



## Al Mazar Al Jadidah

**Phase I of Planning for Local  
Economic Development:**  
Institutional Strengthening Action  
Plan and Investment Opportunities

# **Al Mazar Al Jadidah**

## **Phase I of Planning for Local Economic Development: Institutional Strengthening Action Plan and Investment Opportunities**

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

**March 2016**

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## Acronyms

CDVB	Cities and Villages Development Bank
EU	European Union
GAFTA	Greater Arab Free Trade Agreement
GCC	Gulf Cooperation Council
GDP	Gross Domestic Product
HR	Human Resources
ICT	Information and Communications Technology
IMF	International Monetary Fund
IT	Information Technology
JD/ JOD	Jordanian Dinar
JIC	Jordan Investment Commission
JTB	Jordan Tourism Board
LENS	Local Enterprise Support Project
(M)LDU	(Municipal) Local Development Unit
MENA	Middle East North Africa
MOIT	Ministry of Industry & Trade
MOMA	Minister of Municipal Affairs
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOWI	Ministry of Water and Irrigation
NW	Northwest
PPP	Public Private Partnerships
RPC	Regional Partnership Council
SWOT	Strengths Weaknesses Opportunities Threats
UNDP	United Nations Development Program
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 the Al Mazar Al Jadidah Municipality is an ongoing effort which embodies the partnership between the Ministry of Municipal Affairs (MoMA) and 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 process,
- ➔ Supporting partnerships between the public and private sector to increase training and jobs,
- ➔ 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 Mazar Al Jadidah 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 Mazar Al Jadidah

Peace, mercy and blessings of God be upon you.

Over the next decade, the municipality will continue to be a safe, welcoming place to live and do business. We will engage our community in participatory planning and work with investors to facilitate partnerships and projects that will result in improved services for our community. We will improve our municipal staff's abilities to facilitate investments through education and training.

Competitive cities and municipalities around the world balance economic development with environmental sustainability and social equity to responsibly grow their communities. Strategically located less than 85km north of Amman and 15km southwest of Irbid City, we will develop key interventions to reduce bureaucratic obstacles and increase competitiveness by leveraging our strengths in agriculture, tourism, light industry, and other commercial business opportunities, including micro and small home based businesses.

We will work with the private sector to develop a growth coalition, a Public Private Partnership (Council) to increase investment, and we will work within a Regional Partnership to develop more sustainable tourism for both the domestic and global markets. With the combined efforts of our dedicated municipal staff, municipal council, farmers, other local businesses, and ministries, we will successfully create jobs, enhance productivity, and increase the income of our citizens to become a stronger, healthier, and more vibrant place to live and to do business.

Welcome to Al Mazar Al Jadidah!

Eng. Mahmoud Alayyan Al Hawarneh  
Mayor of Al Mazar Al Jadidah



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## BACKGROUND

Local Economic Development plans pave the way for increasing the economic potential of a region and provide a guide for decision-makers to ensure community and economic prosperity. The Municipal Local Development Unit (LDU) at Al Mazar 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 creating a local economic development plan focused on bringing together relevant community stakeholders and investors to the planning table. It employed 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 created the best 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 sector, 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 two days and were attended by over 80 people representing public and private sectors actors and CSOs. On the first day, participants discussed economic realities, analyzed strengths, weaknesses, opportunities and threats (SWOT Analysis), and then weighed the

priorities. On the second day, the results of the questionnaire and SWOT were presented and discussed, and then a vision, mission, and strategic goals were created. 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 encompasses the results of phase one, which has a particular focus on the municipality and outlines the actions required to prepare and implement local development in the best possible manner. 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 institutions at the governorate and national level.

**The second phase** of local economic development will consist of an in-depth economic sector, sub-sector and value chain analysis which will lay the groundwork for practical action and activities to increase private sector partnership and investment, and in turn, increase the number of jobs and render the municipality more competitive.

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## AL MAZAR AL JADIDAH AT A GLANCE

### Location

Al Mazar Al Jadidah is located in north-west Jordan in the Governorate of Irbid. It is strategically located North of Amman (around 85km), Ajloun and Jerash, and southwest of and close to Irbid (around 15km). The municipality is surrounded by numerous tourism sites including Pella, Umm Qais, and Ajloun. The climate in this part of Jordan is temperate in the summer (28-32 degrees Celsius), while temperatures cool in the winter (12-15 degrees Celsius), with snow and 450-500mm of rainfall. The hilly, forested and agricultural landscape is very picturesque.

### Demographics

Al Mazar Al Jadidah was founded in 2001 following the government's decision to merge a number of municipalities. It consists of nine regions and four communities. In 2014, the municipality was home to a population of 61,519 people, including 7,800 Syrian refugees.

The municipality has a young population – the 15-64 age group makes up 58.1% of the population while 38.3 % are under 15 years of age. Only 3.7 % of the population is 65 or older.

The exact percentage of unemployed residents is unclear, but the unemployment rate might be higher than the rate in the Governorate of Irbid (11.8%) compared with the national average of 13-14%. The life style is rural and the work force depends on agriculture, government (military and other institutions), and small commercial businesses. People in Mazar are more

open to women's participation in the economy than in other areas such as Jordan valley or the southern governorates.

