



دولة الكويت  
وزارة الشؤون البلدية  
بلدية العامرية الجديدة

## Al Amriyah Al Jadidah

**Phase I of Planning for Local  
Economic Development:**  
Action Plan to Strengthen  
Municipality Performance and  
Investment Opportunities

# **Al Amriyah Al Jadidah**

## **Phase I of Planning for Local Economic Development: Action Plan to Strengthen Municipality Performance and Investment Opportunities**

*This document describes the first phase of creating Al Amriyah's local economic development plan. The first phase brought stakeholders from the private and public sector together in order to determine a community vision, measures for institutional development, and investment opportunities in Al Amriyah Municipality.*

**March 2016**

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## Acronyms

|         |  |
|---------|--|
| CVDB    | Cities & Villages Development Bank                 |
| CDS     | City Development Strategies                        |
| CSO     | Civil Society Organizations                        |
| EU      | European Union                                     |
| GAFTA   | Greater Arab Free Trade Agreement                  |
| GAM     | Greater Amman Municipality                         |
| GDP     | Gross Domestic Product                             |
| GIS     | Geographic Information System                      |
| HR      | Human Resources                                    |
| HU      | Hashemite University                               |
| ICT     | Information and Communications Technology          |
| IMF     | International Monetary Fund                        |
| IT      | Information Technology                             |
| JD/ JOD | Jordanian Dinar                                    |
| JIC     | Jordan Investment Commission                       |
| LED     | Local Economic Development                         |
| LENS    | Local Enterprise Support Project                   |
| (M)LDU  | (Municipal) Local Development Unit                 |
| MOMA    | Minister of Municipal Affairs                      |
| MOPIC   | Ministry of Planning and International Cooperation |
| PPP     | Public Private Partnership                         |
| RPC     | Regional Partnership Council                       |
| SWOT    | Strengths Weaknesses Opportunities Threats         |
| TBD     | To Be Determined                                   |
| USA     | United States of America                           |
| USAID   | United States Agency for International Development |
| WTO     | World Trade Organization                           |

## Statement from the Minister of Municipal Affairs (MOMA)

Peace, mercy and blessings of God be upon you.

Planning for local economic development at Al Amriyah Municipality is an ongoing effort which embodies the Ministry of Municipal Affairs' (MoMA) partnership with the Local Enterprise Support Project (LENS) - implemented by USAID - aimed at achieving sustainable economic growth.

Since its establishment, the Ministry of Municipal Affairs has sought to coordinate municipal policies with the national policies outlined in the Jordan 2025 National Vision and Strategy, launched in 2015. These include:

- ➔ Increasing competitiveness through an export-oriented economic development strategy to boost GDP and reduce the budget deficit,
- ➔ Improving the business environment at the local level to attract investors and developers,
- ➔ Empowering Municipal Councils and improving local leadership, planning, and accountability to enhance governance,
- ➔ Increasing participatory planning by positioning Jordanian citizens at the heart of the planning and development processes,
- ➔ Supporting partnerships between the public and private sector to increase training and jobs,
- ➔ And improving citizen's lives and the services they receive, distributing gains, and decreasing poverty throughout the Kingdom.

MOMA has focused on integrating all factors to achieve comprehensive local economic, social, environmental and cultural development. I hope this action plan and proposed investment opportunities better prepare the Municipality to adopt local economic development planning efforts and improve community engagement, job creation, and investment opportunities, ultimately creating a more livable and prosperous community.

I extend my gratitude to our USAID partners and to the LENS project for supporting these efforts. I also thank His Excellency the Mayor of Al Amriyah Municipality and Local Development Unit staff for offering their continuous support and best efforts to serve our people.

Eng. Waleed Al Masri  
Minister of Municipal Affairs

## Statement from the Mayor of Al Amriyah Al Jadidah

The municipality of Al Amriyah Al Jadidah will continue to represent a great location to construct and operate various industries. We will work with both our community and investors to improve public services, infrastructure, and municipal staff as strategic partners in local economic development.

Competitive cities and municipalities around the world balance economic development with environmental sustainability and social equity to responsibly grow their communities. We will leverage key interventions in order to reduce bureaucratic obstacles and enhance competitiveness by expanding existing industrial and agricultural production centers, while simultaneously cleaning up the environment for residents and businesses and supporting creative entrepreneurs with the financing they need.

We will work with the private sector to develop a growth coalition through a Public Private Partnership (Council) to increase investment. With the combined efforts of our dedicated municipal staff, municipal council, local businesses and industries, and ministries, we will successfully create jobs, enhance productivity, and increase our citizens' income in order to make Al Amriyah a stronger, healthier, and more vibrant place to live and do business.

Welcome to Al Amriyah Al Jadidah!

Darwish Al Satl  
Mayor of Al Amriyah Al Jadidah



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## BACKGROUND

Local Economic Development paved the way toward increasing the economic potential of a region and provides a guide for decision-makers to ensure community and economic prosperity. The Municipal Local Development Unit (LDU) at the Zarqa Municipality in cooperation with the USAID Local Enterprise Support Project (USAID LENS) has begun the process of planning for local economic development.

**The first phase** of developing a local economic development plan focused on bringing together relevant community stakeholders and investors at the planning table. This phase utilized the first stages of the World Bank (WB) methodology which integrates the City Development Strategies (CDS) approach into long-term local economic development efforts. The process focused on participatory planning in which public and private sector actors and civil society organizations (CSO) jointly create the best possible conditions to support economic growth and job creation. This process consisted of:

- ➔ A Steering Committee headed by the Mayor and members of the public and private sectors, as well as Technical and Media Committees comprised of LDU and municipal technical experts.
- ➔ Collection and analysis of information from the municipalities.
- ➔ Strategic planning workshops.
- ➔ The strategic planning workshops were held over the course of one day and were attended by 40 individuals who represented public and private sectors, and CSOs. During the workshop, participants discussed economic realities, analyzed strengths, weaknesses, opportunities, and threats (SWOT Analysis), and then weighed

priorities. The results of the questionnaire and SWOT Analysis were reviewed and discussed, and then a vision, mission, and strategic goals were developed. Finally, investment projects were identified.

