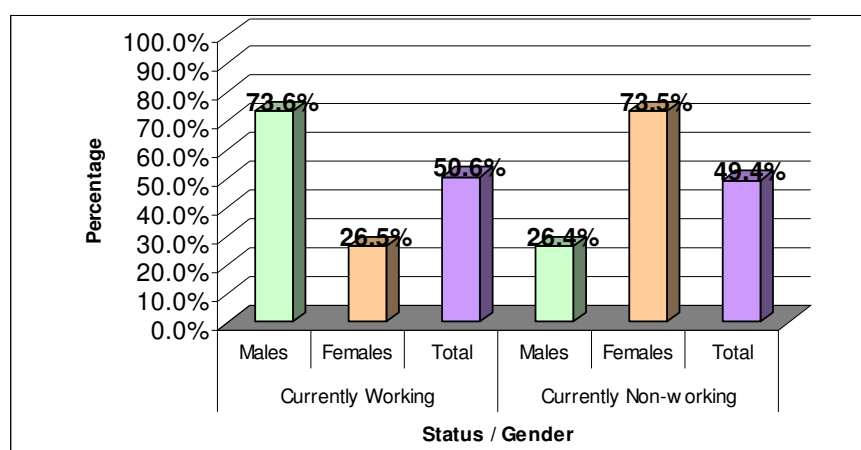


Table 61: Work status of Ajloun sample by gender

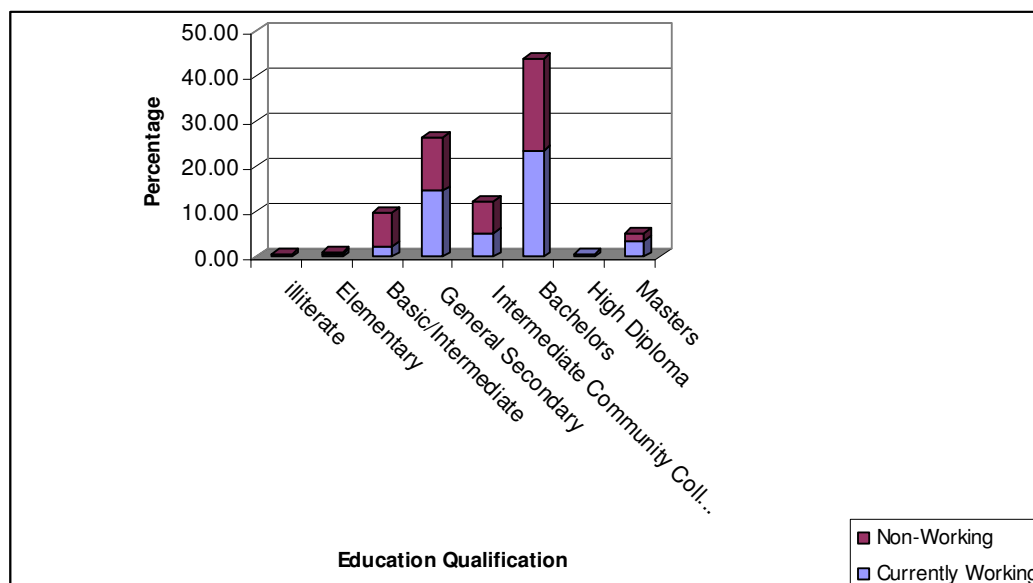
Table 61 Current work status by Gender in Ajloun sample									
Governorate	Working in a current job			Non-working			Total		
	Males	Females	Total	Males	Females	Total	Males	Females	Total
Ajloun Sample	73.6%	26.5%	50.6%	26.4%	73.5%	49.4%	51.2%	48.8%	100.0%

Figure 40: Work status of Ajloun sample by gender



The percentage of working males almost equals the percentage of non-working females in Ajloun. The analysis of the work status by educational qualification is included in annex 5.

Figure 41: Work status of Ajloun sample by educational qualification

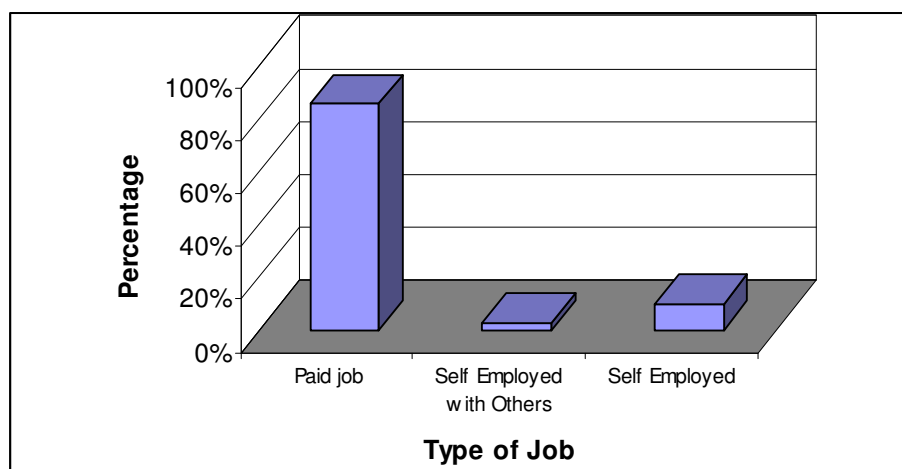


The following table shows the types of jobs occupied by the employed persons in the sample:

Table 62: Distribution of employed by job type

Type of job	Count	% of Total
Paid job	74	86%
Self Employed with Others	3	3%
Self Employed	9	10%
total	86	100%

Figure 42: Distribution of employed by job type

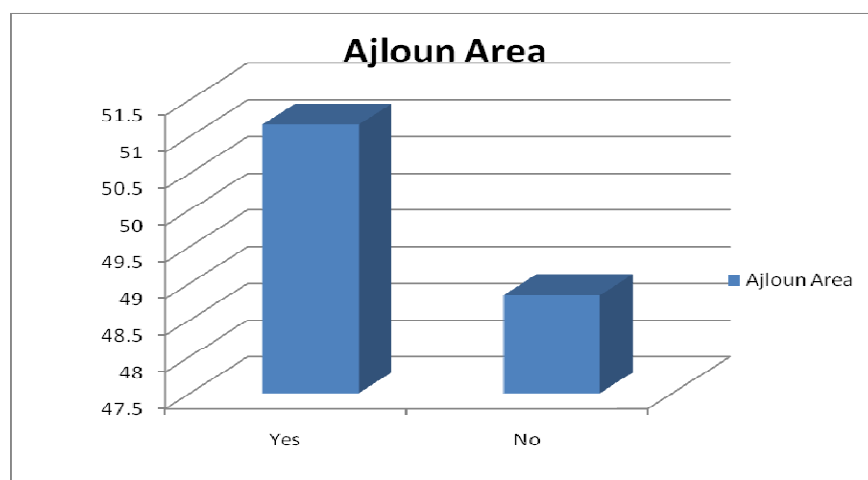


It was found that 51.1% of Ajloun sample would like to change their jobs.

Table 63: Employed sample distribution according to desire for current job change

Table 63 Employed sample distribution according to desire for current job change				
Sample	Cross tabulation	Desire to change job		Total
		Yes	No	
Ajloun sample	Count	44	42	86
	% of Total	51.2	48.8	100

Figure 43: Employed sample distribution according to desire for current job change

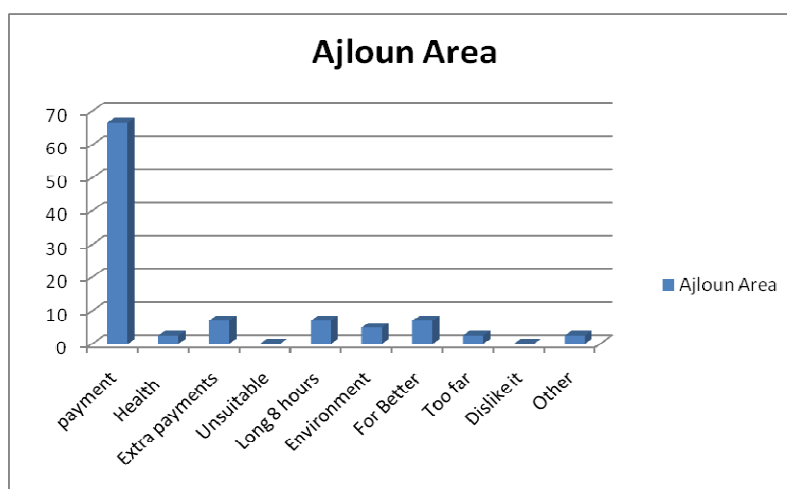


66.7% of employed Ajloun sample indicated that the main reason for their desire to change their jobs is inadequate financial payment, while 12.7% of them wish to change jobs in order to get a better job opportunity.

Table 64: Reason for changing job by employed Ajloun sample

Table 64 Reason for changing job by employed Ajloun sample		
Reason	Cross tabulation	Ajloun sample
Inadequate payment	Count	28.0
	% of Total	66.7
Health problems	Count	1.0
	% of Total	2.4
Low incentives	Count	3.0
	% of Total	7.1
Unsuitable compared to qualifications	Count	-
	% of Total	-
Long work hours	Count	3.0
	% of Total	7.1
Work environment	Count	2.0
	% of Total	4.8
Looking for better opportunity	Count	3.0
	% of Total	7.1
Long distance from house	Count	1.0
	% of Total	2.4
Lack of interest	Count	1.0
	% of Total	2.4
Others	Count	1.0
	% of Total	2.4
Total	Count	42.0
	% of Total	100.0

Figure 44: Reason for changing job by employed Ajloun sample



6- Previous employment: In Ajloun, some sample members with Bachelor's Degrees are the main segment, which has worked in jobs for one month or more. Their case is similar to the case of the total sample.

Table 65: Ajloun sample who worked previously in jobs for duration more than one month

Table 65 Previously employed members of the Ajloun sample (in jobs for duration exceeding one month) and education level				
Education level	Cross tabulation	Employed in jobs for more than a month		Total
		Yes	No	
Illiterate	Count	-	1	1
	% of Total	-	1.0	0.6
Elementary	Count	-	2	2
	% of Total	-	2.0	1.2
Basic/Intermediate	Count	11	6	17
	% of Total	15.3	6.1	9.9
General Secondary	Count	15	30	45
	% of Total	20.8	30.3	26.3
Intermediate Community College Diploma	Count	10	11	21
	% of Total	13.9	11.1	12.3
Bachelors	Count	33	42	75
	% of Total	45.8	42.4	43.9
High Diploma	Count	-	1	1
	% of Total	-	1.0	0.6
Masters	Count	3	6	9
	% of Total	4.2	6.1	5.3
Total Ajloun sample	Count	72	99	171
	% of Total	100	100	100

Table 66: Reasons for leaving previous jobs by Ajloun sample

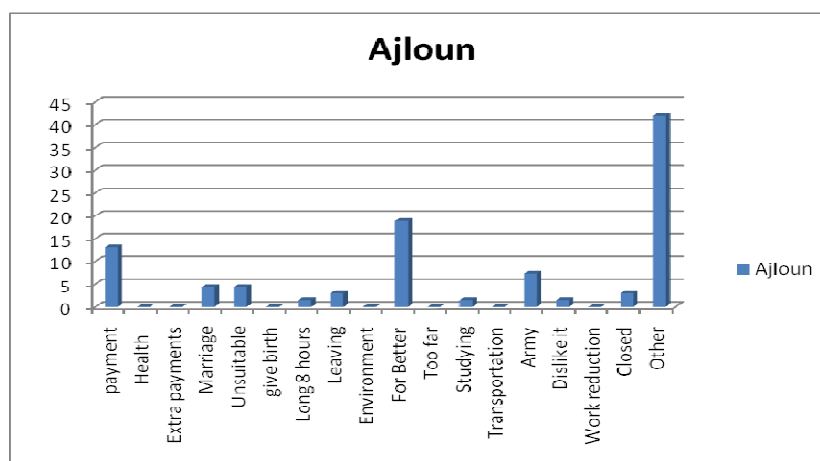
Table 66 Reasons for leaving previous jobs by Ajloun sample		
Reasons	Cross tabulation	Ajloun sample
Inadequate payments	Count	9
	% of Total	13.0
Health problems	Count	-
	% of Total	-
Low incentives	Count	-
	% of Total	-
Marriage (females)	Count	3
	% of Total	4.3
Unsuitable compared to qualifications	Count	3
	% of Total	4.3
Pregnancy and birth (females)	Count	-
	% of Total	-

Table 66
Reasons for leaving previous jobs by Ajloun sample

Reasons	Cross tabulation	Ajloun sample
Long work hours	Count	1
	% of Total	1.4
Traveling outside the country	Count	2
	% of Total	2.9
Work environment	Count	-
	% of Total	-
Looking for better opportunity	Count	13
	% of Total	18.8
Long distance from house	Count	-
	% of Total	-
Continue education	Count	1
	% of Total	1.4
Transportation difficulty	Count	-
	% of Total	-
Join armed forces	Count	5
	% of Total	7.2
Lack of interest	Count	1
	% of Total	1.4
Labor downsizing	Count	-
	% of Total	-
Business closed down	Count	2
	% of Total	2.9
Other	Count	29
	% of Total	42.0
Total	Count	69
	% of Total	100

Inadequate payment or limited income is the main reason for people leaving their previous jobs in the Ajloun sample. The second highest reason for leaving previous jobs is categorized under a group of reasons which includes personal reasons and towards work.

Figure 45: Reasons for leaving previous jobs by Ajloun sample

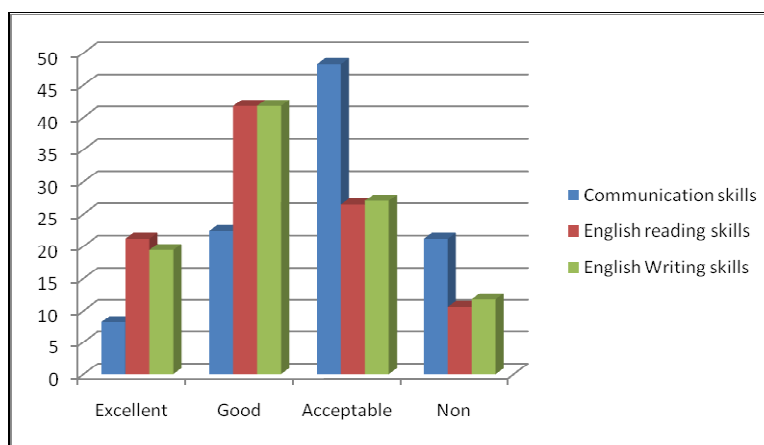


7- Self evaluation of skills: The Ajloun sample alone ranks better in English conversational skills than other Governorates, where 48.2% are acceptable, 22.4% are good and 8.2 are excellent and only 21.2% lack in English conversation skills. The same can be concluded for reading and writing skills.

Table 67: English language skills among Ajloun sample

Table 67						
English language skills among Ajloun sample						
English skill	Cross tabulation	Evaluation scale				Total
		Excellent	Good	Acceptable	None	
Conversation skills	Count	14	38	82	36	170
	% of Total	8.2	22.4	48.2	21.2	100
Reading skills	Count	36	71	45	18	170
	% of Total	21.2	41.8	26.5	10.6	100
Writing skills	Count	33	71	46	20	170
	% of Total	19.4	41.8	27.1	11.8	100

Figure 46: English language skills among Ajloun sample

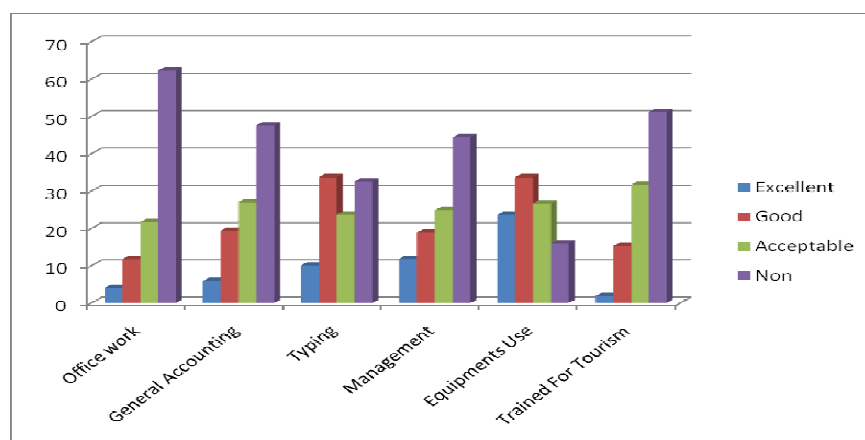


About 69.8% held MS office computer and computer skills. This indicates a higher level in computer literacy amongst the Ajloun workforce compared to other Governorates based on their self -assessment.