## Average Household Income

The average household size at 5.9 people, slightly larger than the national average of 5.4. The average household income is 320 JD per month or 3,840 JD annually. A total of 73.2% of the population is dependent on one person for their income. It is estimated that 17% of the population lives below the poverty line, compared to the national average of 14.4% and the Irbid Governorate's average of 15%. The cost of living in Al Mazar Al Jadidah is significantly lower than in Amman but there are far fewer job opportunities. The average housing unit rents for 150 JD per month.

## Public Services

**Transportation** There are 58 buses and one taxi office with five cars. Some of the primary roads are good, but agricultural roads that run between hills and valleys need improvement (unpaved).

The closest airport is Queen Alia International Airport, which is about 150 km from the municipality. No railroads or train lines serve the area.

**Health Care** There is a need to establish a municipal or regional hospital. The closest hospital is about 15-minute drive from Al Mazar, which is the military hospital in Aidoun. There are also hospitals in Irbid City, which are about a 25-minute drive away. In the municipality, there are nine health centers, four pharmacies, and two medical labs, although these facilities are considered inadequate due to a lack of modern equipment, medicine, and qualified medical staff. There are two private dental clinics in the area.

**Public Safety** Al Mazar Al Jadidah has one police station, and one Civil Defense Directorate station.

**Solid Waste** Solid waste is collected on a daily basis, approximately 40 tons each day. There is no recycling. The Alakidr landfill is located about 60 km from the municipality, constituting a significant financial burden for the municipality.

**Sanitary Waste Disposal and Treatment** The municipality is not served by sewage lines, and 100% of the population uses cesspits, contributing to groundwater pollution and the spread of rodents and diseases.

**Water** The water network covers more than 95% of the municipal areas. The loss ratio amounts to 70% which is higher than the national average of 49%. (Additional municipal supply and revenue could be obtained from conservation practices including pricing water closer to its actual value.)

**Power** The electricity network also covers more than 95% of the area. A broadband network is in place. The municipality would like to reduce electrical costs, as the cost of illuminating roads is high.

## Educational Opportunities

There are 62 schools including 42 public and 20 private schools, as well as a private kindergarten. The schools serve 18,139 students (with 500 Syrian students awaiting admission) and employ 1,195 teachers. The average number of students per classroom is about 33 and there are 9650 female students and 8489 male students. Education was considered an advantage by the stakeholders and the number of female students is a positive indicator.

There are 13 new literacy centers in Hofa Al Mazar prison with 42 students. No vocational training institute for males and females exists in Al Mazar Al Jadidah. Stakeholders have also expressed the desire to see two vocational training institutes built, one for males and one for females.

There are no colleges or universities within the municipality, but there are three universities in or near Irbid City that are relatively close by – Yarmouk University, Jordan University of Science and Technology, and a private university, all located approximately a 15-25 minute drive away.

## Recreational and Cultural Opportunities

There are four public parks in the new Mazar municipality, but parkland is insufficient because it fails to serve all nine areas of the municipality. There are three youth clubs, five cultural centers for youth, and one cultural band.

## Jobs and Economic Activities

The largest employers are the government and the military, followed by agriculture (plants and livestock), and there is a small amount of light industry (blacksmithing, car repair, etc.). The poultry industry is significant, but it is currently restricted to chickens.

## Governance

Al Mazar Al Jadidah has an elected council and a municipal budget of 3,417,805 JD (2015). Revenue was 2,957,655 JD, and 53% of expenses were staff salaries. The municipality's financial status is relatively stable and there is currently no deficit. The budget is largely dependent on the national government (fuel returns and grants), and not on revenue raised by the municipality. The municipality has 241 employees, of which 89% are males and 11% are females. (This could change in the future, as there are many more females being educated than males). A total of 34 employees hold a bachelor's degree and two hold a master's degree. Another 20 staff members have diplomas while 35 graduated from high school (Tawjehi). The staff composition is as follows: 28 technical and administrative employees, 64 sanitary workers, and 21 drivers. (The composition of the other 128 employees is unknown.) Not all listed employees have clear job descriptions, which are available only for key positions, including the head of LDU. A municipal committee has been formed to follow up on existing and proposed investment projects. The municipality - represented by the mayor - and the planning directorate are in the process of completing a master plan of land use, which requires approval from the High Council of Planning. Capacity building is critical to success in every municipality, including Al Mazar Al Jadidah.

The municipality has 30 computers, a computerized network, internet connection, and accounting/audit software and programs for budgets and salaries. The municipality's "mosaqafat" (property) department is linked to the Ministry of Finance, and the municipal court is linked to the Greater Amman Municipality to collect traffic ticket fines. The municipality does not have a web site and is not active on its social media accounts. They do have a procedures manual, although municipal customer service assistants provide the public with information on these procedures on a daily basis.

Collection of municipal taxes and other fees, which form an important source of local revenue, will be strengthened by sound economic development. The municipality recognizes that a lack of enforcement negatively impacts capital expenditures or funds left over for improving public services and facilities.