- ➔ Identification of potential projects based on leveraging local strengths and opportunities. During this stage, Steering Committee meetings were held to vet the outcomes of each phase, and advisory meetings were held with the private sector.

The outcomes of this phase emphasized two important aspects which support economic prosperity and sustainability:

- ➔ the institutional needs of the municipality, shared across all municipalities in Jordan; and
- ➔ investment opportunities in each municipality.

The institutional strengthening action plan describes the outcomes of phase one and takes an in-depth look at the municipality, outlining the actions required to better prepare and implement local economic development. Along with the institutional action plan, this plan proposes investment opportunities identified by the municipality and stakeholders. The opportunities described in this document will be used to seed investor commitments, in conjunction with the Jordan Investment Commission and national and governorate level institutions.

**The second phase** of local economic development will consist of an in-depth economic sector, sub-sector and value chain analysis that will lay the groundwork for practical actions and activities to increase private sector partnership and investment, and in turn lead to an increase in jobs and competitiveness of the municipality.

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## AL AMRIYAH AL JADIDAH AT A GLANCE

### Location

Situated 60 km south of Amman, the municipality is bordered by the Greater Amman Municipality (GAM) to the north and northeast Umm Al Rasas Municipality to the south and southeast, the desert to the east, and Al Jiza Municipality to the West.

Al Amriyah Al Jadidah is located in the Governorate of Amman. The 53 km municipality was under the jurisdiction of GAM until 2014, when the new independent municipality was established to include the regions of Amriyah, Al Areen, Al Zmeilah, Al Khreim, Khan Al Zabib, Al Thora, Umm Rgeiba, Dhabaah and Dhbeia.

The area has a year round desert/arid climate with average precipitation amounting to 150 mm a year.

### Demographics

In 2014, the population measured 10,000, and was approximately 51% male and 49% female. In the same year, there were 1800 households with an average of five individuals per household, with a youthful population.

The area is home to a large number of Syrian refugees although there are no formal camps. Precise figures are unavailable.

## Average Household Income

In 2014, the average household income was 5000 JD for a family of five. There are six pockets of poverty in Al Amriyah, meaning that the entire area is impoverished. The poverty rate is approximately 20% compared to the nationwide average of 14.4%.

According to the 2014 consensus, the unemployment rate in Al Amriyah is 10.3%, which is lower than the national average of 12%. However, women's participation in the work force is very low, and there is a large youth population interested in local industrial jobs.

## Public Services

**Transportation** A network of roads covers 95% of the municipality, linking it to Amman and other surrounding areas via the Desert Road. However, there is a shortage of parking lots and garages, and there lacks public transportation. The closest public airport is Queen Alia International Airport, which is located a short drive - about 15 km - from the municipality, which is a comparative advantage. No railroads or train lines serve the area.

**Health Care** There are three public health centers in Al Amriyah. A military field hospital in Dhabaah is currently being converted into a permanent hospital in cooperation with the Jordanian Royal Medical Services. There are two pharmacies, but no private clinics or dental clinics.

The SWOT analysis indicates that there is inadequate health inspection of restaurants

**Public Safety** The nearest police station and fire department is located in Al Jiza Municipality, about 13 km away from the municipality.

**Solid Waste** There are 30 industrial facilities that produce waste daily, as well as poultry farms which produce organic waste. Waste collection operators serve all areas of the municipality, collecting 2.5 tons of waste every day, including paper and cardboard waste. There is no recycling or local landfill in the area, but the waste is transported to a landfill in Madaba. Factories in the region transfer their toxic, poultry, and construction waste to a landfill in Mahyur. This landfill is one of the primary reasons behind groundwater pollution in the area, as toxic and petrochemical wastes seep into the ground and dry up aquifers by increasing the salinity of the water. Environmental impact studies have not been conducted.

**Sanitary Waste Disposal and Treatment** Both housing and industry rely on cesspits for wastewater disposal, as there are no sewer lines. The cesspits, combined with the lack of landfills where poultry farm waste can be disposed of, are also polluting the groundwater.

Providing sewage and water is usually the responsibility of the public or the city. If underground pipelines must be added to an existing network to provide additional services for projects outside of the service area, developers or investors often cover the costs.

**Water** There are more than 100 artesian aquifers in the region. The Water Authority supplies water to zoned areas through plastic ground pipes from the Lajjun well pipeline. (This pipeline also channels water from Karak to Amman.) The piped water network covers only 70% of central areas in the municipality (There is a large mineral water industry in the area.) Sustainable water harvesting and conservation techniques are inadequate, which should be addressed.

**Power** The electricity network covers the entirety of the area, but the electricity is produced by old generators which cannot handle large loads, especially in the winter, when there are many power outages. In light of a growing population, the electrical network and generators will have to be replaced, a point that was considered a weakness for attracting new industry and investment. There should be opportunities for solar energy generation. It is not known whether there is a broadband network in place.

## Educational Opportunities

There are 13, nine elementary and four secondary, schools which serve 1478 students with 135 classrooms, averaging about 10 students per classroom. Six of the primary schools are co-ed. They do not offer kindergarten and there are no private schools, vocational training institutes, colleges, or universities. The closest university is located in Madaba, approximately a one-hour drive away, and it is not known where the closest vocational training centers are located. Stakeholders identified vocational training as critical to developing a local workforce for local industry and eliminate hiring from outside the area.

## Recreational and Cultural Opportunities

The municipality does not have any recreational sports, activities, or cultural opportunities, nor does it have any libraries or parks.

## Jobs and Economic Activities

The largest employers include 30 different industries and four large poultry farms. The factories are not located close to population centers. Industry is diverse and includes tile, cardboard, glass, silica sand, pesticides, rubber coal, gypsum, construction aggregate, and

gas cylinder production, tire recycling, asphalt mixing, and stonemasonry. Food production industries in the municipality include mineral water, juices, dairy products, and grain milling.