Table 68: Other skills among Ajloun sample

Table 68 Other skills among Ajloun sample						
Skill	Cross tabulation	Skills				Total
		Excellent	Good	Acceptable	None	
Office work	Count	7	20	37	106	170
	% of Total	4.1	11.8	21.8	62.4	100
General accounting	Count	10	33	46	81	170
	% of Total	5.9	19.4	27.1	47.6	100
Typing	Count	17	57	40	55	169
	% of Total	10.1	33.7	23.7	32.5	100
Management	Count	20	32	42	75	169
	% of Total	11.8	18.9	24.9	44.4	100
Equipments use	Count	40	57	45	27	169
	% of Total	23.7	33.7	26.6	16.0	100
Tourism-related skill	Count	3	25	52	84	164
	% of Total	1.8	15.2	31.7	51.2	100

Figure 47: Other skills among Ajloun sample

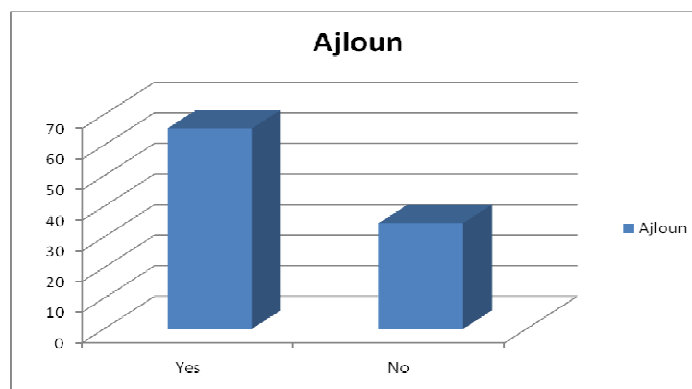


8- Job search: About 65% of the Ajloun sample is looking for jobs.

Table 69: Active job search by Ajloun sample

Table 69 Active job search by Ajloun sample				
Sample	Cross tabulation	Search for job		Total
		Yes	No	
Ajloun sample	Count	112	59	171
	% of Total	65.5	34.5	100

Figure 48: Active job search by Ajloun sample

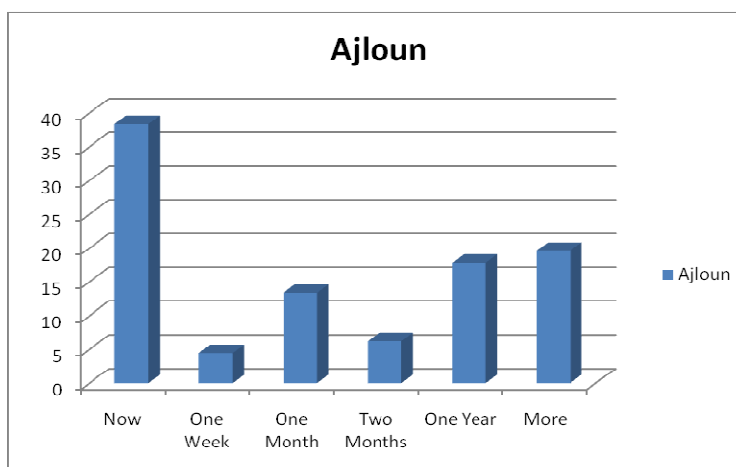


A significant part (38.4% of Ajloun sample) started looking for a job recently. On the other hand, 19% of Ajloun sample have been looking for a new job for more than one year

Table 70: Duration for job search among Ajloun sample

Sample	Cross tabulation	Duration of job search						Total
		Now	One Week	One Month	Two Months	One Year	More	
Ajloun sample	Count	43	5	15	7	20	22	112
	% of Total	38.4	4.5	13.4	6.3	17.9	19.6	100

Figure 49: Duration for job search among Ajloun sample



Job seekers use many ways to find a new job. Results indicated that the most widely used method, as a primary job search method is relatives and friends, while the secondary search method is newspaper advertisements. This indicates limited use of creative and proactive job search methods (e.g. Internet, job matching services).

Table 71: Primary job search methods among total sample

Table 71 Primary job search methods among total sample		
Job search method	Cross tabulation	Total
Relative & Friends	% of Total	11.817
Newspapers	% of Total	1.3294
Learning Centers	% of Total	1.1817
Internet	% of Total	0.5908
Ministry of Labor	% of Total	0.1477
Civil Service	% of Total	1.3294
Random Visits	% of Total	0.1477
Other	% of Total	0

Figure 50: Primary job search methods among total sample

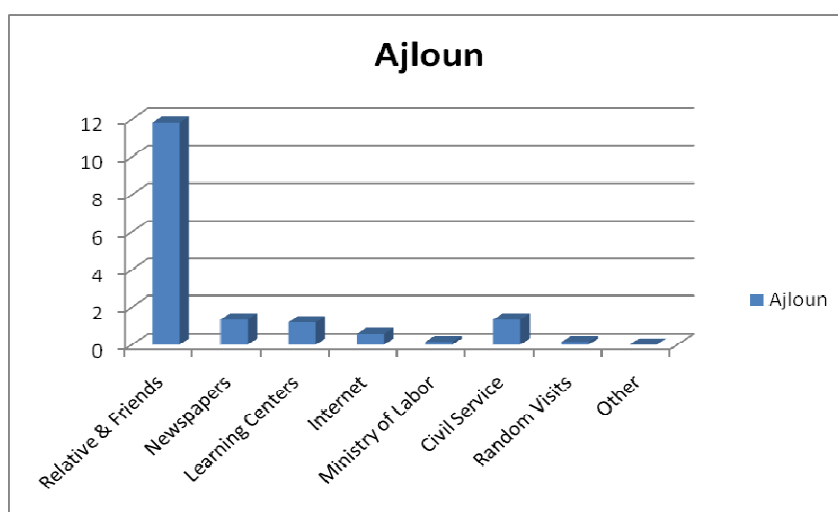
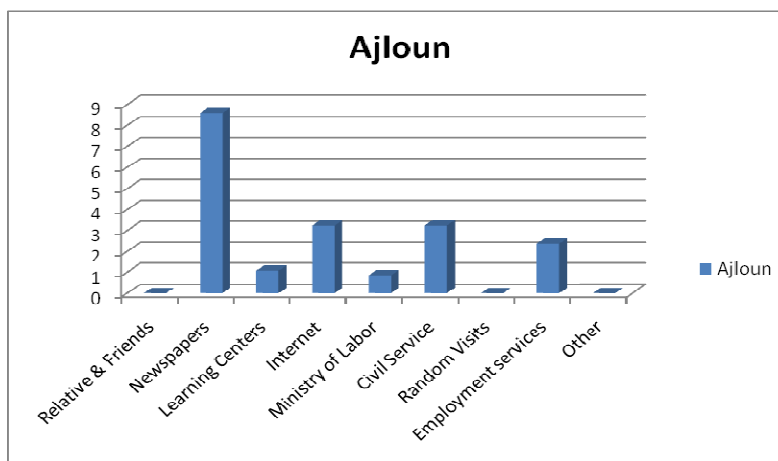


Table 72: Secondary job search methods among total sample

Table 72 Secondary job search methods among total sample		
Job search method	Cross tabulation	Total
Relative & Friends	% of Total	0
Newspapers	% of Total	8.6022
Learning Centers	% of Total	1.0753
Internet	% of Total	3.2258
Ministry of Labor	% of Total	0.8602
Civil Service	% of Total	3.2258
Random Visits	% of Total	0
Employment services	% of Total	2.3656
Other	% of Total	0

Figure 51: Secondary job search methods among total sample

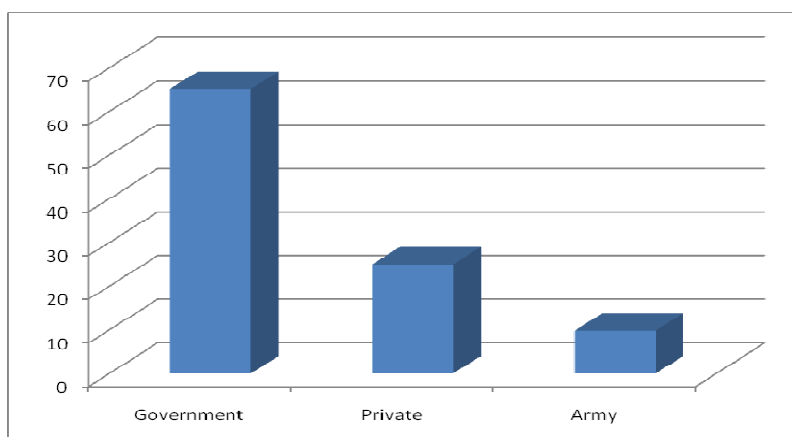


9- Sector and job preferences: The following table shows the preferred sector for work amongst the Ajloun sample:

Table 73: Proffered sector for work

Table 73		
Proffered sector for work		
Sector	Cross tabulation	Ajloun sample
Government	Count	73
	% of Total	65.2
Private	Count	28
	% of Total	25.0
Armed forces	Count	11
	% of Total	9.8
Total	Count	112
	% of Total	100

Figure 52: Proffered sector for work



More than 65% of Ajloun sample prefer the Governmental sector and 25% prefer the Private sector, whilst only 9.8% prefer the Armed Forces.

Table 74: Reasons for preferring work sectors (Gov. or Army Sector)

Table 74		
Reasons for preferring work sectors		
Reason	Cross tabulation	Ajloun
More comfortable	% of Total	57.7
Job security	% of Total	29.1
More income	% of Total	5.7
Promising future	% of Total	1.8
More job benefits	% of Total	3.2
Prestige	% of Total	0.7
Most relatives there	% of Total	1.8

Figure 53: Reasons for preferring work sectors (Gov. or Army Sector)

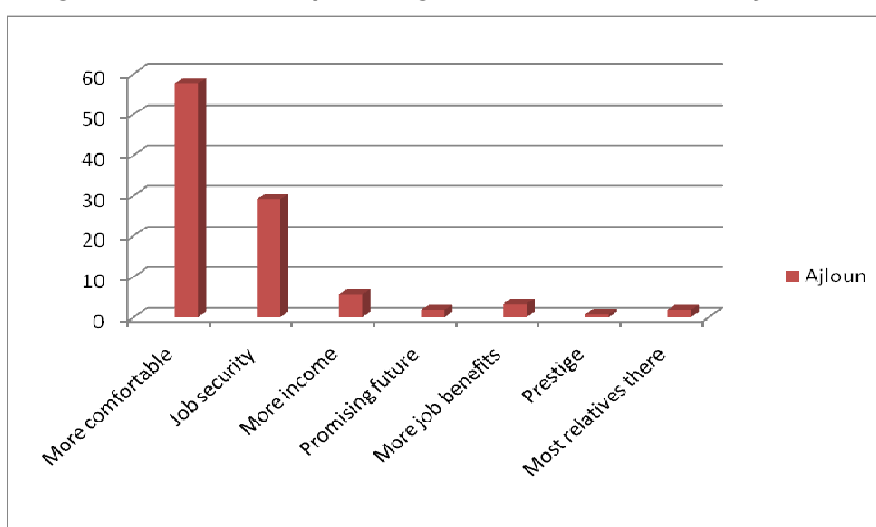
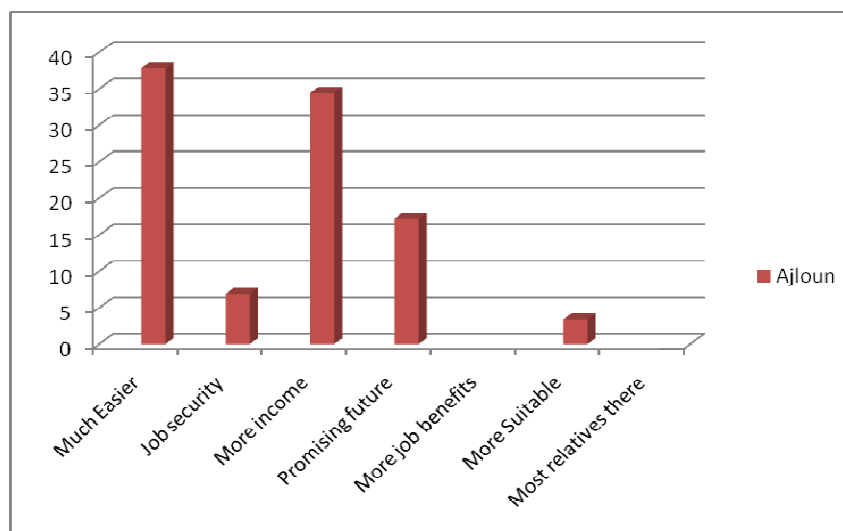


Table 75: Reasons for preferring work sectors (Private Sector)

Table 75		
Private Reason		
Reason	Cross tabulation	Ajloun
Much Easier	% of Total	37.9
Job security	% of Total	6.9
More income	% of Total	34.5
Promising future	% of Total	17.2
More job benefits	% of Total	
More Suitable	% of Total	3.4
Most relatives there	% of Total	

Figure 54: Reasons for preferring work sectors (Private Sector)



In terms of Ajloun sample, the most wanted activities include Information Technology, Tourism and other activities.

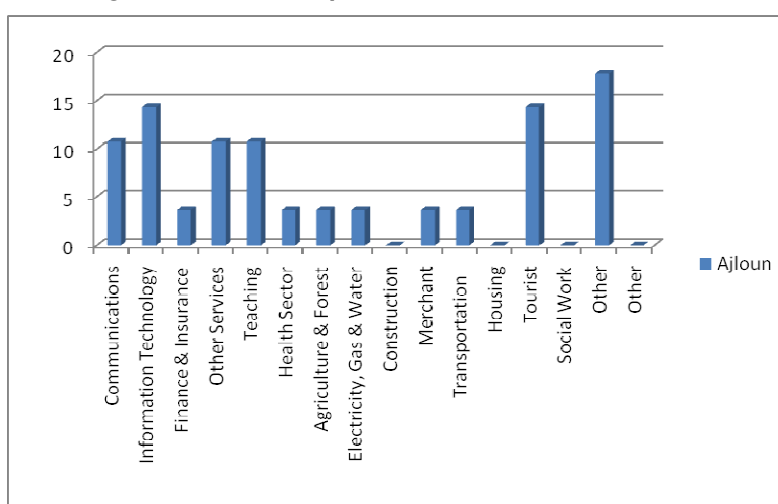
Table 76: Preferred private sector activities for work

Activity	Cross tabulation	Ajloun sample
Communications	Count	3
	% of Total	10.7
Information Technology	Count	4
	% of Total	14.3
Finance and Insurance services	Count	1
	% of Total	3.6
Business services	Count	3
	% of Total	10.7
Education	Count	3
	% of Total	10.7
Healthcare	Count	1
	% of Total	3.6
Agriculture and Forestry	Count	1
	% of Total	3.6
Electricity, Gas and Water	Count	1
	% of Total	3.6
Construction	Count	-
	% of Total	-
Wholesale and retail trade	Count	1
	% of Total	3.6
Transportation and Storage	Count	1
	% of Total	3.6
Real estate and leasing	Count	-
	% of Total	-

Table 76
Preferred private sector activities for work

Activity	Cross tabulation	Ajloun sample
Tourism, travel, restaurants and hotels	Count	4
	% of Total	14.3
Social Work	Count	-
	% of Total	-
Other activities	Count	5
	% of Total	17.9
Total	Count	28
	% of Total	100

Figure 55: Preferred private sector activities for work

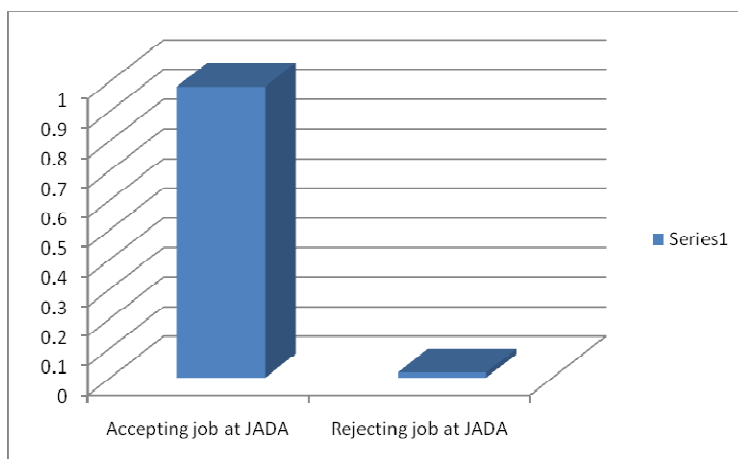


The acceptance of jobs within ADA is higher amongst Ajloun Governorate sample than other governorates.

Table 77: Ajloun sample accepting the desired job if available at ADA

Table 77 Ajloun sample accepting the desired job if available at ADA						
Sample	Accepting job at ADA		Rejecting job at ADA		Total	
	Number	%	Number	%	Number	%
Ajloun Sample	110	98.2%	2	1.8%	112	100.0%

Figure 56: Ajloun sample accepting the desired job if available at ADA



10- Income: 54.5% of Ajloun sample accepts a minimum of 160-300 JD to work in Ajloun, while 60% of them accept a minimum salary range of 310-790 to work in Amman. This is mainly due to the higher cost of living in Amman and the need to compensate for accommodation and transportation.

Table 78: Minimum acceptable monthly salary of the desired jobs by Ajloun sample

Table 78 Minimum acceptable monthly salary of the desired jobs by Ajloun sample							
Sample and work location	Cross tabulation	Salary range (JD)					Total
		100 - 150	160 - 300	310 - 490	500 - 790	800 +	
Ajloun sample work in Ajloun	Count	23	60	20	7	-	110
	% of Total	20.9	54.5	18.2	6.4	-	100
Ajloun sample work in Amman	Count	-	33	38	28	11	110
	% of Total	-	30.0	34.5	25.5	10.0	100

In Ajloun 39.7% of previously employed received a salary of 160-300 JD and 32.4% of them received a salary between 100 and 150 JD.

Table 79: Last Salary Cross tabulation

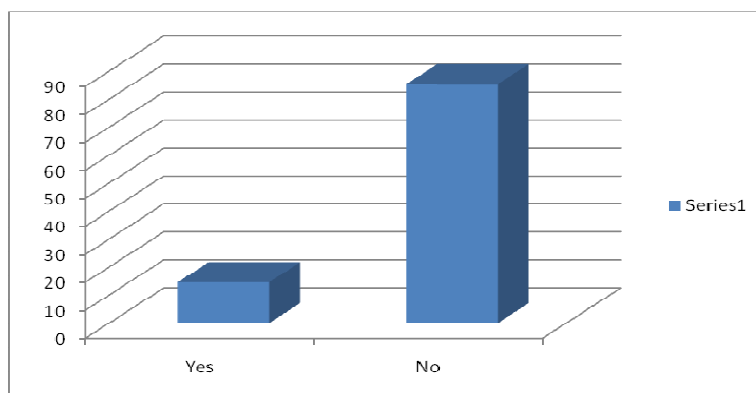
Table 79 Last Salary Cross tabulation								
Sample and salary	Cross tabulation	Salary range						Total
		1 - 99	100-150	160-300	310-490	500-790	800 +	
Last salary of Ajloun sample	Count	7	22	27	6	3	3	68
	% of Total	10.3	32.4	39.7	8.8	4.4	4.4	100
Current salary of Ajloun sample	Count	1	6	44	25	6	1	83
	% of Total	1.2	7.2	53.0	30.1	7.2	1.2	100

In Ajloun sample, only 14.6% declared having other income source and 85.4% denied any other source of income

Table 80: Availability of other income sources for the Ajloun sample

Table 80				
Availability of other income sources for the Ajloun sample				
Sample	Cross tabulation	Yes	No	Total
Ajloun sample	Count	25	146	171
	% of Total	14.6	85.4	100

Figure 57: Availability of other income sources for the Ajloun sample

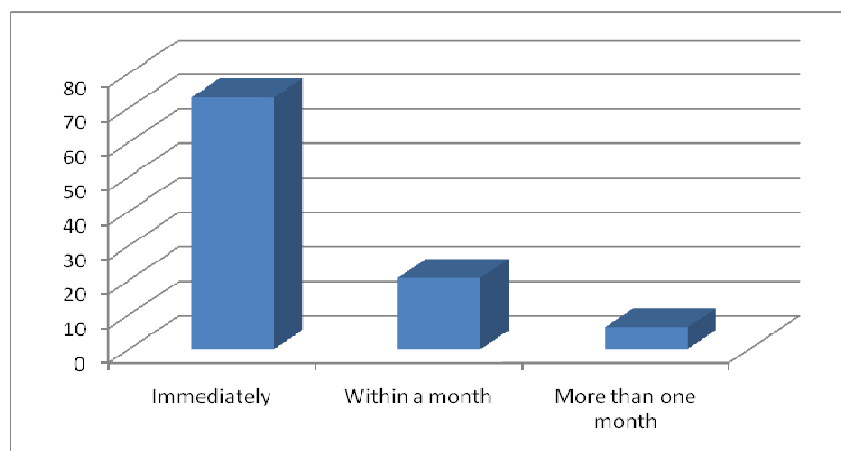


11- Readiness and availability: is an important aspect for the workforce i.e. availability for vacant jobs once they are demanded in the labor market. Most of the workforce in the sample expressed their availability and readiness to start work immediately in the desired job with income when offered.

Table 81: Availability and readiness to work of the Ajloun sample

Table 81					
Availability and readiness to work of the Ajloun sample					
Sample	Cross tabulation	Immediately	Within a month	More than one month	Total
Ajloun sample	Count	81	23	7	111
	% of Total	73.0	20.7	6.3	100

Figure 58: Availability and readiness to work of the Ajloun sample



12- Gender related aspects of the workforce: Analysis of the female situation in the Ajloun sample revealed interesting facts. The same factors affecting the total sample apply to women in Ajloun sample. Ajloun sample females insist more than total sample females on a segregated environment as a condition for appropriate work environment.

Table 82: Difficulties encountered by female sample members in finding jobs

Table 82 Difficulties encountered by female sample members in finding jobs									
Sample	Cross tabulation	Difficulties in finding jobs							Total
		Family Rejection	Gender Discrimination	Lack of employment and orientation programs	Reluctant and unserious employers	Low wage compared with men	Family commitments	Other	
Ajloun sample	Count	5	3	21	13	6	2	6	56
	% of Total	8.9	5.4	37.5	23.2	10.7	3.6	10.7	100

Table 83: Difficulties encountered by female sample members during work

Table 83 Difficulties encountered by female sample members during work										
Sample	Cross tabulation	Difficulties during work								Total
		Balance between job and family	Relation with employer / colleagues	Transportation	Lack of kindergarten at work	Long working hours	Extra personal expenses due to work	Violation of woman rights	Other	
Ajloun sample	Count	1	5	9	1	2	1	1	1	21
	% of Total	4.8	23.8	42.9	4.8	9.5	4.8	4.8	4.8	100

Table 84: Preferred work environment for women in the Ajloun sample

Table 84 Preferred work environment for women in the Ajloun sample						
Sample	Cross tabulation	Unmixed environment	Indoor	Short working hours	Other	Total
Ajloun sample	Count	22	14	11	2	49
	% of Total	44.9	28.6	22.4	4.1	100

Table 85: Projects and businesses targeted by women when looking for jobs

Table 85 Projects and businesses targeted by women when looking for jobs							
Sample	Cross tabulation	In house small projects	Cooperative small Projects	Full time jobs at government	Full time jobs at private sector	Short Term/ Seasonal	Total
Ajloun sample	Count	4	18	33	2	1	58
	% of Total	6.9	31.0	56.9	3.4	1.7	100

Figure 59: Difficulties faced by females of Ajloun sample when looking for a job

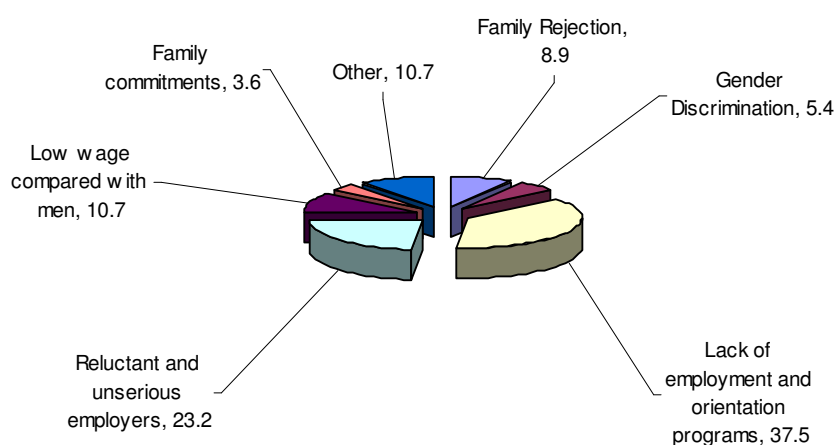


Figure 60: Difficulties faced by females of Ajloun during work

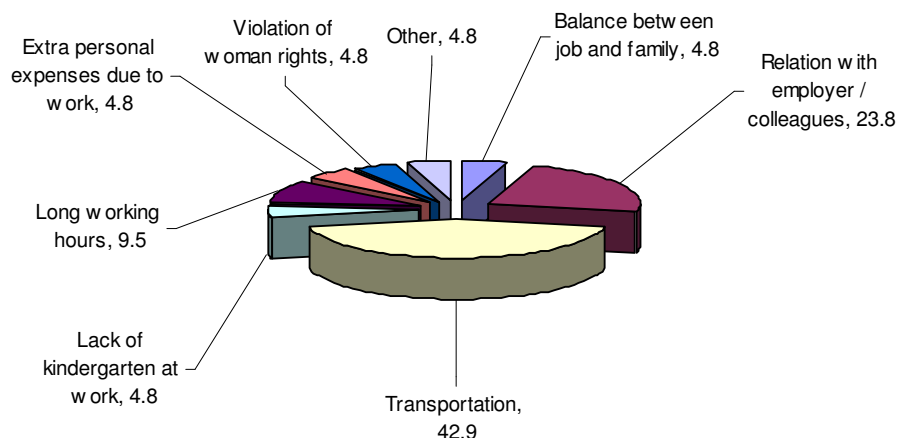


Figure 61: Convenient work environment for women of Ajloun

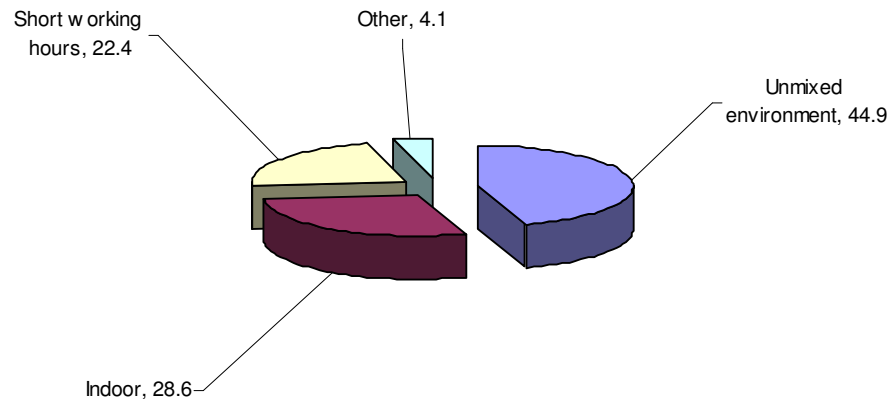
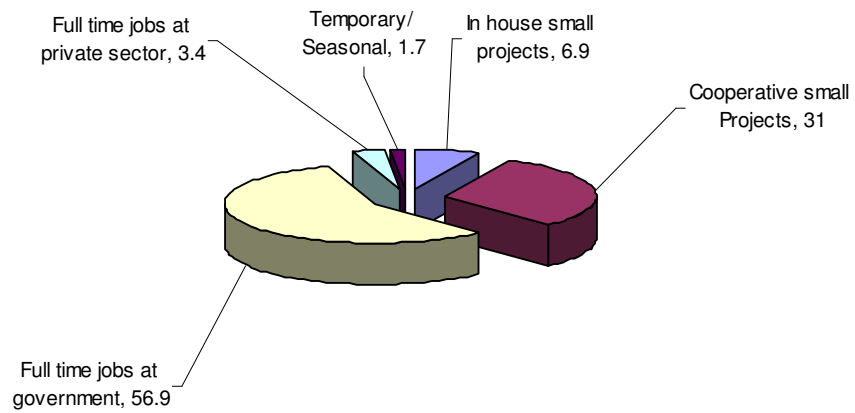


Figure 62: Work and projects targeted by women of Ajloun when looking for a job



LABOR DEMAND PROFILE

Since JADA is newly formed, and the ADA is in an early stage of development, where plans and strategies are being set, the actual number and specific types of investments are still unclear. The Labor Demand Profile significantly depends on the confirmed potential projects in the Area.

To build an estimated picture of the expected labor demand in ADA, meetings were held with the JADA's Board of Directors to understand their vision of the area, and consequently estimate labor quality and quantity needed. The original baseline studies estimate that ADA will generate thousands of jobs in the tourism sector within the coming 20 years.

The main theme of the ADA is 'natural and environmental tourism', which means the possibility of having several activities including hospitality, such as hotels, spas, resorts tourist villages, lodges, countryside residential area and other activities. These activities 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, and traditional handicrafts etc. The major projects that will generate outstanding job opportunities are within the tourism sector, and each project would employ a number ranging between 300 – 500 people as estimated by the Board of Directors.

The growth of job opportunities will be gradual in parallel with the development timeframe. The first stage (fast track) of development will focus on the Ajloun Development Area near Anjara (formerly the military base) which will host the first few anchor investments represented in environmental training academy, hotel and spa within a resort-oriented community.

The next stages of development are still under study and planning, and therefore, it is difficult to estimate the expected labor demand for these long-term projects on an exact time schedule. The foreseen activities and investments in later stages include:

- World- class environmental-friendly hotels, resorts and spas.
- Local or internal tourism services such as furnished accommodations and apartments.
- Theme parks (activity center) and tourist attractions.
- Camping and lodging areas.
- Civic community including cultural, retail and commercial components.
- Residential areas for holidays with relaxation and recreation themes.
- Natural reserves and open land space for picnics.

The above-mentioned projects and developments require semi-skilled and skilled labor from the adjacent governorates during two stages: construction and operations. Construction will mainly depend on vocational workers specialized in civil works, building and construction, while operations will mainly depend on tourism and hospitality labor. The indirect employment will come from the supporting SMEs and businesses established around the projects.

Another source used to estimate the labor demand of ADA is the previous and new documented studies available at JADA and the PMU. Few contacts were provided to consultants by JADA and PMU in order to reach key persons responsible for some potential projects. Consultants contacted those potential investors to obtain their input and expectations regarding their labor demand in the future.