## Governance

The ultimate result of successful LED plans includes job creation and higher income achieved through a vibrant and sustainable local economy that utilizes local resources and features an investor-friendly environment.

Currently, Al Amriyah has an elected Council and a municipal budget of 600,000 JD. Debt is low due to the recent split with the Greater Amman Municipality, but Al Amriyah's budget relies heavily on tax revenue - comprising more than 80% of this figure – as well as professional licensing fees and government transfers. Investment revenue did not exceed 1% of the budget and municipal expenses for salaries accounted for 60% of the budget.

There are no joint investment projects with the private sector. The municipality owns two multipurpose halls, but they do not generate significant revenue. One of these halls will be used to set up a small military field hospital, which was funded through donor grants.

The municipality has 47 employees, of which 57% hold bachelors' degrees. Nearly all of the remaining staff - 40% - have higher secondary school certificates. Male employees comprise 90% of staff while females comprise the remaining 10%.

The LDU, which led the LED planning effort, has one employee who represents the unit head. The employees have job titles, but no job descriptions.

The departments have a total of 11 computers, but most do not have internet access. They lack both specialized computer software and a website. The municipality is electronically connected to the Ministry of Finance and GAM in order to manage traffic fine collection and payment.

## Land Use

A comprehensive plan to direct investors to specific, suitable parcels and investment opportunities, both on public and private land, has yet to be created. As is true with all municipalities, Al Amriyah utilizes a form of zoning which MoMA updates periodically.

Stakeholders felt that the municipality needed to annex land in order to provide investment parcels.

## Agricultural and Forest Area

Although some vegetables are produced in Al Amriyah, the area is primarily desert and desertification is expanding. The municipality lacks any forest areas and fruit and vegetable production do not generate much income. Land is priced low, which represents a comparative advantage for industrial investors. However, the issue of desertification needs to be addressed.

## Commercial and Industrial Areas

Commercial activity is limited to small shops and stores.

There is a significant amount of industry in the area, as mentioned above. The area is also home to natural resources including stone (quarries), uranium, and oil shale. One complaint was that the industries recruit from outside Al Amriyah due to the lack of training offered to those who live in the municipality's area, and one solution suggested was to open a vocational training center in Al Amriyah.

## Nearby Tourism Activities

Although Al Amriyah is not considered a tourist area, it is located along the Desert Road which leads to major historical sites in Jordan, and hosts the important archaeological site of Khan Al Zabib. The municipality does not have any tourist facilities such as rest houses or restaurants. Although the archaeological site is important, it would take a tremendous amount of investment in site conservation, presentation, and marketing to include this area on Jordan's tourism circuit.

Khan Al Zabib (also known as Khirbet Khan AzZabib), was an Ottoman Hijazi railway station, located near Qatrana, 56 km south of Amman. Dated before the Ottoman period, the original structure was a Roman town which was transformed in the 8th C. AD into an Islamic Umayyad caravanserai site. Thekhan provided lodging and the site dates back to 712-37 AD. A rectangular mosque is also located on the site.. Khan Al Zabib is about 7.5 km from desert castle Qasr Al Hammam.



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## AL AMRIYAH MISSION & VISION

The Al Amriyah community articulated the following vision and mission:

**Vision:** A distinctive industrial city offering an investment friendly climate and tapping into human and natural resources in partnership with the private sector in order to attract new industries and create jobs for locals.

**Mission:** To work in partnership with all stakeholders and to develop an attractive investment environment, plan for an integrated industrial city, and improve the quality of services provided to the local community.

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## LOCAL ECONOMIC DEVELOPMENT PLANNING AND INVESTMENT OPPORTUNITIES

The stakeholder engagement process identified a number of priorities to pave the way towards growth and economic development. A substantial amount of the priorities identified focused on strengthening the municipality as an institution. We have described these priorities in section 5 of this document. In this chapter, we present the economic development and investment priorities identified through this process. As part of phase 2 of LED planning, further sectoral analysis is required to understand the sub-sectors, the value chain and value added opportunities.

Al Amriyah Al Jadidah is situated 40km South of Amman. It offers an existing industrial base and some agriculture. Three important archeological sites are located in Al Amriyah: Dhabaa castle, the railway station, and Khan al Zabib which provide the potential for growth in the tourism sector. The area offers large unused and comparatively cheap tracts of land. In terms of natural resources, Al Amriyah has uranium and oil shale, both of which offer opportunities for economic growth. Al Amriyah enjoys a strong, young, and well-educated work force.

**Industrial value-added services and industrial clusters.** The municipality relies on its light and heavy industries for employment. The continuous growth of the industrial sector in an environmentally sustainable manner offers further opportunities for economic growth. Its current industries include tile, gypsum, coal, battery recycling, cardboard box manufacturing and printing, glass manufacturing, gas cylinder manufacturing, asphalt mixing, agricultural pesticide factories, and a yogurt factory. Further exploration of the various sectors and a better understanding of value chains will help the municipality identify value-added investment opportunities. The municipality should also look into creating industrial clusters in the

medium-term, as these have the potential to attract industries and services which represent various aspects of the value chain to enhance goods and services offered.

**Enhance municipal services offered to industries.** To better attract investors in the industrial sector, Al Amriyah will need to address industries' immediate needs, including providing of waste recycling and energy services. One of the short-term investment opportunities the municipality identified included the creation of an industrial waste recycling facility. Industries in Al-Amriyah produce a significant amount of recyclable waste that is currently being disposed of in landfills. Further assessments will be carried-out to understand the types of waste that can be recycled and both sales and marketing strategies for these types of recycled goods.

The municipality also discussed the creation of a photovoltaic system in partnership with the private sector. Al Amriyah is particularly fit for this type of investment opportunity due to the availability of large tracts of cheap, flat land. A 50% reduction in energy costs could be achieved.

Finally, stakeholders also discussed a compost facility to provide treatment for organic waste from large poultry and livestock farms located in Al Amriyah.

Other projects mentioned included a logistics transportation center for truck drivers operating heavy vehicles as well as a vocational training center to better equip the local work force to compete for local industrial jobs.

**Tourism Development.** The municipality did not prioritize tourism for investment in the short-term. Over the long-run, the municipality should identify how to better preserve the existing archeological sites and explore the availability of auxiliary services.

**Workforce development.** To support women in the workplace, the municipality will look into providing women with training and mentoring opportunities. The municipality has also prioritized care centers both as a potential investment opportunity and to support women with families who enter the workforce. To attract youth to the workforce, in coordination with the private sector, the municipality can develop on-the-job training internships. This would not only provide skilled work force for investors, but also provide youth with income and fill the gap generated by a lack of vocational training. This could be particularly helpful in industrial training, food processing and emerging industries, where cultural barriers surrounding service need to be broken. Workforce development better prepares labor for market needs in the municipality. Skilled labor enhances success for businesses and industries and simultaneously contributes to economic stability.

**Home-based businesses.** Supporting home-based businesses facilitates opportunities for women's economic participation and encourages young entrepreneurs to establish start-ups, allowing them to benefit from growth opportunities by reducing the cost burden on SMEs

and ultimately leading to increased market competitiveness. The municipality can target women and youth to increase awareness about formalizing their home based businesses or start-ups.

**Prepare the LDU to better plan, prepare, and administer PPPs.** To support establishment of the investment projects identified in this strategy, the LDUs must be prepared to plan, manage, and monitor PPPs. This will include establishing a PPP guidance booklet and training relevant staff within the municipality, and specifically, within the LGU.

| Action Plan  | Implementing Partners                  | Implementing Body | Timeframe | Cost (JD) / Funding |
|--|--|-------------------|-----------|---------------------|
| Facilitate “quick win” investment opportunities with private sector Photovoltaic System  | MoMA; CVDB; private sector             | Municipality      | 2017-2018 | 900,000             |
| Facilitate “quick win” investment opportunities with private sector Industrial Waste Recycling Project   | MoMA; CVDB; private sector (factories) | Municipality      | 2016-2017 | 500,000             |
| Logistics transportation center  | MoMA; CVDB; private sector             | Municipality      | 2016-2017 | 50,000              |
| Identify and establish mentoring opportunities for women   | Private Sector                         | Municipality      | 2016-2017 | ----                |
| In partnership with the private sector, establish and administer on-the-job training internships.  | Private Sector                         | Municipality      | 2016-2017 | ----                |
| Establish a training program on how to prepare, administer, and monitor PPP training for municipal staff.  | USAID LENS, MOMA                       | Municipality      | 2016      | 30,000              |
| Conduct detailed sectoral and value chain assessments and identify medium and long-term investment opportunities and added values in the following sectors:<br>Industrial sector<br>Tourism sector | Advisory body, donors, private sector  | Municipality      | 2016-2017 | 40,000              |

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## MUNICIPAL STRENGTHENING ACTION PLAN FOR LED

The Strength, Weaknesses, Opportunities and Threats (SWOT) analysis highlighted a number of key institutional challenges the municipality will need to tackle before undertaking a robust local economic development plan]. The action plan focuses on actions specifically geared towards strengthening the municipality's ability to plan for local economic development, mainly:

- ➔ Practicing effective land use planning and improving the rationale for land use decisions.
- ➔ Improving the organizational structure and management framework.
- ➔ Enhancing IT infrastructure and capacity in municipal offices.
- ➔ Improving the financial performance and revenues for the municipality.
- ➔ Developing a mutually beneficial Regional Partnership Council with regional municipalities as well as Municipal LDUs and Governorate LDUs.



**Objective 1:** Practice effective land use planning and improve the rationale for land use decisions.

| Activity   | Description  | Implementing Partners                             | Implementing Body | Cost (JD) / Funding                                |
|--|--|---|-------------------|--|
| Develop a Comprehensive Land Plan and Map/Master Plan.                             | Illustrate specific types of land use areas planned and/or zoned for different types of investment. Highlight consolidated land areas or adjacent parcels under single ownership.  | MOMA  | Municipality      | 350,000<br><b>Timeframe</b><br>2016-2017           |
| 1b. Annex land; Identify land parcels and key development clusters for investment. | Highlight parcels owned by the municipality; for targeted private land, contact the owners regarding interest in discussing future development opportunities. Explore expanding existing industries and their associated industrial or commercial needs. Jordan 2025 adopts a cluster-focused approach to expanding existing industries and locating supportive and related industries nearby. | MOMA, Cities and Villages Development Bank (CVDB) | Municipality      | 100,000 – 200,000<br><b>Timeframe</b><br>2016-2017 |
| Develop Approvals Manual   | The guide shows investors, local businesses, and SMEs, the development process, including types of plans to be submitted, fees that must be paid, the staff/council review and approvals process, permit processes, and site occupancy. Develop a proffer system that links approval of density/ floor area ratio to community improvements (e.g., extension of sewer or water line).          | MOMA  | Municipality      | 50,000<br><b>Timeframe</b><br>2016-2018            |

**Objective 2:** Improve organizational structure and management framework

| Activity   | Description   | Implementing Partners                         | Implementing Body                                  | Cost (JD) / Funding                      |
|--|---|---|--|--|
| Develop organizational structure and divide staff responsibilities for the municipality and LDU unit | This will clarify the purpose of the LDU, divide of responsibilities, and propose a clear, updated action plan with a supporting budget. The structure of the LDU will be clarified alongside staff roles, responsibilities and qualifications. | MOMA  | Municipality                                       | 20,000<br><b>Timeframe</b><br>2016       |
| Develop staff training program   | This will involve training and exchange programs with other municipalities in the areas of financial management, human resource planning and information technology.  | MOMA  | Municipality, with the support of an advisory body | 100,000<br><b>Timeframe</b><br>2016-2017 |
| Develop external capacities for staff (investment-related technical skills )                         | The purpose of this objective is to improve communication with citizens, investors, and government and manage the project cycle, including feasibility studies.   | MOMA, Chamber of Industry and Investment, JIC | Municipality                                       | 10,000<br><b>Timeframe</b><br>2016-2017  |
| Establish M&E System   | Provide information on results to the Council, Governorate, MOMA, MOICP, Donors, and others.  | MOMA  | Municipality                                       | 50,000<br><b>Timeframe</b><br>2017-2018  |