3.1 Labor demand profile of JADA projects

JADA provided a list of projects that will be established according to the JADA development conceptual master plan of the area (about 2,168 dunums). The projects include hotels, residential areas, mixed use areas, entertainment facilities and un-built land spaces. In order

to determine the labor demand projections for the projects, standard labor demand measurements and classifications were used based on similar local or international existing models. The list of conceptual projects is enclosed in the annexes.

a. Labor demand profile of hotels:

Five hotels are included in the hotels area in the master plan for the JADA location, including one 5-star hotel; one 4-star hotel and two 3-star hotel. In addition to the above hotels, there will be three eco-lodges. The structure of hotels include rooms, villas, town houses and apartments. Based on labor demand models in the hotels industry existing in development areas (**e.g. Dead Sea development area**), the labor demand profile of the hotels expected to be established at the JADA location can be described in the following tables and figures:

Table 86: Labor demand of hotels by department

Table 84 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
Total	160	100%	300	100%	527	100%

Figure 63: Labor demand of three stars hotel

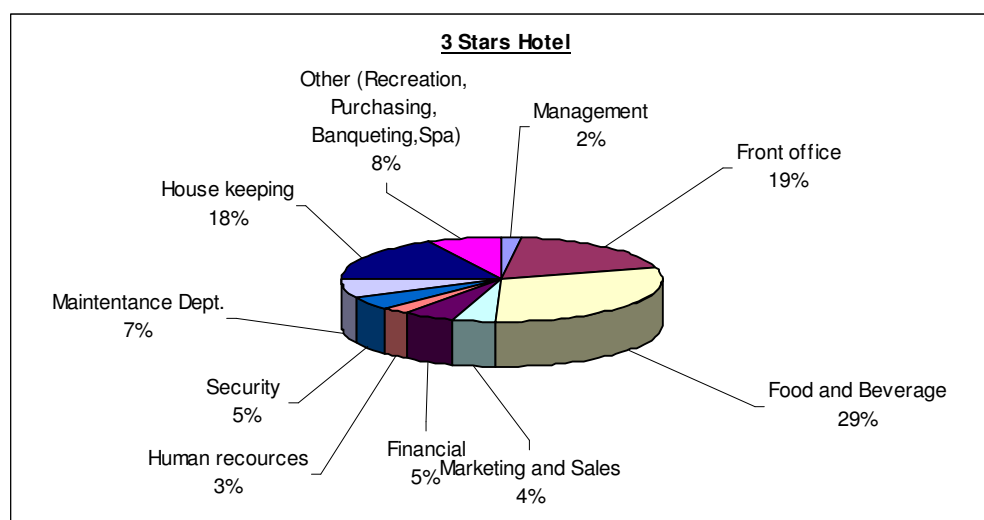


Figure 64: Labor demand of four stars hotel

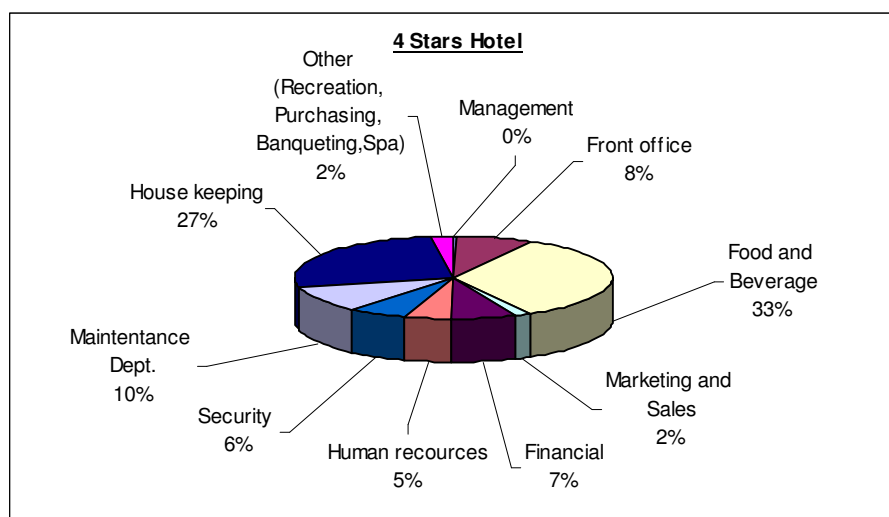
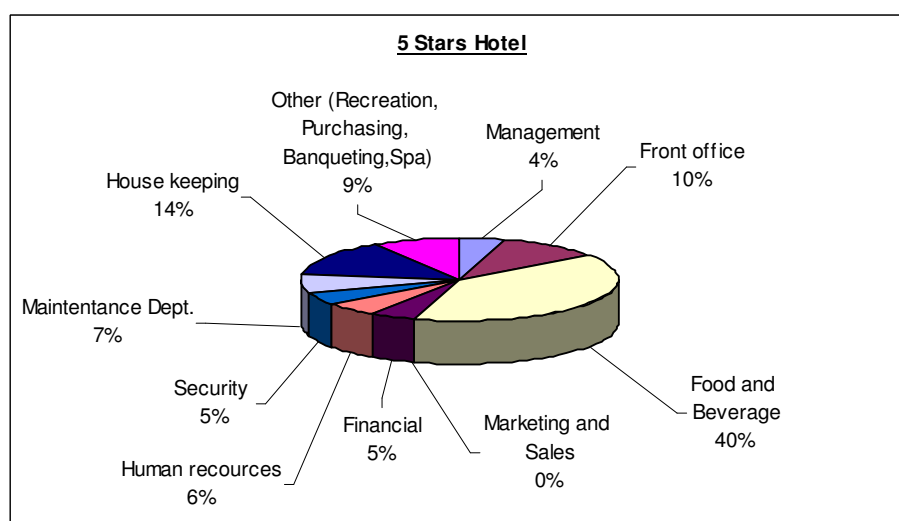


Figure 65: Labor demand of 5 stars hotel



The labor demand of hotels depend on two factors; the classification and the number of rooms. The labor demand of JADA hotels is based proportionally on the standard average labor demand of hotels at the Dead Sea development area.

Table 87: Standard average labor demand of hotels

Table 85 Standard average labor demand of hotels by classification and number of rooms		
Classification	No. of rooms	Labor demand
3 stars (★ ★ ★)	160	160
4 stars (★ ★ ★ ★)	277	300
5 stars (★ ★ ★ ★ ★)	350	527

Based on the above standards, the labor demand of hotels at the hotels area in JADA location can be calculated as following:

Table 88: Labor demand of hotels in JADA

Table 88 Labor demand of hotels in JADA				
No.	Component	No. of units	No. of keys/rooms	Total labor
1	Hotels			
1.1	5 star hotel and spa		300	452
1.1a	Grand Villas	20	20	30
1.1b	Attached Villas (2 keys/unit)	20	40	60
	Total 5 star hotel	40	360	542
1.2	4 star hotel		300	325
1.2a	Attached Villas (2 keys/unit)	20	40	43
1.2b	Town Houses (4 keys/unit)	14	56	61
1.2c	Apartments (6 keys/unit)	10	60	65
	Total 4 star hotel	44	456	494
1.3	3 star hotel - 1		150	150
1.3a	Attached Villas (2 keys/unit)	12	24	24
1.3b	Town Houses (4 keys/unit)	12	48	48
1.3c	Apartments (6 keys/unit)	12	72	72
	Total 3 star hotel - 1	36	294	294
1.4	3 star hotel - 2		150	150
1.4a	Attached Villas (2 keys/unit)	8	16	16
1.4b	Town Houses (4 keys/unit)	5	20	20
1.4c	Apartments (6 keys/unit)	6	36	36
	Total 3 star hotel - 2	19	222	222
	Total hotels		1,332	1,552

The labor demand of eco-lodges was provided by JADA which estimates that about 20 - 30 jobs shall be required to operate each eco-lodge, depending on the number of units. Therefore, the total labor demand of the hotels and eco-lodges area in JADA is **1,625**.

The distribution of created jobs within hotel departments by position also follows the profile of jobs at the standard labor demand of Dead Sea hotels as shown in the following tables:

Table 89: Job demanded by management department in hotels

Table 89 Jobs demand by management department in hotels according to classification			
Management Position	3 stars	4 stars	5 stars
General Manager	1	1	1
Executive Secretary to GM	1		1
IT Manager	1		1
Night Manager	1		1
Customer Care Coordinator			1
Groups And Parking Supervisor			1
Manager on Duty	1		1
Other			
Total	5	1	7

Table 90: Job demand by financial department in hotels

Table 90 Jobs demand by financial department in hotels according to classification			
Financial Position	3 stars	4 stars	5 stars
Director of Finance (Financial controller)	1	1	1
Assistant financial controller			1
Purchasing		1	1
Income Audit	1		1
Cost controller	1	1	1
Payroll Clerk	1		1
Accounts Payable Clerk	1		1
Accounts Receivable Clerk	1		1
Assistant Cost Controller			1
General Cashier	1	1	1
Night Auditor			3
Receiving Clerk			1
Credit Supervisor		1	1
Assistant Accounts Receivable			1
Accounting Office Manager		1	1
Chief Accountant		1	
Secretary Finance	1		
Collector		1	
Store keeper		2	
Store worker		2	
Cashier		8	
Other			
Total	8	20	17

Table 91: Job demand by human resources department in hotels

Table 91 Jobs demand by HR department in hotels according to classification			
Human Resources Position	3 stars	4 stars	5 stars
Director of Human Resources			1
Human Resources Manager	1	1	1
Human Resources Supervisor			1
Human Resources Officer			1
Human Resources Coordinator			1
H.R Admin Assistant			1
Training Executive	1	2	
Personnel Coordinator			
Govt. Relations Officer	1	2	
Secretary - HR & Training	1	1	
Transportation	3	9	10
Accommodation		2	
Guest Relations (In charge)			
Guest Relations VIP area			
Other			4
Total	7	17	20

Table 92: Job demand by front office department in hotels

Table 92 Jobs demand by front office department in hotels according to classification			
Front Office Position	3 stars	4 stars	5 stars
Resident Manager			1
Director of Rooms Operations			1
Front Office Manager			1
Assistant Front Office Manager			1
Front Desk Manager			1
Front Desk Supervisor			1
Front Desk Shift Leader			2
Rooms Controller			1
Guest Relations Clerk	1		2
Front Desk Agent			4
AYS Supervisor			1
AYS Shift leader			1
AYS Agent			6
Gift Shop Supervisor			1
Gift Shop Attendant			3
Bell Stand Captain			2
Bell Boy	6		7
Bell Stand Shift Leader			1
Valet Parking			3
Hostess			
Operator	2		
Outlet Manager Expat "B"			
Supervisor Expat "C"			
CDR Expat "C"			
CDR			
1/2 CDR			
Reservation agent			
IT Assistant			
Commis			
Room Division Manager	1		
Assistant RDM FO in charge	1		
Yield Supervisor	1		
Duty Manager	1		
Night Duty Manager	1		
Reservation Supervisor	1		
Night Auditor	1		
Chief Concierge	1		
Receptionist	7		
Security Supervisor	1		
Other	3	20	
Total	28	20	40

Table 93: Job demand by food and beverage department in hotels

Table 93 Jobs demand by F&B department in hotels according to classification			
Food & Beverage Position	3 stars	4 stars	5 stars
Director of Food and Beverage			1
Assistant director of F&B			1
Director of Restaurants			1
Restaurant Manager			2
Assistant Restaurant Manager			4
Supervisor			10
Captain	4		10
Head Host/Hostess			4
Cashier			3
Host/Hostess			4
Bartender	5		5
Waiter/Waitress	5	10	25
Barback/Busboy			15
Admin Assistant			1
Executive Chef.	1	1	1
Executive Sous Chef	1		1
Senior Sous Chef			1
Pastry Chef			1
Banquet Chef			1
Junior Sous Chef			3
Sous Chef			2
Chef De Partie	2		8
Demi Chef			11
Commis 1			6
Commis 2			10
Commis 3			16
Cafeteria Supervisor			1
Cafeteria Attendant			5
Chief Steward			1
Assistant Chief Steward			4
Steward Supervisor	1		1
Steward Lead			2
Stewarding Attendant			18
F&B manager	1	1	
Assistant F&B	1		
Runners	15		
Chef De Cuisine	2		
Dish Washer	6		
Cook Helper	4		
Pastry Chef			
Outlet Chef			
Outlet Chef Expat "C"			
Others		90	3
Total	48	102	182

Table 94: Job demand by housekeeping department in hotels

Table 94 Jobs demand by housekeeping department in hotels according to classification			
Housekeeping (H.K.) Positions	3 stars	4 stars	5 stars
Director of Services			1
Housekeeping Manager			1
Assistant H.K. Manager	1		1
Senior H.K. Supervisor			1
Housekeeping Supervisor	3		6
Housekeeping Coordinator			1
Room Attendant	12		26
Public Area Attendant	6		25
Locker Attendant			1
Laundry Supervisor	1		1
Uniform Supervisor			1
Tailor	1		1
Laundry Attendant			19
Floor Runners	4		
Other		80	
Total	28	80	85

Table 95: Job demand by maintenance department in hotels

Table 95 Jobs demand by maintenance department in hotels according to classification			
Maintenance Positions	3 stars	4 stars	5 stars
Director of Engineering			1
Assistant Chief Engineer	1		1
Senior Supervisor			2
Engineering Supervisor			4
Senior rooms maintenance			2
Shift Leader			3
Carpenter	1		3
Technicians	2	28	3
Painter	1		5
Gardener			8
Mechanic			2
Electrician			2
Blacksmith			1
General Maintenance			2
Administrative Assistant			2
Chief Engineer	1	1	
Maintenance manager		1	
Electrical Officer	2		
Plumbing Officer	2		
AC Technicians	1		
Others			
Total	11	30	41

Figure 66: Labor demand distribution of hotel jobs by gender

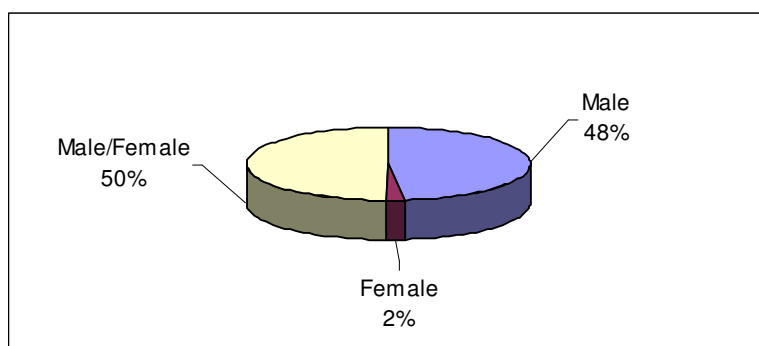


Table 96: Labor demand of hotels by work location

Table 96								
Labor demand by work location in hotels according to classification								
Classification	Office	Office and field	Store	Outdoor	Customer Service	Activities*	Other	Total
4 stars	38	5	12	57	130	64	55	361
5 stars	58	107	4	106	10	181	2	468
3 stars	31	13	3	53	17	28	15	160
Total	127	125	19	216	157	273	72	989
%	12.84	12.64	1.92	21.84	15.87	27.60	7.28	100

* Activities include: Laundry, Kitchen, fitness center...etc.

Figure 67: Labor demand distribution in hot

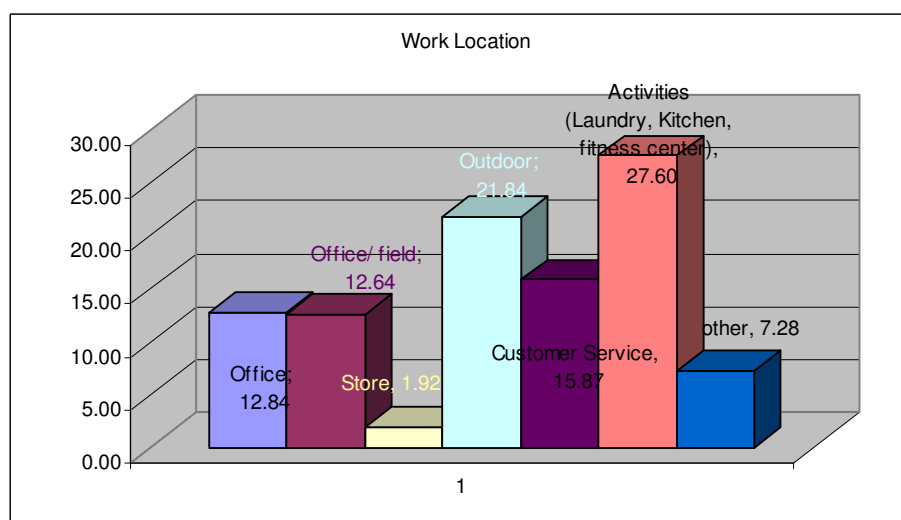


Table 97: Labor demand in hotels by work environment

Table 97							
Labor demand by work environment in hotels according to classification							
Classification	Comfortable	Hot	Mobile	Warm	Cold	other	Total
4 stars	147	1	107	51	0	55	361
5 stars	104	38	52	106	0	168	468
3 stars	37	1	78	23	6	15	160
Total	288	40	237	180	6	238	989
%	29.12	4.04	23.96	18.20	0.61	24.06	100

Figure 68: Labor demand in hotels by work environment

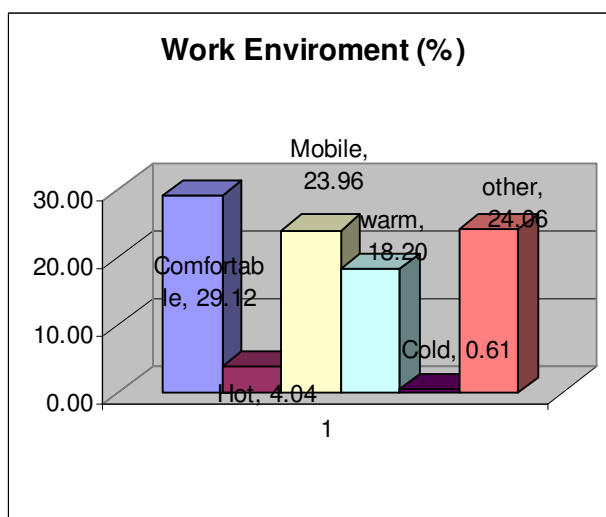


Table 98: Labor demand by of hotels education levels

Class.	Illiterate	Literate	Basic	GSC	VTC	CCD	BA	MBA	PhD	Training	Other	Total
4 stars			9	212		22	62				56	361
5 stars	9		50	50	27	27	60			245		468
3 stars			4	10			65	5		72	4	160
Total	9	0	63	272	27	49	187	5	0	317	60	989
%	0.91	0.00	6.37	27.50	2.73	4.95	18.91	0.51	0.00	32.05	6.07	100

GSC: General Secondary Certificate, VTC: Vocational Training Certificate, CCD: Community College Diploma, BA: Bachelors degree, MBA: Masters degree, PhD: Doctorate degree.

Figure 69: Labor demand of hotels by education level

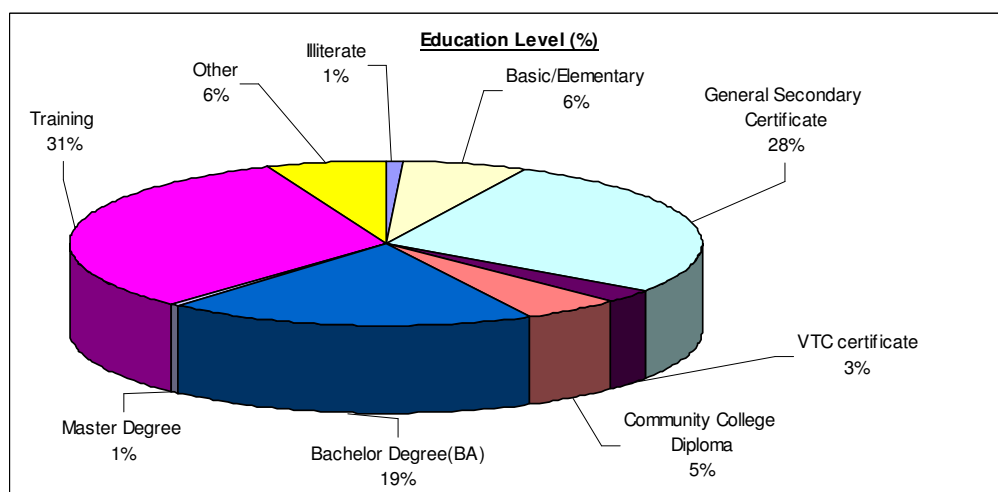


Table 99: Labor demand of hotels by required years of experience

Table 99													
Labor demand of hotels by required years of experience according to hotel classification													
Class.	1 Y	2 Y	3 Y	4 Y	5 Y	6 Y	7 Y	10 Y	>10 Y	<1 Y	None	Unknown	Total
4 stars		195	3	9	9		1	3	3	0	80	58	361
5 stars	101	47	36	20	13	2	4	8	4	62	171		468
3 stars	10	33	9	2	30		1	4	4	0	28	39	160
Total	111	275	48	31	52	2	6	15	11	62	279	97	989
%	11.22	27.81	4.85	3.13	5.26	0.20	0.61	1.52	1.11	6.27	28.21	9.81	100

Figure 70: Labor demand of hotels by required number of experience years

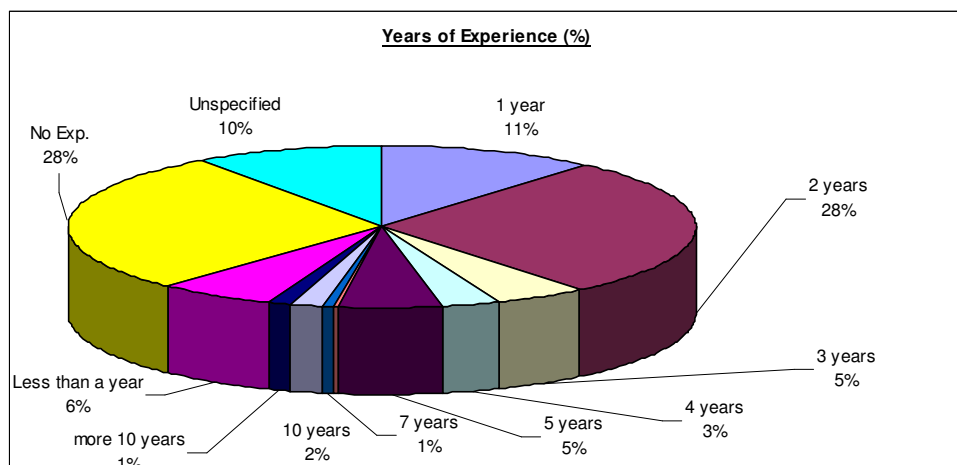


Table 100: Jobs distribution by salary range in hotels

Table 100	
Jobs by salary range in hotels	
Salary Range	%
Less than 200	41.05
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
Total	100

Table 101: Labor demand of hotel departments by required competencies

Table 101 Labor demand of hotel departments by required competencies										
Department	Arabic & English	Other languages	Work habits	Interpersonal & team skills	Social skills	Acquiring and using information	Managing time wisely	Computer skills	Technical skills specific to the job	Commitment
Management	x	x	x	x	x	x	x	x	x	x
Front office	x	x		x	x	x	x	x		
Food and Beverage			x	x	x		x		x	
Marketing and Sales	x			x	x		x		x	
Financial	x			x		x	x	x	x	
Human resources	x			x	x		x	x		
Security			x	x			x		x	x
Maintenance			x	x	x		x		x	x
House keeping			x	x	x		x		x	x
Other				x			x			

Table 102: Labor demand of hotel departments by recruitment process factors

Table 102 Labor demand of hotel departments by recruitment process factors				
Department	Cost of Recruitment	Recruitment Method	Recruitment Difficulty	Recruitment Process Duration
Management	More than 2000 JD	Internet	Great difficulty	More than 6 months
Food Chefs	More than 2000 JD	Internet	Great difficulty	More than 6 months
Front office	100 - 500 JD	Newspaper	Some difficulty	2 months
Food and Beverage	100 - 500 JD	Newspaper	Some difficulty	1 month
Marketing and Sales	100 - 500 JD	Newspaper	Some difficulty	1 month
Financial	100 - 500 JD	Newspaper	Some difficulty	1 month
Human resources	100 - 500 JD	Newspaper	Some difficulty	1 month
Security	Less than 100 JD	Newspaper	No difficulty	1 - 3 weeks
Maintenance	100 - 500 JD	Newspaper	Some difficulty	1 month
House keeping	Less than 100 JD	Newspaper	No difficulty	1 - 3 weeks
Other	100 - 500 JD	Newspaper	Some difficulty	1 month

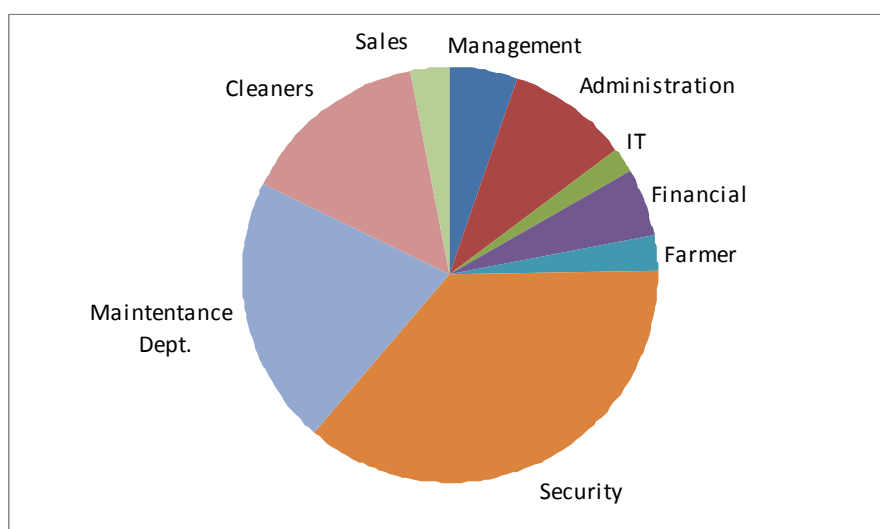
b. Labor demand profile of residential area:

The residential areas within the JADA location consist of several types of residences, under one or more property management operator or contractor. The units are divided into **three** main residential development areas in JADA. The total number of units equals to 380 units. This type of project is similar to the real estate development project in Aqaba (**Tala Bay with 400 units**) that was used as a model to estimate the labor demand proportional to number of units. The labor demand profile of the residential area in the JADA location can be described in the following table:

Table 103: Labor demand of residential area at JADA location

Table 103 Labor demand of residential area at JADA			
Component	No. of units	No. of keys/rooms	Total labor
Residential - 1			
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
Total residential - 1	95	200	22
Residential - 2			
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
Total residential - 2	155	310	36
Residential - 3			
Grand Villas	30	30	7
Villas	30	30	7
Attached Villas (2 keys/unit)	50	100	12
Town Houses (4 keys/unit)	10	40	2
Apartments (6 keys/unit)	10	60	2
Total residential - 3	130	260	31
Total residential	380	770	89

Figure 71: Distribution of labor demand in the residential area by position



Tala Bay project operates with a workforce of 94 employees, while residential area at JADA is expected to be operated with a total labor of 89 employees. Most of the labor in the residential areas fall within the security, maintenance, cleaning and administrative positions. The details of the required qualifications, characteristics, skills and other aspects of the labor demand are unavailable at this stage.

c. Labor demand profile of cultural and mixed-use area:

This area represents the daily living and commercial center of the JADA location. The mixed-use area is divided into components such as retail shops, cafes and restaurants, hotels, entertainment facilities, conferencing facilities, in addition to accommodation and housing. The average number of jobs per retail shop is (2), while the average number of jobs per tourist café or tourist restaurant is (16). The retail shops usually demand unskilled labor to work as shop worker, in addition to medium-educated labor to work as salesman or cashier. On the other hand, tourist cafes and restaurants usually demand skilled labor in the field of hospitality and tourism. The following tables illustrate the expected labor demand of the cultural and mixed-use area in total and by position:

Table 104: Labor demand of cultural and mixed-use area at JADA

Table 104 Labor Demand of Cultural and Mixed use Area at JADA			
Component	No. of units	No. of keys/rooms	Total labor
Cultural and Mixed use - 1			
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
Total cultural and mixed use - 1	90	150	267
Cultural and Mixed use - 2			
Retail shops	30		60
Cafes and restaurants	10		160
Entertainment facilities			

Table 104 Labor Demand of Cultural and Mixed use Area at JADA			
Component	No. of units	No. of keys/rooms	Total labor
Town Houses (4 keys/unit)	15	60	4
Apartments (6 keys/unit)	15	90	4
Total cultural and mixed use - 2	70	150	227
Cultural and Mixed use - 3			
Retail shops	100		200
Cafes and restaurants	20		320
Entertainment facilities			
Conferencing and Auditorium			50
Cultural center and museum			40
Sub-total 1	120		610
4 star hotel			
Hotel		150	162
Grand Villas	10	10	11
Attached Villas (2 keys/unit)	15	30	32
Town Houses (4 keys/unit)	12	48	52
Sub-total 2	37	238	258
3 star hotel			
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
Sub-total 3	30	266	266
Total cultural and mixed use - 3	187	504	1,134
Total cultural and mixed use		804	1,628

Table 105: Labor demand of cultural and mixed-use components by position

Table 105 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
Cafes and Restaurants positions			
Cashier	1	40	40
Waiter	10	40	400
Kitchen staff (cook, worker...etc.)	5	40	200
Conferencing facilities positions			
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
Cultural center and museum			
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
Total	--	--	1,090

According to the above table, the conferencing facilities are expected to generate several direct jobs with a total labor of 50 employees. These values were based on a similar existing model (**King Hussein Conventions Center at Dead Sea Development Area**). It is worth mentioning that the conferencing facilities usually generate additional temporary jobs during certain events and activities. The cultural center and museum represent the attractive tourist product and the enjoyment component of the projects. It includes a theater which might be used for live plays and movies, in addition to a cultural center and a museum. The labor demand of these facilities vary according to the capacity and size of the facilities, in addition to the frequency and type of activities held at these venues. It is estimated that the theater may generate 20 permanent jobs, while the cultural center and the museum may generate additional 20 permanent jobs. These estimations were based on similar models (**The Royal Cultural Center and Theater**). The labor demand of the accommodation and hotel components were calculated using the same method used in the hotels and residential components of JADA projects.

Figure 72: Distribution of labor demand of conferencing facilities by position



The details of the required qualifications, characteristics, skills and other aspects of the labor demand are unavailable at this stage.

d. Labor demand profile of un-built area:

The un-built space at the JADA location includes interactive green picnic areas of about 241.7 dunums and open space of about 458.2 dunums. These areas are expected to generate 50 direct employment opportunities; mainly as guards, forest rangers and gate admission officers.

According to the above estimations, the sum of the labor demand expected for the projects within the JADA during the first year of operation can be calculated as in the following table:

Table 106: Expected total labor demand of JADA projects in Ajloun

Table 106 Expected labor demand of JADA projects in Ajloun	
Project	Labor Demand
Hotels and eco-lodges	1,625
Residential areas	89
Cultural and mixed use	1,628
Interactive green and open space	50
Total	3,392

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 as calculated using the tourism sector multiplier of 1.9842 listed in the reference “*Economic Development Multipliers: A User Handbook for the Regional Input-Output Modeling System (RIMS II)*. Third Edition 1997, Washington, DC”.