**Objective 3:** Enhance the municipality's IT infrastructure and online presence.

| Activity           | Description   | Implementing Partners | Implementing Body                                  | Cost (JD) / Funding               |
|--------------------|---|-----------------------|--|-----------------------------------|
| Develop a web site | Improved transparency & shared information with community & investors | MOMA                  | Municipality, with the support of an advisory body | 5,000<br><b>Timeframe</b><br>2016 |

| Activity   | Description  | Implementing Partners | Implementing Body                                  | Cost (JD) / Funding              |
|--|--|-----------------------|--|----------------------------------|
| Develop computerized system (hardware and software) for all municipality work (finance, HR, etc.). | This will improve the municipality's efficiency and effectiveness as well as data collection, HR, financial, and information sharing capabilities. This activity includes the necessary GIS hardware and software. The system will also ensure that other municipalities' systems are linked to one another. | MOMA                  | Municipality                                       | 65,000<br>Timeframe<br>2016-2017 |
| Develop a clear and efficient virtual review and permit process                                    | This will be linked to the approvals manual and will provide a comprehensive explanation of investor responsibilities, thereby saving time and money and helping organize financial and administrative matters more efficiently  | MOMA                  | Municipality, with the support of an advisory body | 50,000<br>Timeframe<br>2016-2017 |

#### Objective 4 Improve the municipality's financial performance and revenues

| Activity  | Description   | Implementing Partners                              | Implementing Body | Cost (JD) / Funding              |
|---|---|--|-------------------|----------------------------------|
| Speculate and build facilities and buildings located within municipality borders      | Develop list of facilities and buildings and increase income-generating revenues for "Al Mosaqafat" taxes.  | MOMA   | Municipality      | 50,000<br>Timeframe<br>2016-2018 |
| Launch awareness and media campaigns to motivate citizens to pay their fees and taxes | The campaign will focus on the municipality's role with respect to citizens and vice versa, The campaign will help citizen realize the importance of paying fees and taxes. | MOMA and an entity to organize the campaign launch | Municipality      | 20,000<br>Timeframe<br>2016-2020 |

| Activity   | Description   | Implementing Partners                     | Implementing Body     | Cost (JD) / Funding              |
|--|---|---|-----------------------|----------------------------------|
| Develop mechanisms to prepare the budget in accordance with international standards.                     | Boost municipalities' creditworthiness and empower them with public financial management (PFM) tools to adequately control total revenues and expenditures. Allocate public resources to sectors and programs and ensure that municipalities operate as efficiently as possible | Urban and Rural Development Bank          | Municipality and MOMA | 50,000<br>Timeframe<br>2016-2017 |
| Improve law enforcement and facilitate debt collection procedures using affordable installment programs. | Increase municipal income generation  | MOMA and Ministry of Justice              | Municipality          | -<br>Timeframe<br>2017-2018      |
| Reform laws and impose fines on industrial pollution   | Reform laws, preserve the environment, and increase municipal revenue   | MOMA, Prime Ministry, Ministry of Justice | Municipality          | -<br>Timeframe<br>2016-2018      |

**Objective 5:** Develop a mutually beneficial Regional Partnership Council with regional municipalities, Municipal LDUs, and Governorate LDUs.

| Activity  | Results                                   | Implementing Partners                             | Implementing Body | Cost / Funding                    |
|---|---|---|-------------------|-----------------------------------|
| Develop an action plan and budget for the RPC                 | Enhanced advocacy at the national level   | MOMA  | Municipality      | TBD<br>Timeframe<br>2016-2020     |
| Develop an investment map and regional branding with the JIC. | Enhanced visibility relative to investors | MOMA, JIC, GLDU. Chamber of Commerce and Industry | Municipality      | 100,000<br>Timeframe<br>2017-2018 |

| Activity  | Results   | Implementing Partners  | Implementing Body | Cost / Funding                    |
|---|---|--|-------------------|-----------------------------------|
| Develop and implement a survey for investors  | Improved monitoring of strategy success or gaps   | MOMA   | Municipality      | 20,000<br>Timeframe<br>2016-2020  |
| Awareness and training programs on sustainable development in the industrial and agricultural sectors | Increased revenue for municipalities, greater awareness, more local participation in advocating for sustainable economic development and reducing the environmental impact of the industrial and agricultural sectors, and promoting renewable energy | Ministry of Energy and Mineral Resources (MoEMR);<br>Ministry of Agriculture (MoA);<br>Ministry of Environment (MoE);<br>Ministry of Water and Irrigation (MoWI);<br>Chambers of Industry and Commerce | Municipality      | 150,000<br>Timeframe<br>2016-2020 |

The purpose of the Public Private Partnership Council is to reduce bureaucratic obstacles and actively encourage economic development by creating a culture of investment. The Council would be responsible for assisting the municipality with:

- ➔ budgeting for new or improved citizen services with regional implications - capital improvements and infrastructure,
- ➔ identifying and recruiting investors and businesses,
- ➔ working with vocational schools and universities and local businesses/industries to develop a mentoring training program for workforce recruits, including women and local youth,
- ➔ working with donors and the JIC to develop and promote a pro-business environment,
- ➔ working with local communities to establish a pro-business brand to continue to market the area for both business retention and expansion as well as new investments,

- ➔ becoming a political alliance to lobby on behalf of the region and work with the Ministries and national government in Amman to develop clearer policies for municipal revenue and an incentives program for investors and homebased businesses targeting women's economic participation.