3.2 Labor demand profile of Ajloun Development Area projects

PMU provided the conceptual plan of the projects at Ajloun Development Area. These projects include huge educational, tourism, recreational, residential and commercial developments planned on the long-term. The projects are still in a very early stage, and the details of each project are undetermined yet. The consultants contacted two of the potential investors in these projects:

- Royal Society for Conservation of Nature (RSCN)
- Urban Workshop Company

The labor demand of these projects were estimated on the basis of other similar models for hotels, lodges, residential areas and un-built open spaces, in addition to feedback from few investors. The breakdown of labor demand according to project is demonstrated in table (103):

Table 107: Labor demand size of Ajloun Development Area projects (long-term)

Project	Components	Description	No. of units	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		(See below)
	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
5 Star lodge and guide facility at RSCN reserve	Residential	apartments for resident guides	30	7
	Hotel keys	Accommodation	12	18
	Lodge	Accommodation		20
	Guide school facilities	Education/training		NA
	Tent platforms	at guide school	5	NA
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
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	Residential villas, townhouses and flats	Accommodation	350	82

the Irbid gate	Hotel rooms	Accommodation	100	156
	Retail shops	Commercial		NA
	Civic - visitors and educational center	Education		NA
	Open space	Picnic		NA
Deir As-Smadiyyeh Ash-Shamali	Residential single family	Accommodation	30	7
	Reserve residential	Accommodation	15	3
	Hotel rooms	Accommodation	50	78
	Retail shops	Commercial		NA
	Civic - visitors and educational center	Education		NA
	Open space	Picnic		NA
Deir As-Smadiyyeh Al-Janoubi	Residential single family	new and restored Accommodation	20	5
	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
Total				1,233

According to the above table, the ADA projects are expected to generate at least **1,233** direct jobs. The labor demand of some components is undetermined yet. Some components such as the residential and open spaces are not expected to generate job opportunities. The labor profile details (positions, education level, specialization, skills, salaries) is undetermined yet.

The indirect jobs expected to be generated by the ADA projects are **2,446** new jobs as calculated using the tourism sector multiplier of 1.9842 listed in the reference “*Economic Development Multipliers: A User Handbook for the Regional Input-Output Modeling System (RIMS II)*”. Third Edition 1997, Washington, DC”.

The Royal institute for conservation of Nature (RICN) formerly titled (Ecotourism and rangers academy) includes several components such as ecotourism facilities, training facilities, trainee accommodation (10 units), management housing (9 units) and trainers accommodation (3 units). The labor demand profile of RICN is divided into the following positions:

Table 108: Labor demand of RICN project

Table 108 Labor demand of RICN 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/f
Total	73	

The detailed required qualifications and skills of the labor are unavailable at this stage.

MINING AND QUARRYING SECTOR IN AJLOUN GOVERNORATE OBSERVATIONS

A special questionnaire was designed and used to collect information about the mining and quarrying sector in Ajloun. The target was stone quarry owners or operators, and it was planned to interview about ten of them. Although all precautions undertaken to assure the target group of the confidentiality of received information, the response rate was low and only two members out of ten stone quarries owners participated in the survey.

According to the information and observations received from the field, most of the stone quarries in Ajloun are under lease to operators who utilize its production in generating significant income. Landowners usually give the right of use to operators to improve the landscape and accessibility to the land, and generate some income. Most of the quarries in Ajloun are illegal and unlicensed, but they operate anyway as indicated by the interviewees. According to the quarry owners met during the survey, profits of this industry are considered substantial for quarries with sizes of five dunums and more. Production is marketed through stone traders in Irbid and Amman. Most of the active quarries are located in remote areas in Ajloun, far from populated areas (Rajeb, Ballas, Safieneh, and Dahous).

The size of labor in quarries varies depending on the size of the quarry from 4 – 14 workers, mainly Jordanians. The average income of quarries for an owner or operator exceeds 800 JD monthly, and it is considered important and essential because it covers part of the living needs of the family in some cases. In other cases, the income is considered marginal. Owners usually receive 25% of the profits when they lease the land to quarry operators. Owners complain of the inspection of Natural Resources Authority, therefore they usually operate during Friday or after official working hours during the week. More information about this sector is included in the annex.

GAP ANALYSIS OF SUPPLY AND DEMAND

In general, there is a major gap in the labor supply for the expected projects in ADA. Most of the direct labor demand is concentrated in tourism and hospitality occupations, which are lacking among the workforce of the Northern governorates in general. On the other hand, supply of support staff matches and even exceeds demand in certain jobs (e.g. security and guards). The overall comparison between labor supply and demand can be summarized in the following table:

Table 109: Summary of Gap Analysis

Table 109 Summary of Gap Analysis between labor supply and demand			
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 ⁽¹⁾	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.

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.

CONCLUSIONS

1. The wide coverage of JADA ensures the availability and complementariness of the different segments of labor force supply.
2. The economic and employment situation of the families living within and around Ajloun Development Area facilitates the introduction of new job opportunities as a solution for poverty and unemployment problems.
3. Males are more tolerant and acceptable to jobs in Ajloun than females; therefore, it is expected to recruit more males than females during the first stage of development.
4. In general, education and skills of the workforce in the Northern Governorates are adequate in this early stage, but will be insufficient for the planned investments in the future.
5. The workforce believes in working in JADA, given that proper and reasonable conditions are secured in terms of desirable job, adequate training, professional orientation, constructive supervision, attractive work environment and well-paid jobs.

RECOMMENDATIONS

1. Further study and information of the potential and expected investments is required, in order to assess the labor demand.
2. Prepare the civil infrastructure (roads, stations) to support transportation networks inside and around the development area, in order to provide free access and movement of labor within the Governorates, as noticed by the consultants.
3. Restructure education and training to cater for the skills and competencies required by the tourism investments expected in the area. Specialized institutes and programs could be developed in Ajloun and the other Governorates to graduate all educational levels, focusing on youth segment. It is advised to explore opportunities for cooperation with existing colleges in the country.
4. 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.
5. Launching a fast track development at ADA 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.
6. Involve community leaders in marketing for the investments among the population, and advising workforce to join new activities and sectors.

ANNEXES:

ANNEX 1: Work Plan

ANNEX 2: Labor Supply Questionnaire

ANNEX 3: Stone Quarries Questionnaire

ANNEX 4: Secondary Data of Graduates and Workforce in Northern Governorates

ANNEX 5: Detailed Analysis Results (Attached as a separate file)

ANNEX 6: Contact Information of Training Providers

ANNEX 7: Presentation Labor Force Demand and Supply Profile of Jabal Ajloun
Development Area (Attached as a separate file)

Work Plan:

Jabal Ajloun Labor Supply Profile Study - Field Survey Plan

Tentative start date: 15 February 2010

Governorate: Ajloun
Number of researchers: 2

Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
Total number of collected questionnaire per day																169
قضاء قصبة عجلون	20	20	20	20												80
Male	10	10	10	11												41
Female	10	10	10	9												39
قضاء صخرة					29											29
Male					15											15
Female					14											14
قضاء عرجان						21										21
Male						10										10
Female						11										11
لواء كفرنجة							20	19								39
Male							10	10								20
Female							10	9								19

Governorate: Jarash
Number of researchers: 2

Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
Total number of collected questionnaire per day																221
قضاء جرش	20	20	20	20	20	20	20	20	20	10						190
Male	10	10	10	10	10	10	10	10	10	8						98
Female	10	10	10	10	10	10	10	10	10	2						92
قضاء المصطبة											17					17
Male											9					9
Female											8					8
قضاء برما												14				14
Male												7				7
Female												7				7

Governorate: Balqa
Number of researchers: 2

Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
Total number of collected questionnaire per day																94
قضاء ديرعلا	20	20	20													60
Male	10	10	14													34
Female	10	10	12													32
قضاء علان وزبي				20												20
Male				11												11
Female				9												9
قضاء العارضة					14											14
Male					7											7
Female					7											7

Governorate: Irbid
Number of

researchers: 4

Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Total
Total number of collected questionnaire per day																380
قضاء لواء الكورة	20	20	20	20	20	28										128
Male	10	10	10	10	10	16										66
Female	10	10	10	10	10	12										62
لواء الاغوار الشمالية	20	20	20	20	20	20										120
Male	10	10	10	10	10	11										61
Female	10	10	10	10	10	9										59
لواء بني عبيد							20	20	20	20	20	20	12			132
Male							10	10	10	10	10	10	8			68
Female							10	10	10	10	10	10	4			64
لواء المزار الشمالي							20	20	22							62
Male							10	10	12							32
Female							10	10	10							30

استمارة مسح سوق القوى العاملة في منطقة جبل عجلون التنموية

لمزيد من الاستفسارات الرجاء الاتصال:

هيئة المناطق التنموية

مدير المسح: هاتف:

منسق البحث الميداني: هاتف:

استمارة مسح سوق القوى العاملة في منطقة جبل عجلون التنموية

تعليمات تعبئة الاستمارة

1. تتكون الاستمارة من خمسة أجزاء رئيسية: المعلومات الشخصية، الثقافة والمستوى التعليمي، نمط ورغبة العمل، الدخل، معلومات عامة أخرى
2. يجب أن لا يقل عمر المواطن المشارك في المسح عن 16 عاماً ولا يزيد عن 60 عاماً.
3. يجب تعبئة أجزاء الاستمارة بالترتيب.
4. يجب التأكد من المعلومات والإجابات قبل كتابتها في الاستمارة لتجنب التعديل أو الإضافة.
5. يجب الإجابة على جميع الأسئلة قدر المستطاع.

رقم الاستمارة:		
المحافظة:	□□	اللواء:
القضاء:	□□	التجمع:
اسم الباحث:	رقم الباحث:	
تاريخ المقابلة:		
اسم المشرف:		
ملاحظات الباحث:	
ملاحظات المشرف:	
اسم مدخل البيانات:		

التقسيمات الإدارية المعتمدة

رقم	المحافظة	الألوية	الأقضية	رقم	المحافظة	الألوية	الأقضية
01	عجلون	قصبة عجلون	عجلون	12	البلقاء	قصبة السلط	العارضة
02			صخرة	13			علان وزري
03			عرجان	14		دير علا	

				كفرنجة	كفرنجة		04
				جرش	قصبة جرش	جرش	05
				المصطبة			06
				برما			07
					الأغوار الشمالية	إربد	08
					بني عبيد		09
					المزار الشمالي		10
					الكورة		11

أولاً: المعلومات الشخصية

1. الاسم (من ثلاثة مقاطع):

2. تاريخ الميلاد (يوم/شهر/سنة): / /

3. الجنس: ☐ ذكر ☐ أنثى

4. رقم الهاتف الأرضي: رقم الهاتف الخليوي:

5. الرقم الوطني (مكون من 10 خانات):

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6. العنوان الدائم: المدينة القرية:

7. الحالة الاجتماعية: (إجابة واحدة فقط)

☐ أعزب ☐ متزوج ☐ مطلق ☐ أرمل

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8. عدد أفراد الأسرة الذين يسكنون نفس المسكن:

9. في حال كونك غير مشغول ولا تبحث عن عمل، فأأي الحالات التالية تنطبق عليك؟

☐ ربة بيت ☐ طالب مدرسة ☐ طالب كلية أو جامعة ☐ متقاعد ☐ ذو احتياجات خاصة ☐ عاجز

--	--

☐ ذو دخل أو إيراد

ثانياً: الثقافة والمستوى التعليمي

10. التحصيل والمستوى التعليمي:

أ. ما هو أعلى مؤهل علمي حصلت عليه؟:

--	--

أ-1. المؤهل العلمي

أ-2. التخصص

أ-3. سنة التخرج

ب. ما هي المؤهلات العلمية الأخرى التي حصلت عليها؟ :

--	--

ب-1. المؤهل العلمي

ب-2. التخصص

ب-3. سنة التخرج

ج-1. المؤهل العلمي

ج-2. التخصص

ج-3. سنة التخرج

د-1. المؤهل العلمي

د-2. التخصص

د-3. سنة التخرج

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11. الدورات التدريبية المنتظمة التي شاركت بها:

المجال	الموضوع	الرمز	المدة (أسبوع)
أ. مهني/فني (مثل صيانة حاسوب، صيانة أجهزة كهربائية، صيانة أجهزة طبية، إعداد وسائل تعليمية، صيانة تكييف وتبريدالخ)			
ب. اداري/تجاري (مثل طباعة، محاسبة، سكرتارية، ادارة مكاتب، مبيعات، تسويق، اتصال...الخ)			
ج. حاسوب (مثل برامج مايكروسوفت اوفيس، برمجة، تصميم جرافيكي، شبكات...الخ)			
د. لغات (عدا العربية مثل الانجليزية، الفرنسية، الالمانية، الايطالية ... الخ)			
هـ. دورات في مجال السياحة (الفندقة، المطاعم، الخ)			
و. أخرى.....			

12. ما هي أنواع التدريب الأخرى التي تعتقد بأنك بحاجة لها؟

المجال	الموضوع	الرمز
أ. مهني/فني	1. 2.	
ب. اداري/تجاري	1. 2.	
ج. حاسوب	1. 2.	

الرمز		الموضوع	المجال
		1.	د. لغات
		2.	
		1.	هـ. في مجال السياحة
		2.	
		1.	و. أخرى.....
		2.	

ثالثاً: نمط ورغبة العمل

13. ما هو وضعك الوظيفي؟ ☐ عامل/موظف ☐ عاطل عن العمل (انتقل إلى سؤال 17)

14. نظراً لكونك عاملاً/موظفاً حالياً ، أذكر معلومات العمل الحالي:

مسمى الوظيفة		□□□□□□□□		المؤسسة	
نوع العمل		<input type="checkbox"/> مستخدم بأجر <input type="checkbox"/> صاحب عمل مع وجود مستخدمين آخرين <input type="checkbox"/> يعمل لحسابه الخاص دون وجود مستخدمين <input type="checkbox"/> يعمل لدى أسرته			
تاريخ بدء العمل	عدد ساعات العمل اليومي	موقع العمل	المحافظة:	الدولة:	

15. هل ترغب بتغيير عملك الحالي؟ ☐ نعم ☐ لا (انتقل إلى سؤال 17)

16. إذا كان جوابك على السؤال السابق نعم، ما هي الاسباب الرئيسية لرغبتك بتغيير عملك الحالي؟ (الرجاء

تحديد الثلاث أسباب الرئيسية حسب الأولوية)

<input type="checkbox"/> ليس كافياً من الناحية المادية	<input type="checkbox"/> أسباب صحية
<input type="checkbox"/> الحوافز قليلة	<input type="checkbox"/> الزواج
<input type="checkbox"/> لا يتناسب مع المؤهل العلمي	<input type="checkbox"/> الحمل والولادة (للاتنى)
<input type="checkbox"/> ساعات العمل طويلة	<input type="checkbox"/> السفر
<input type="checkbox"/> ظروف بلعمل (مثل بيئة العمل، الزملاء، الإدارة... إلخ)	<input type="checkbox"/> الحصول على فرص عمل أفضل
<input type="checkbox"/> بعد مكان العمل عن السكن	<input type="checkbox"/> الالتحاق بالدراسة
<input type="checkbox"/> صعوبة المواصلات	<input type="checkbox"/> الجنيد (للذكور)
<input type="checkbox"/> عدم الرغبة بطبيعة العمل	<input type="checkbox"/> تقليص نشاط المؤسسة
<input type="checkbox"/> إغلاق أو توقف عمل المؤسسة	<input type="checkbox"/> أخرى

17. هل سبق لك العمل لفترة تزيد عن شهر؟ ☐ نعم ☐ لا (انتقل إلى سؤال 20)

18. إذا كان جوابك نعم على السؤال السابق، يرجى تعبئة المعلومات التالية حول العمل السابق :

مسمى الوظيفة	اسم المؤسسة	فترة العمل		موقع العمل (الدولة/المحافظة)
		من	إلى	
أ. □□□□□□□□				
ب. □□□□□□□□				
ج. □□□□□□□□				

19. ما هي الاسباب الرئيسية في تركك لعملك / أعمالك السابقة؟ (الرجاء تحديد الخمس أسباب الرئيسية حسب

الأهمية)

□ ليس كافيا من الناحية المادية	□ أسباب صحية
□ الحوافز قليلة	□ الزواج
□ لا يتناسب مع المؤهل العلمي	□ الحمل والولادة (للانثى)
□ ساعات العمل طويلة	□ السفر
□ ظروف العمل (مثل بيئة العمل، الزملاء، الإدارة... إلخ)	□ الحصول على فرص عمل أفضل
□ بعد مكان العمل عن السكن	□ الالتحاق بالدراسة
□ صعوبة المواصلات	□ التجنيد (للذكور)
□ عدم الرغبة بطبيعة العمل	□ تقليص نشاط المؤسسة
□ إغلاق أو توقف عمل المؤسسة	□ أخرى