The Council will thrive to achieve a wide base of participation, including Mayors, LDU representatives, Chambers of Commerce and Industry, and representatives from top regional employers and banking and finance institutions. Representatives from education institutions, NGOs and CBOs and national level ministries will also be part of the Council.

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## ANNEXES

### Annex I: SWOT

#### Presenting Strengths, Weaknesses, Opportunities and Threats

Workshop participants agreed to conduct a SWOT analysis, prioritizing strengths, weaknesses, opportunities and threats on a 1-5 scale, with regard to the Al-Amiriyah municipality. They unanimously agreed on the following:

#### Strengths

Participants identified five priorities:

1. Proximity to Amman. Al-Amiriyah is 60 km from the capital and 15 km from the Queen Alia International Airport, which would help encourage investors that wish to ship products by air (589 points).
2. Demographics and population diversity. Al-Amiriyah is a largely young society, where youth can work and support families (504 points).
3. A number of important poultry farms as well as mineral water and cardboard production businesses operate in the municipality (342 points).



4. Large tracts of unutilized agricultural land area and low land prices. Workshop participants considered these facts to be comparative advantages that would help attract investors, and particularly industrialists, who can make use of the land by building factories and installations at competitive prices (294).
5. Another comparative advantage identified by workshop participants is Al-Amiriyah's location, as it lies on the main desert highway connecting the north and south (148 points).

| No. | Strengths   | 1 | 2 | 3  | 4 | 5  | Votes | Priority |
|-----|---|---|---|----|---|----|-------|----------|
| 1.  | Proximity to Amman – airport                                      | 2 | 2 | 1  | 6 | 22 | 33    | 589      |
| 2.  | Young labor force   | 6 | 0 | 3  | 4 | 20 | 33    | 504      |
| 3.  | Factories and farms   | 2 | 2 | 10 | 5 | 14 | 33    | 342      |
| 4.  | Large tracts of unused land; low prices for industrial investment | 2 | 8 | 2  | 6 | 16 | 34    | 294      |
| 5.  | Location on highway linking north, south                          | 1 | 0 | 3  | 2 | 26 | 32    | 148      |

## Weaknesses

The workshop discussed nine priorities, mainly

1. Poor infrastructure, including the water network, electrical grid, sewage system and roads, particularly in the area where factories are located (357 points).
2. Lack of zoning and land use regulations within municipality limits (284 points).
3. Inefficiency and inactivity on part of the LDU (255 points).
4. Lack of attention to tourist sites. Al-Amiriyah has three important archaeological sites: Dhabaa castle, a railway station, and Khan Al Zabib, all of which are in need of renovations (255).
5. Lack of youth engagement/participation and services offered to them, including learning and vocational centers and cultural clubs (251 points).
6. Poor communication between the municipality and local community (233 points).

Other weaknesses include inadequate health inspections for restaurants, a lack of strategies to support farming and other sectors, and an insufficient quantity of municipality-owned land due to inadequate annexation.

| No. | Weaknesses  | 1  | 2 | 3 | 4  | 5  | Votes | Priority |
|-----|---|----|---|---|----|----|-------|----------|
| 1.  | Poor infrastructure   | 7  | 1 | 2 | 2  | 19 | 31    | 357      |
| 2.  | Lack of zoning or land use regulations                                  | 3  | 2 | 2 | 1  | 20 | 28    | 284      |
| 3.  | Inefficiency and inactivity on part of LDU                              | 6  | 1 | 4 | 7  | 10 | 28    | 255      |
| 4.  | Lack of attention to tourist sites                                      | 8  | 2 | 3 | 3  | 13 | 29    | 255      |
| 5.  | Lack of youth engagement and participation and services offered to them | 4  | 2 | 2 | 11 | 11 | 30    | 251      |
| 6.  | Poor communication with local community                                 | 11 | 0 | 4 | 3  | 12 | 30    | 223      |
| 7.  | Inadequate health inspections for restaurants                           | 9  | 3 | 2 | 7  | 8  | 29    | 211      |
| 8.  | Lack of strategies to support farming, other sectors                    | 9  | 4 | 0 | 2  | 13 | 28    | 211      |
| 9.  | Lack of land annexation   | 6  | 1 | 0 | 5  | 16 | 28    | 108      |

## Opportunities

1. Al-Amriyah's location and large unused areas in the desert which could be taken advantage of to produce solar energy and generate electricity (326 points).
2. Natural resources, including quarries, uranium, oil shale and groundwater (aquifers) (304 points).
3. The population of Al-Amriyah is largely made up of youths who can provide a viable labor force for industries in the region (206 points).
4. Potential donor funding for investment and infrastructure projects (205 points).
5. Key archeological and tourist sites, which could be utilized to attract tourist investments (162).

| No. | Opportunities  | 1 | 2 | 3 | 4 | 5  | Votes | Priority |
|-----|--|---|---|---|---|----|-------|----------|
| 1.  | Desert areas can be used to produce solar energy     | 3 | 1 | 2 | 4 | 17 | 27    | 326      |
| 2.  | Natural resources -- uranium, oil shale              | 4 | 0 | 4 | 3 | 16 | 27    | 304      |
| 3.  | Largely young population could provide a labor force | 1 | 1 | 3 | 5 | 18 | 28    | 206      |
| 4.  | Possibility of donor funding, government support     | 4 | 0 | 6 | 7 | 9  | 26    | 205      |
| 5.  | Tourist sites  | 7 | 3 | 3 | 5 | 9  | 27    | 162      |

## Threats

1. Growing desertification and the fact that available land plots are used only for agriculture and livestock farming (433 points).
2. Weak corporate social responsibility laws. Companies recruit from outside Al-Amiriyah although there is a labor force available in the municipality (411 points).
3. Inadequate vocational education and lack of vocational centers minimize job opportunities for youths, forcing them to seek vocational training in neighboring municipalities at additional cost (408 points).
4. Lack of dams and water harvesting techniques, which have led to increased desertification and water shortages (384 points).
5. Poor energy infrastructure, which generates extra costs for the industrial sector and discourages potential investors (363 points).