20. ما هو تقييمك الذاتي للمهارات التي اكتسبتها من حياتك العملية أو من خلال دراستك؟

1. اللغة الانجليزية:	
أ. إتقان المحادثة	□ ممتاز □ جيد □ مقبول □ معدوم
ب. إتقان القراءة	□ ممتاز □ جيد □ مقبول □ معدوم
ج. إتقان الكتابة	□ ممتاز □ جيد □ مقبول □ معدوم
2. إتقان تطبيقات الحاسوب (MS Office) والانترنت والبريد الالكتروني □ نعم □ لا	

3.	الأعمال المكتبية والسكرتارية: أ. إتقان المراسلات التجارية ومراسلات الأعمال <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم ب. إتقان المحاسبة العامة <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم ج. إتقان الطباعة <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم د. إتقان إدارة المكاتب <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم
4.	إتقان التعامل مع الأدوات والعدد اليدوية والماكنات والأجهزة <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم
5.	إتقان المهارات المهنية والفنية (في حال التخرج من مراكز التدريب المهني) <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم
6.	إتقان المهارات ذات العلاقة بمجال السياحة <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم
7.	أخرى <input type="checkbox"/> ممتاز <input type="checkbox"/> جيد <input type="checkbox"/> مقبول <input type="checkbox"/> معدوم

21. هل تبحث عن فرصة عمل ؟ ☐ نعم ☐ لا (انتقل إلى سؤال 33)

22. إذا كانت إجابة السؤال السابق نعم، فمتى كانت آخر مرة بحثت بها عن عمل ؟

<input type="checkbox"/> أنا أبحث عن عمل الآن	<input type="checkbox"/> منذ أسبوع
<input type="checkbox"/> منذ شهر	<input type="checkbox"/> منذ شهرين
<input type="checkbox"/> منذ سنة	<input type="checkbox"/> أخرى (حدد)

23. ما طرق البحث عن العمل التي تتبّعها ؟ (اختر الاجابات التي تنطبق عليك)

<input type="checkbox"/> عن طريق المعارف والأقارب والأصدقاء
<input type="checkbox"/> عن طريق متابعة الصحف اليومية (الاعلانات)
<input type="checkbox"/> عن طريق المدرسة/الكلية/المعهد/المركز/الجامعة
<input type="checkbox"/> عن طريق الانترنت
<input type="checkbox"/> عن طريق مكاتب العمل التابعة لوزارة العمل
<input type="checkbox"/> ديوان الخدمة المدنية
<input type="checkbox"/> شركات التوظيف
<input type="checkbox"/> الاتصال أو الزيارة العشوائية المباشرة للمؤسسات والشركات
<input type="checkbox"/> أخرى

24. ما هو القطاع الذي تفضل العمل به ولماذا ؟ ☐ العام ☐ الخاص ☐ القوات المسلحة (إجابة واحدة فقط)

25. أ) إذا كنت تفضل العمل في القطاع العام أو القوات المسلحة فما هي الأسباب؟

<input type="checkbox"/> مريح أكثر من غيره	<input type="checkbox"/> يوفر الأمن الوظيفي
<input type="checkbox"/> مجزي مادياً أكثر من غيره	<input type="checkbox"/> فرص التطور والتقدم المستقبلي واعدة وكبيرة
<input type="checkbox"/> المنافع الوظيفية أفضل	<input type="checkbox"/> اعتبارات خاصة بالمكانة الاجتماعية المرتبطة بالعمل الحكومي
<input type="checkbox"/> معظم الأقارب يعملون في القطاع ويشجعون على العمل فيه	<input type="checkbox"/> أخرى (حدد)

ب) إذا كنت تفضل العمل في القطاع الخاص فما هي الأسباب؟

<input type="checkbox"/> سهولة الحصول على وظيفة فيه	<input type="checkbox"/> يوفر الأمن الوظيفي
<input type="checkbox"/> مجزي مادياً أكثر من غيره	<input type="checkbox"/> فرص التطور والتقدم المستقبلي واعدة وكبيرة
<input type="checkbox"/> المنافع الوظيفية أفضل	<input type="checkbox"/> يناسب مجال دراستي / ميولي
<input type="checkbox"/> معظم الزملاء يعملون في القطاع ويشجعون على العمل فيه	<input type="checkbox"/> أخرى (حدد)

26. إذا كنت تفضل العمل في القطاع الخاص، فأأي النشاطات التالية تفضل العمل به ؟ (إجابة واحدة فقط)

- ☐ الاتصالات ☐ ☐ ☐
- ☐ تكنولوجيا المعلومات (الأجهزة، الشبكات، البرامج) ☐ ☐ ☐
- ☐ خدمات المال والتأمين (البنوك، الوساطة المالية) ☐ ☐ ☐
- ☐ خدمات الأعمال الأخرى (التدقيق، المحاسبة، الاستشارات، التدريب) ☐ ☐ ☐
- ☐ التعليم ☐ ☐ ☐
- ☐ الصحة والرعاية الصحية ☐ ☐ ☐
- ☐ البحث والتطوير R&D ☐ ☐ ☐
- ☐ الزراعة والغابات. ☐ ☐ ☐
- ☐ الكهرباء والغاز والمياه ☐ ☐ ☐
- ☐ الانشاءات والبناء ☐ ☐ ☐
- ☐ تجارة الجملة والتجزئة ☐ ☐ ☐
- ☐ النقل والتخزين ☐ ☐ ☐

- ☐ العقارات والتأجير ☐ ☐ ☐
- ☐ السياحة والسفر والمطاعم والفنادق ☐ ☐ ☐
- ☐ العمل الاجتماعي ☐ ☐ ☐
- ☐ أخرى ☐ ☐ ☐

27. في السؤال السابق، إذا وقع اختيارك على قطاع السياحة والسفر والمطاعم والفنادق، فأبي الوظائف التالية التي تقبل العمل بها ؟ (أختر أهم خمس وظائف)

<input type="checkbox"/> سائق حافلات سياحية	<input type="checkbox"/> دليل سياحي
<input type="checkbox"/> موظف استقبال	<input type="checkbox"/> عامل مطعم (سفرجي، جرسون)
<input type="checkbox"/> عامل مطبخ	<input type="checkbox"/> عامل مصبغة (دراي كلين)
<input type="checkbox"/> موظف خدمة الغرف	<input type="checkbox"/> موظف حجز تذاكر سفر ورحلات سياحية
<input type="checkbox"/> موظف نادي صحي	<input type="checkbox"/> موظف مسيح
<input type="checkbox"/> عامل تنظيفات	<input type="checkbox"/> مدير/مسؤول علاقات عامة
<input type="checkbox"/> بواب	<input type="checkbox"/> حارس
<input type="checkbox"/> موظف صيانة فندق/مطعم	<input type="checkbox"/> موظف مركز ترفيه
<input type="checkbox"/> محاسب	<input type="checkbox"/> أمين صندوق
<input type="checkbox"/> مدير عام	<input type="checkbox"/> مدير طعام وشراب
<input type="checkbox"/> موظف أمن	<input type="checkbox"/> مسؤول صيانة الحاسوب وأنظمة تكنولوجيا المعلومات
<input type="checkbox"/> شيف رئيسي	<input type="checkbox"/> طبّاخ
<input type="checkbox"/> مدير/مسؤول موارد بشرية	<input type="checkbox"/> مدرب رياضي
<input type="checkbox"/> منسق احتفالات/مؤتمرات	<input type="checkbox"/> مندوب مبيعات
<input type="checkbox"/> مسؤول/مندوب تسويق	<input type="checkbox"/> مسؤول خدمة الزبائن
<input type="checkbox"/> عامل مقسم	<input type="checkbox"/> أخرى

28. بشكل عام، ما هي الوظائف الثلاثة التي ترغب العمل بها والتي تشعر بأنك مؤهل لها حسب أولويتها؟

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أ- الوظيفة الأولى

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ب- الوظيفة الثانية

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ج- الوظيفة الثالثة

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29. إذا توفرت لك فرصة العمل المرغوبة في منطقة جبل عجلون التنموية (وهي منطقة اقتصادية تهدف إلى توفير فرص عمل للباحثين عن عمل في محافظة عجلون وما حولها من خلال مشاريع استثمارية جديدة في مجالات الفنادق والسياحة والترفيه والزراعة)، فهل تقبلها؟
☐ نعم (انتقل إلى سؤال 31) ☐ لا

لماذا؟.....
 ...

30. إذا لم تقبل فرصة العمل المرغوبة في منطقة جبل عجلون التنموية، فأين تفضل العمل ؟ ولماذا ؟ (إجابة واحدة فقط)

أ- داخل الأردن: ☐ المفرق ☐ عمان ☐ الزرقاء ☐ محافظة أخرى ☐
 لا فرق
 المبرر:

<input type="checkbox"/> دخل أعلى	<input type="checkbox"/> رغبة العائلة
<input type="checkbox"/> الحصول على ظروف عمل أفضل	<input type="checkbox"/> مقومات الرفاهية
<input type="checkbox"/> الرغبة في الإقامة خارج المحافظة	<input type="checkbox"/> أخرى

ب- خارج الأردن: ☐ دول الخليج العربي ☐ الدول الأخرى
 المبرر:

<input type="checkbox"/> تحسين الدخل	<input type="checkbox"/> رغبة العائلة
<input type="checkbox"/> الحصول على ظروف عمل أفضل	<input type="checkbox"/> مقومات الرفاهية
<input type="checkbox"/> الرغبة في الإقامة خارج الأردن	<input type="checkbox"/> أخرى

<input type="checkbox"/> التأمين الصحي	<input type="checkbox"/> الضمان الاجتماعي
<input type="checkbox"/> السكن مؤمن	<input type="checkbox"/> المواصلات مؤمنة
<input type="checkbox"/> حضانة للأطفال (بالنسبة للأمهات العاملات)	<input type="checkbox"/> وجبات طعام يومية
<input type="checkbox"/> أخرى	<input type="checkbox"/> أخرى

31. ما هي المنافع الوظيفية التي تعتبرها الحد الأدنى للقبول بالوظيفة ؟ (يمكن اختيار أكثر من إجابة)

رابعاً: الدخل

32. ما هو الحد الأدنى للراتب الشهري الأساسي الذي تقبل به في الوظائف المرغوبة بالنسبة لك ؟

في عجلون دينار

في عمان دينار

33. ما هو آخر راتب شهري أساسي تقاضيته في عملك السابق ؟ دينار / تتقاضاه في عملك الحالي؟

..... دينار

34. هل لديك مصادر دخل أخرى؟ ☐ نعم ☐ لا

35. إذا كانت إجابة السؤال السابق (نعم)، فما هي مصادر الدخل الأخرى ؟ (يمكن اختيار ثلاث إجابات)

<input type="checkbox"/> تأجير عقارات	<input type="checkbox"/> الزراعة (ثروة حيوانية / نباتية)
<input type="checkbox"/> ضمان محلات / مزارع / مشاريع	<input type="checkbox"/> تحويلات من الخارج
<input type="checkbox"/> أرباح أسهم / بورصة / عوائد شركات	<input type="checkbox"/> راتب تقاعدي / ضمان اجتماعي
<input type="checkbox"/> التعدين واستخراج الحجر	<input type="checkbox"/> أعمال حرة / متفرقة
<input type="checkbox"/> معونة وطنية	<input type="checkbox"/> أخرى

(ملاحظة: نهاية الاستمارة بالنسبة لغير الباحثين عن عمل)

خامساً: معلومات عامة أخرى (فقط للباحثين عن عمل)

36. في حال توفرت الوظيفة المرغوبة بالدخل المطلوب المناسب لك، فمتى تكون جاهزاً للعمل: (إجابة واحدة فقط)

<input type="checkbox"/> فوراً ؟	<input type="checkbox"/> خلال شهر ؟	<input type="checkbox"/> أكثر من شهر ؟
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37. أسئلة خاصة بالإناث فقط: (يمكن اختيار عدة إجابات)

أ. ما هي أهم الصعوبات التي واجهتها أو تواجهها عند محاولة الحصول على عمل ؟

<input type="checkbox"/> معارضة الأهل/ولي الأمر/الزوج	<input type="checkbox"/> التمييز بين الرجل والمرأة في التوظيف
<input type="checkbox"/> ندرة هيئات وبرامج الإرشاد والتوجيه والتشغيل	<input type="checkbox"/> عدم الجدية والمماطلة من قبل أصحاب العمل عند اختيار الموظفين
<input type="checkbox"/> تدني الأجر/الراتب	<input type="checkbox"/> الالتزامات العائلية (الزوج والأطفال)
<input type="checkbox"/> أخرى	

ب. ما هي أهم الصعوبات التي تواجهها أثناء العمل ؟

<input type="checkbox"/> التفريق بين مسؤوليات العمل ومسؤوليات الأسرة	<input type="checkbox"/> معاملة رب العمل / الزملاء
<input type="checkbox"/> التنقل والمواصلات	<input type="checkbox"/> عدم توفر حضانة للأطفال في مكان العمل
<input type="checkbox"/> ساعات العمل الطويلة (8 ساعات)	<input type="checkbox"/> النفقات والمصاريف الإضافية نتيجة الخروج للعمل خارج البيت
<input type="checkbox"/> هضم حقوق المرأة العاملة التي كفلها لها القانون	<input type="checkbox"/> أخرى

ج. باعتقادك، ما هي بيئة العمل المناسبة للمرأة ؟

<input type="checkbox"/> غير مختلطة	<input type="checkbox"/> عمل غير ميداني (داخل مقر/مبنى العمل)
<input type="checkbox"/> ساعات عمل قصيرة	<input type="checkbox"/> أخرى

د. ما هي المشاريع أو الأعمال التي تقبل عليها المرأة عند البحث عن عمل؟

<input type="checkbox"/> مشاريع إنتاجية صغيرة داخل المنزل	<input type="checkbox"/> مشاريع صغيرة مشتركة ضمن الجمعيات ومنظمات المجتمع المدني
<input type="checkbox"/> الوظائف الدائمة لدى المؤسسات الحكومية	<input type="checkbox"/> الوظائف الدائمة لدى الشركات الخاصة

<input type="checkbox"/> الأعمال المؤقتة أو الموسمية	<input type="checkbox"/> أخرى
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38. هل ترغب في الاستفادة من خدمات وزارة العمل وذلك بإدخال معلوماتك في قاعدة بيانات الوزارة من أجل

☐

لا

☐

نعم

----- انتهت الاستمارة -----

ملحق استبيان دراسة العرض من القوى العاملة لمنطقة جبل عجلون التنموية

يتم الإجابة على أسئلة هذا الملحق من قبل الأفراد الذين تنطبق عليهم الحالة التالية:

1. سكان محافظة عجلون.

2. العمر: 16 – 60 سنة.

3. لديه مصدر دخل من المقالع / المحاجر.

1. هل لديك مقلع / محجر داخل محافظة عجلون؟

☐ نعم ، ملكية خاصة

☐ نعم ، مشاركة

☐ نعم ، مستأجر / ضمان

☐ لا

2. ما هو وضع المقلع / المحجر؟

أخرى (حدد) ☐ ☐ غير مرخص ☐ مرخص أ. القانوني:

أخرى (حدد) ☐ مستنفذ ☐ غير مستغل / غير منتج ☐ مستغل / منتج ب. التشغيلي:

.....

3. إذا كان أحد مصادر الدخل لديك هو المقلع / المحجر ، فإنك تحصل على هذا الدخل من خلال:

☐ تأجير أو تضمين المقلع / المحجر

☐ تشغيل المقلع / المحجر (استخراج وبيع منتجات الحجر)

☐ العمل في المقلع / المحجر بوظيفة ☐

☐ أخرى (حدد) ☐

4. كم يبلغ دخلك الشهري من المقلع / المحجر ؟

☐ 400 – 600 دينار ☐ 200 – 400 دينار ☐ أقل من 200 دينار

☐ أكثر من 800 دينار (حدد) دينار ☐ 600 – 800 دينار ☐

5. ما عدد العاملين في المقلع / المحجر وما هي جنسياتهم؟

6. كيف يتم تسويق وبيع منتجات المقلع / المحجر؟

مباشرة إلى الزبائن (مناشير الحجر، أصحاب المشاريع، المهندسين) ☐

تجار الحجر الرئيسيين في عمان ☐

أخرى (حدد) ☐

7. هل بإمكانك الاستغناء عن الدخل من المقلع / المحجر؟ ولماذا؟

نعم لأن الدخل ضئيل ولا يستحق العناء. ☐

لا لأنه يعتبر الدخل الرئيسي لي ولأسرتي ☐

لا لأنه دخل إضافي يساعد على تحمل أعباء المعيشة ☐

أخرى (حدد) ☐

8. إذا كان بإمكانك الاستغناء عن الدخل من المقلع / المحجر ، فما هو البديل المناسب برأيك ؟

الحصول على وظيفة في القطاع العام أو القوات المسلحة. ☐

إنشاء مشروع / مصلحة خاصة. ☐

الحصول على وظيفة في القطاع الخاص. ☐

الحصول على تعويض مالي مناسب. ☐

الحصول على قطعة أرض في مكان آخر ونقل المقلع / المحجر ☐

أخرى (حدد) ☐

3. UNIVERSITY GRADUATES AND FACULTY

University graduates represent an essential part of the qualified labor supply. Irbid governorate has gained good reputation in higher education outputs, due to the existing higher education institutions in the area. The main universities serving the population of Irbid are located within the borders of Irbid governorate or neighboring governorates. The universities under the scope of this study include:

- Al Yarmouk University
- Jordan University of Science and Technology
- Irbid National University
- Jerash Private University
- Philadelphia University
- Jadara University

While the rest of the universities in the covered area are located in Balqa, Jerash and Ajloun are:

- Al Balqa Applied University
- Amman Al Ahliyya University
- Jerash Private University

3.1 TOTAL BACHELOR DEGREE GRADUATES OF UNIVERSITIES

Total Bachelor degree graduates by year and gender									
Year	2005-2006			2006-2007			2007-2008		
University	Total	Male	Female	Total	Male	Female	Total	Male	Female
Al Yarmouk 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
Al Balqa Applied University	3004	1402	1602	4283	1674	2609	3958	1477	2481
Amman Al Ahliyya University	1212	876	336	1052	753	299	1242	845	397
Jerash Private University	1066	600	466	1239	711	528	1317	734	583
Total graduates	15,611	8,312	7,299	16,697	8,154	8,543	17,193	8,352	8,841

Table 110: Total Bachelors degree graduates

(Source: Annual Statistical Book of MOHESR)

Figure 73: Total Bachelor degree graduates during 2007-2008 by university

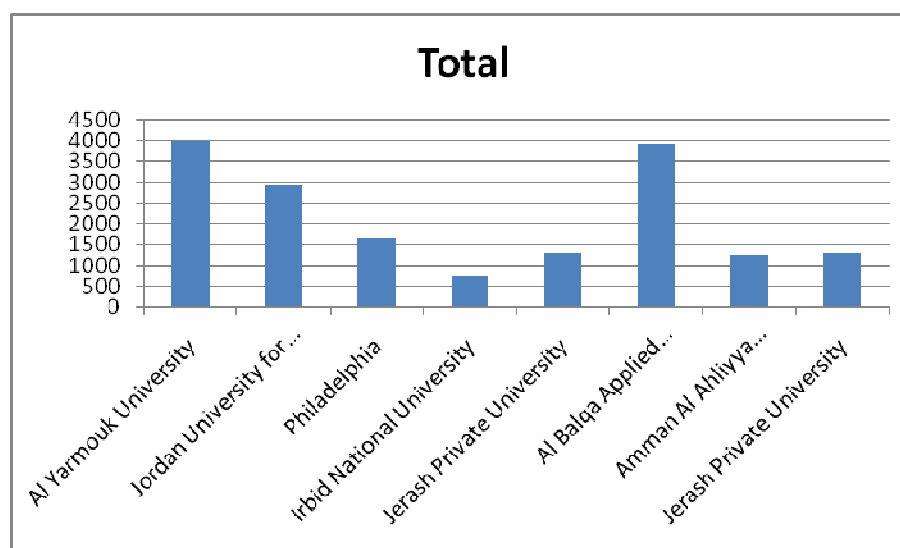


Table (8) above shows the bachelor degree graduates from universities. During (2006-2007) the universities graduated 15,661 graduates in different fields and specializations. During (2007-2008) a growth of 6.9% led to 16,697 graduates from universities, among which 48.8% of the graduates were males.

Al Yarmouk University was the main supplier of graduates, contributing 23.2% of the total graduates in Irbid. The second largest supplier of graduates was the Balqa applied University with 23%, while the rest of the universities share the rest of the graduates. The graduates' records of Jadara University were lacking from the statistics of MOHESR.

Furthermore, most universities lack the information about place of residence of their graduates. Some universities were able to provide graduates statistics detailed according to gender and specialization. The detailed Bachelor degree graduates numbers by university,

specialization, gender and residence are included in appendix 1. By a comparative review of the numbers of graduates according to specializations, **it is noticed that there are significant graduates in specializations that are expected to be utilized in the development area, mainly IT, Engineering, Business Administration, Health and Education.**

3.2 TOTAL HIGHER DEGREES (HIGH DIPLOMA, MASTERS AND PHD) GRADUATES OF IRBID UNIVERSITIES

During the last few years, many bachelor degree holders have enrolled in higher degrees programs (High Diploma, Masters and PhD) to upgrade their academic qualifications. On the other hand, public and private universities sensed the increasing demand on higher degrees, therefore introduced numerous programs and specializations. Table (9) below illustrates the graduates of higher degrees in Irbid.

Table 111: Total higher degrees graduates
Total Higher degrees graduates by year and gender

Higher Diploma Degree									
Year	2005-2006			2006-2007			2007-2008		
Universities	Total	Male	Female	Total	Male	Female	Total	Male	Female
Al Yarmouk University	575	359	216	255	74	181	242	74	168
Jordan University for Science and Technology	23	15	8	32	23	9	43	28	15
Philadelphia	NA	NA	NA	NA	NA	NA	NA	NA	NA
Irbid National University	NA	NA	NA	NA	NA	NA	NA	NA	NA
Jerash Private University	NA	NA	NA	NA	NA	NA	NA	NA	NA
Al Balqa University	160	80	80	216	130	86	47	24	23
Amman Al Ahliyya University	NA	NA	NA	NA	NA	NA	NA	NA	NA
Jerash Private University	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total graduates	758	454	304	503	227	276	332	126	206
Master Degree									
Al Yarmouk University	829	505	324	710	402	308	748	413	335
Jordan University for Science and Technology	361	212	149	325	204	121	312	174	138
Philadelphia	NA	NA	NA	NA	NA	NA	8	7	1
Irbid National University	NA	NA	NA	NA	NA	NA	NA	NA	NA
Jerash Private University	NA	NA	NA	NA	NA	NA	6	3	3
Al Balqa University	164	132	32	202	145	57	107	66	41
Amman Al Ahliyya University	NA	NA	NA	NA	NA	NA	3	2	1
Jerash Private University	NA	NA	NA	NA	NA	NA	6	3	3
Total graduates	1354	849	505	1237	751	486	1190	668	522
PhD Degree									
Al Yarmouk University	84	62	22	78	61	17	128	105	23

(Source: Annual Statistical Book of MOHESR)

Table (9) above shows that there are significant differences between universities in the number of high degree graduates. The universities, which have the higher diploma degree, include Al Yarmouk University; Al Balqa applied university and Jordan University for Science and Technology. In 2008 72% of the graduates were from Al Yarmouk University, 14% were

from Al Balqa applied university and 14% from the Jordan University for Science and technology.

Masters degree graduates from Irbid universities reached a total of 1237 in 2006-2007, a decrease from 1237 graduates in 2006/2007. Average number 56.1% of males of the graduates.

As for the PhD degree graduates, only Al Yarmouk University had offered this program. Male graduates of the PhD degree are triple the number of female graduates of PhD degree.

The specializations of higher degree graduates are highly diversified, and some of these specializations are uniquely relevant to the expected projects in Irbid Development Area according to activity including:

- **Financial: economics and Islamic banking, advanced accounting and public administration.**
- **Health: health service management, movement science, physical education, biotechnology, public health, nursing, pharmacology, toxicology, medical laboratory sciences and special surgery.**
- **Education: chemistry, physics, biology, geology, statistics, education psychology, curriculum and teaching.**
- **ICT: Information and communication technology, computer engineering, mathematics, and computer information systems (CIS).**
- **Industry: production planning, industrial engineering and manufacturing techniques.**

The proportion of higher degree graduates residing in Irbid was unavailable.

3.3 TOTAL NUMBER OF FACULTY STAFF IN UNIVERSITIES

The faculty numbers and qualifications of the universities are available from the universities defined earlier. Universities faculty in are characterized by high qualifications and wide spectrum of specializations.

Table 112: Academic faculty in universities by academic rank

Faculty rank	2005-2006	2006-2007	2007-2008
Full professor	371	411	451
Associate professor	455	523	576
Assistant professor	1029	1211	1273
Instructor	366	379	422
Lecturer	147	156	185
Teaching and research assistant	160	142	101
Total	2528	2822	3008

(Source: Annual Statistical Book of MOHESR)

In general, the overall number of faculty members in universities has grown during the period 2005 - 2008. As demonstrated in table (10) above, most of the faculty is within the assistant professor and associate professor ranks. It was noticed that private universities depend on instructors more than public universities, and they rarely have teaching and research assistants among their faculty.

Table 113: Academic faculty in universities by specialization

Specialization	2005-2006	2006-2007	2007-2008
Educational sciences	172	157	179
Humanities and religion	536	460	446
Fine and applied arts	52	84	96
Law	83	112	119
Social and behavioural sciences	75	100	124
Commercial and business administration	210	277	267
Mass communication and documentation	20	19	16
Physical education	32	30	30
Natural sciences	260	284	306
Mathematics and computer	327	287	288
Medicine	142	155	157
Dentistry	43	47	48
Pharmacy	59	84	89
Para-medical sciences	81	111	147
Engineering	303	466	521
Architecture and town planning	19	15	19
Applied engineering	0	0	0
Agriculture	81	109	128
Veterinary medicine	23	25	28
Total	2518	2822	3008

(Source: Annual Statistical Book of MOHESR)

Table (11) above indicates that the faculty in universities is concentrated in humanities and religion sciences. On the other hand, faculty in the fields of engineering, mathematics, computer, natural sciences and business administration is considered adequate.

The faculty in covers various fields of science and arts, and they could be part of the workforce supply or they could play a role in developing workforce through qualifying and graduating high quality labor.

3.4 COMMUNITY COLLEGES FACULTY

Six community colleges exist in Irbid, one in Ajloun and one in Balqa:

- Al Husun University College
- Para-medical Institute
- Nusaybah Nursing College
- Granada College

- Ibn Khaldoun College
- Al Salt College (Balqa)
- Ajloun College (Ajloun)

Table 114: Community colleges staff by education degree
Community colleges faculty by academic qualifications

Degree	2005-2006	2006-2007	2007-2008
PhD	110	128	162
M.A/M.Sc	141	140	159
Higher Diploma	12	13	17
B.A/B.Sc.	94	95	94
Intermediate Diploma	9	14	6
Total	366	390	438

(Source: Annual Statistical Book of MOHESR)

The number of community colleges faculty staff was 366 in 2005-2006 and increased to 390 in 2006-2007, and increased to 38 in 2007-2008. Most of the community colleges faculty are highly qualified, holding PhD and Masters degrees.

Table 115: Faculty of community colleges by program
Community colleges faculty in Irbid by program (specialization)

Program	2005-2006	2006-2007	2007-2008
Languages and basic sciences	42	34	84
Educational	61	63	65
Engineering	49	55	57
Agricultural	12	15	15
Para-medical sciences	71	84	84
Administrative and finance	47	56	49
Information management and libraries	48	54	34
Hotel management	1	0	1
Applied fine arts	24	25	38
Applied sciences	0	6	4
Shari'a sciences	11	8	7
Social work	0	0	0
Total	366	400	438

(Source: Annual Statistical Book of MOHESR)

As can be concluded from table (14), the community college faculty is mainly concentrated in the para-medical sciences, languages, educational and engineering programs. The number of faculty in the information management, administrative and finance programs is also significant. These programs are directly relevant to the expected investments in the Development Area.

3.5 3.5 VOCATIONAL TRAINING CENTERS GRADUATES

Table 116: Total graduates of VTC by occupational family

Vocational Training Corporation						
Specialization	2006		2007		2008	
	Male	Female	Male	Female	Male	Female
Metal Forming and general mechanical maintenance	55	0	55	0	131	0
Electricity (Power)	48	0	92	0	34	0
Machinery & Vehicles maintenance	302	0	478	0	240	0
Electronics	28	4	20	0	29	0
Personal services	89	108	163	346	112	175
Information technology	138	131	114	163	26	308
Oil & Petrochemicals	0	0	0	0	0	0
Sales & Commercial services	9	0	0	155	0	16
Food processing	20	1	60	24	24	11
Handcrafts & traditional products	84	0	126	29	20	35
Air conditioning and sanitary piping	178	0	296	0	187	0
Carpentry & decoration	64	2	99	0	39	0
Tourism & Hotel	203	0	234	0	89	11
Textile & leather industry	7	40	6	99	10	45
Others	4	41	2	110	3	24
Total	1229	327	1745	926	433	392

(Source: VTC statistics)

VTC's graduates for the year 2008, showed that most of the females graduated in information technology program (308), followed by personal services such as (secretary, hairdresser...etc), tourism and hotels, handcrafts and traditional products, sales and commercial services and "other" vocational training programs had more females, while In the other programs, male graduates are more than female graduates.

Most of the males graduated in machinery and vehicles maintenance (240) graduates, Metal Forming and general mechanical maintenance (131), followed by Air conditioning and sanitary piping with (187) graduates in 2008.

It is worth mentioning that the VTC graduates obtain different schemes of training in terms of the occupational level (limited skill, skillful and professional).

Contact Information of Training Providers

Universities

<u>University</u>	<u>Governorate</u>	<u>Telephone numbers</u>
Al Yarmouk University	Irbid	(0)2- 7211111
Jordan University for Science and Technology	Irbid	(0)2 –7201000
Philadelphia	Irbid	(0)6 - 4799000
Irbid National University	Irbid	(0)2- 7056680
Jerash Private University	Jerash	(0)2- 6350522
Al Balqa applied University	Balqa	(0)5- 3552519
Amman Al Ahliyya University	Balqa	(0)5- 3500217

Colleges

<u>College</u>	<u>Governorate</u>	<u>Telephone numbers</u>
Irbid college	Irbid	02-7273196
Al husn polytechnic college	Irbid	02-7010400
Para-medical institute	Irbid	02- 7243011
Nusaybah nursing college	Irbid	02- 7070475
Iben Khaldoun college	Irbid	02-710-4731
Gernatah College	Irbid	02-7100024
Ajloun College	Ajloun	02- 6421901
Salt College	Balqa	05- 3532519

VTCs

<u>VTC</u>	<u>Governorate</u>	<u>Telephone numbers</u>
Vocational training directorate	Irbid / North region	02- 7102982
Information technology Institute	Irbid	02- 7240895
Vocational training centre	Irbid / Hakama	02- 7200895
Vocational training centre	Irbid / Ramtha	02- 7391121
Vocational training centre	Irbid / Mashara	02- 6560082
Vocational training centre	Irbid / Irbid	02- 7101872
Vocational training centre	Ajloun	05- 6445886
Vocational training centre	Jerash	02-634198
Vocational training centre	Balqa / Ain – Elbasha	05- 5347293
Vocational training centre	Balqa / Middle Ghor	05- 3584703
Salt traditional crafts centre	Balqa / Salt	05- 3556304
Hospitality training centre	Balqa / Salt	05- 2550629

USAID Jordan Economic Development Program
Salem Center, Sequleyah Street
Al Rabieh, Amman
Phone: +962 6 550 3050
Fax: +962 6 550 3069
Web address: <http://www.sabeg-jordan.org>