Workshop participants identified other threats such as a lack of laws governing the process of licensing artesian aquifers to reduce water costs; lack of environmental pollution control; high fodder prices; and a lack of landfills for disposing poultry waste which impacts groundwater, residents and livestock.

| No. | Threats  | 1 | 2 | 3 | 4 | 5  | Votes | Priority |
|-----|--|---|---|---|---|----|-------|----------|
| 1.  | Growing desertification; unused desert land  | 3 | 1 | 4 | 3 | 18 | 29    | 433      |
| 2.  | Weak corporate social responsibility laws to promote recruitment of residents                  | 4 | 0 | 3 | 2 | 20 | 29    | 411      |
| 3.  | Inadequate vocational education; lack of vocational centers                                    | 6 | 1 | 0 | 1 | 21 | 29    | 408      |
| 4.  | Lack of dams and water harvesting techniques   | 6 | 0 | 1 | 2 | 19 | 28    | 384      |
| 5.  | Poor energy (electricity) infrastructure   | 3 | 0 | 1 | 2 | 23 | 29    | 363      |
| 6.  | Lack of laws governing the process of licensing artesian aquifers to reduce water costs        | 3 | 1 | 3 | 7 | 16 | 30    | 355      |
| 7.  | Lack of environmental pollution control  | 6 | 2 | 0 | 3 | 18 | 29    | 353      |
| 8.  | High fodder prices cause losses for farmers  | 3 | 2 | 2 | 4 | 19 | 30    | 349      |
| 9.  | Lack of landfills for disposing poultry waste, which impacts groundwater, residents, livestock | 4 | 1 | 1 | 2 | 20 | 28    | 117      |

## SWOT Matching

1. Geographic Location: Al-Amiriyah's strategic location, which is 15 km from the Queen Alia International Airport on the highway that links the country's north and south, constitutes a strength. Large unused tracts of land and low prices for industrial investment create an opportunity that could be utilized to build photovoltaic systems and generate electricity nationwide.
2. Administrative, Financial, Organizational and Legal Status: The potentialities of youth labor force in Al-Amiriyah constitute a strength, but the lack of competencies and skills which characterize this potential labor force in addition to an inactive LDU and poor communication with the local community form weaknesses. Another weakness includes the municipality's institutional capacity, which does not feature an approved organizational structure to serve investment projects. Also,

the lack of laws and regulations governing the partnership between municipalities and the private sector as well as recruitment of residents form a weakness. Poor infrastructure, including water and electricity services as well as roads and the sewage system, threaten the industrial sector and investment prospects. Workshop participants agreed that archeological sites in Al-Amiriyah should be taken utilized as an opportunity. Another weakness can be found in the fact that the majority of departments are not electronically networked, and the municipality does not have procedure manuals or computerized systems in its possession.

3. Growth of Economic Sectors: Al-Amiriyah’s large area of unused land forms a strength which enhances the municipality’s comparative advantage. Government exemptions for investors form another comparative advantage, while low land prices as well as natural resources such as uranium and oil shale form opportunities. But weaknesses pertaining to the municipality’s role should be addressed. This role includes preparing procedure manuals and a master plan, drafting zoning regulations, and enhancing investment-related institutional capacities – weaknesses which hinder investment. Threats posed by both pollution and poor infrastructure should also be tackled.

## Annex 2: Investment Cards

| Project Information      | Al-Amriyah Photovoltaic System  |
|--------------------------|---|
| Project Background       | The area is very arid and has tremendous potential for solar development, with an area of flat desert land suitable for solar arrays. This could supply both factories and homes with power.  |
| Project Description      | This project will address the issue of electricity generation costs through a renewable source of power. The reduction in cost is expected to reach 50%. (In order to provide land, the municipality would either need to annex land or obtain parcels from the national government.)   |
| Benefits & Justification | <ul style="list-style-type: none"> <li>▶ Protecting the environment by using renewable energy,</li> <li>▶ Fulfilling need for lower cost electricity and continuous flow,</li> <li>▶ Enhancing competitiveness to attract industry,</li> <li>▶ Providing 25 jobs for citizens to reduce poverty and unemployment,</li> <li>▶ Increasing municipal income,</li> <li>▶ Bringing revenue to the investor.</li> </ul> |

| Project Information               | Al-Amriyah Photovoltaic System  |
|-----------------------------------|---|
| Timeframe                         | 2018- 2017  |
| Estimated Cost                    | 900,000 DJ  |
| Partners/Expected Funding Sources | Rural and Urban Development Bank + Municipality +private Sector+MoPIC/donors  |
| Action Items on Work Plan         | <ul style="list-style-type: none"> <li>▶ Develop a pre-feasibility study</li> <li>▶ Identify components of project work</li> <li>▶ Ensure that the location of the land provided by the municipality is suitable in accordance with comprehensive planning and identify whether or not annexation is necessary</li> <li>▶ Source funding and investors; complete contract</li> <li>▶ Provide no less than 50 dunams of municipal land</li> <li>▶ Approve the project</li> <li>▶ Float tenders</li> <li>▶ Implement</li> </ul> |
| Potential Risks                   | <ul style="list-style-type: none"> <li>▶ Inability to identify appropriate land area</li> <li>▶ Lack of funding</li> </ul>  |

| Project Information               | Industrial Waste Recycling Project  |
|-----------------------------------|---|
| Project Background                | Al-Amriyah Municipality is known as an industrial area that hosts more than 30 industrial facilities. These companies produce a significant amount of recyclable waste, which could be sold to reduce pollution.  |
| Project Description               | Construction of a recycling plant on municipal lands through a joint venture with the private sector.   |
| Benefits & Justification          | <ul style="list-style-type: none"> <li>▶ Improve industrial waste management and reduce the need for future landfill sites,</li> <li>▶ Absence of and need for recycling,</li> <li>▶ Enhance annual revenue to the municipality,</li> <li>▶ Create jobs for locals,</li> <li>▶ Make the industrial sector more competitive,</li> <li>▶ Create opportunity for increased revenues for private investor.</li> </ul> |
| Time Frame                        | 2016-2017   |
| Estimated Cost                    | 500,000 JD  |
| Partners/Expected Funding Sources | Municipality + CVDB + private sector  |

| Project Information       | Industrial Waste Recycling Project   |
|---------------------------|--|
| Action Items on Work plan | <ul style="list-style-type: none"> <li>▶ Prepare a PRE- feasibility study for the project</li> <li>▶ Identify appropriate land parcels</li> <li>▶ Identify the private sector partner/investor</li> <li>▶ Identify the components of project work</li> <li>▶ Source funding for the project</li> <li>▶ Prepare bidding packets</li> <li>▶ Implement</li> </ul> |
| Potential Risks           | <ul style="list-style-type: none"> <li>▶ Not enough awareness on part industry and investors about the importance of the project and associated lack of interest in recycling,</li> <li>▶ High cost of construction,</li> <li>▶ Lack of funding to establish and operate a plant.</li> </ul>   |

## Annex 3: Stakeholder and Private Sector Meeting Attendees List

جمهورية مصر العربية  
 وزارة التعليم العالي والبحث العلمي  
 مركز الدراسات والبحوث  
 157/2016  
 2016  
 مركز الدراسات والبحوث  
 مركز الدراسات والبحوث

| الرقم | الاسم | المنشأة | العنوان | الهاتف | البريد الإلكتروني | الملاحظات |
|-------|-------|---------|---------|--------|-------------------|-----------|
| 1     | محمد  | مركز    |         |        |                   |           |
| 2     | محمد  | مركز    |         |        |                   |           |
| 3     | محمد  | مركز    |         |        |                   |           |
| 4     | محمد  | مركز    |         |        |                   |           |
| 5     | محمد  | مركز    |         |        |                   |           |
| 6     | محمد  | مركز    |         |        |                   |           |
| 7     | محمد  | مركز    |         |        |                   |           |
| 8     | محمد  | مركز    |         |        |                   |           |
| 9     | محمد  | مركز    |         |        |                   |           |
| 10    | محمد  | مركز    |         |        |                   |           |
| 11    | محمد  | مركز    |         |        |                   |           |
| 12    | محمد  | مركز    |         |        |                   |           |
| 13    | محمد  | مركز    |         |        |                   |           |
| 14    | محمد  | مركز    |         |        |                   |           |
| 15    | محمد  | مركز    |         |        |                   |           |
| 16    | محمد  | مركز    |         |        |                   |           |
| 17    | محمد  | مركز    |         |        |                   |           |
| 18    | محمد  | مركز    |         |        |                   |           |
| 19    | محمد  | مركز    |         |        |                   |           |
| 20    | محمد  | مركز    |         |        |                   |           |

| No | Nama |               | Jenis Kelamin | No. HP | No. Email | No. WhatsApp | No. Telegram | No. Instagram |
|----|------|---------------|---------------|--------|-----------|--------------|--------------|---------------|
|    | Umur | Tempat Lahir  |               |        |           |              |              |               |
| 1  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 2  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 3  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 4  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 5  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 6  | 20   | Alhamdulillah |               |        |           |              |              |               |
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| 18 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 19 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 20 | 20   | Alhamdulillah |               |        |           |              |              |               |

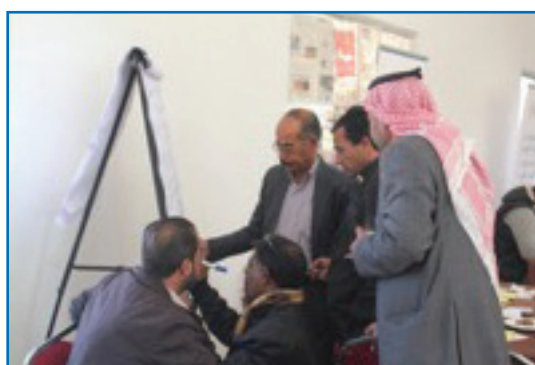
| No | Nama |               | Jenis Kelamin | No. HP | No. Email | No. WhatsApp | No. Telegram | No. Instagram |
|----|------|---------------|---------------|--------|-----------|--------------|--------------|---------------|
|    | Umur | Tempat Lahir  |               |        |           |              |              |               |
| 1  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 2  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 3  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 4  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 5  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 6  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 7  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 8  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 9  | 20   | Alhamdulillah |               |        |           |              |              |               |
| 10 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 11 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 12 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 13 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 14 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 15 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 16 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 17 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 18 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 19 | 20   | Alhamdulillah |               |        |           |              |              |               |
| 20 | 20   | Alhamdulillah |               |        |           |              |              |               |



## Private Sector

| الرقم | الاسم             | رقم الهاتف | الجهة   |
|-------|-------------------|------------|---|
| 1     | د. خالد الزين     | 0772208405 | رئيس جمعية المتقاعدين العسكريين ، جمعيات أخرى |
| 2     | م. ربيع القطب     | 0795233340 | شركة الشروق لصناعة الكرتزن / مستثمر           |
| 3     | د. طالب السيد     | 0795737302 | طبيب بيطري / مستثمر زراعي                     |
| 4     | م. راكان المناصير | 0777144800 | رئيس قسم التنظيم والتنمية / بلدية العامرية    |
| 5     | هاني رحيلة        |            | بلدية العامرية                                |
| 6     | عودةالله المدادحة | 0790830231 | مشروع USAID - LENS                            |
| 7     | م. لارا الخزوز    | 0777444004 | مستشار البلدية / LENS - USAID                 |

## Annex 4: Pictures from the Stakeholders Workshop



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