Each LED plan is administered and implemented by the Municipal Local Development Unit which has four employees with backgrounds in engineering, finance, and technical assistance. The LDU staff would like to electronically link various departments and sections to facilitate the work flow and services offered to citizens.

A previous development plan was prepared in cooperation with the European Union, UNDP, the World Bank, and the Rural Development Program. It is in need of some updates, but does include many of the same issues addressed by the LED. There is no plan to direct investors to specific appropriate parcels and investment opportunities, whether on public or private land. As is true with all municipalities, there is a form of zoning.

The municipality has participated in several revenue-generating projects, which contribute to the enactment of Al Mazar's comparative and competitive advantage. These projects include:

- ➔ A government offices complex: the first phase of this project was funded by EU-backed Poverty Alleviation and Local Development Program (PALD), while the second and third phases were completed by the municipality. The building was leased entirely to Al Mazar Directorate of Education.
- ➔ A gas station: funded by MoMA's Rural Development Program, the project was leased to a private sector investor.
- ➔ A multi-purpose hall: A MoPIC project, to which the municipality donated land in return for a 25% share. The Noor Al Hussein Foundation built the hall.
- ➔ A tourist park: funded by the World Bank and the French Development Agency, the project was implemented under the second edition of the Municipal Excellence Award.

## Land Use

The municipality owns 511 dunams, a portion of which could be appropriate for investment. Much of the land is hilly, and some of the parcels have overlapping jurisdiction between the Ministry of Agriculture and Al Mazar District Administrative Office. The municipality may be interested in purchasing land that is more developable.

## Agricultural and Forest Area

The land is fertile, and agriculture – both plant and animal production - is the major economic activity of the region. Olives, grapes, wheat, barley, peach and apricot trees, and almonds are important crops. There are at least 80 poultry farms, 15 cattle farms, and even apiaries. However, much of the municipal area is hilly with beautiful forested areas, such as Iraq Al Tabel Forest and Giza Forest Park, although maintaining the forests is a problem. The forest has pine, oak, and other trees. There are no tourism facilities in the forests, except for Al Jeezah Tourist Park.

## Commercial and Industrial Areas

There is a thriving downtown area. There are no major industrial areas, only light industry where car maintenance shops, blacksmiths, and others operate.



## Nearby Tourism Activities

In addition to the forests mentioned above, the historical village of Samad, with its authentic beautiful architecture, was identified as a place for tourism investment. Other historic sites include an old church in Hofa, olive trees that date back to Roman times, and old water wells. All of these should be carefully handled with preservation regulations. There are no archaeological sites that are conserved or preserved in Al Mazar Al Jadidah.

There are traditional handicrafts, such as basket weaving, mihbash (wooden coffee pounder), and traditional dresses. There is also knitting. However, none of those handicrafts has strong market or tourism demand, providing training to residents could improve product quality and help them better fulfill market demand. In addition to rural tourism products, the Shrine of the Prophet Dawud (David) who slew Goliath is located near Al Mazar as well as the Tomb of the Prophet's Companion, Abul Dardaa, who is remembered for transmitting the hadith.

For the past three years, the municipality has been seeking to develop the Al Mazar Trail with MoTA, the MoA, and the MoE, and this was a high priority for the stakeholders.

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## AL MAZAR AL JADIDAH MUNICIPALITY VISION AND MISSION

Al Mazar Al Jadidah community articulated the following vision and mission as part of the first phase of planning for local economic development.

**Vision** A modern and economically qualified municipality that provides quality public services, enhanced agricultural productivity, and developed tourism and environmental resources, while optimally tapping into wind energy through an effective partnership with the private sector.

### **Mission:**

- ➔ Institutionally develop the municipality in order to advance the region economically and promote investment.
- ➔ Support local sustainable development by focusing on agriculture, tourism and wind energy.
- ➔ Partner with the local community to create participatory development planning.
- ➔ Strengthen cooperation with civil society institutions and the private sector to economically advance municipal areas.
- ➔ Encourage the local community to engage in economic and social decision making.
- ➔ Empower and qualify youths and women to contribute to local initiatives as well as economic development projects.

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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 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 Mazar Al Jadidah is relatively close to the capital city of Amman and Irbid City, offers lower land and living costs, has very picturesque hilly landscapes with old olive trees and forests, offers a strong youthful and educated work force, and has some infrastructure already in place.

Under the Governorate of Irbid's development plan for the region, recommended improvements for Al Mazar Al Jadidah include road construction (Ministry of Public Works and Housing), completion of improvements to water and sanitation networks (Ministry of Water and Irrigation), and establishing a national reserve. A tourism project has been established that aims to control recreational activities with a negative impact on forest land in Al Jeezah (Ministry of Agriculture) and efforts have been made to establish a Home Garden Grapes Project (Ag Directorate), rehabilitate the Samad quarries and fix environmental damage, add schools, and establish a solid waste transfer station.

Al Mazar Al Jadidah identified a number of potential investment opportunities expected to create job opportunities, increase revenue to the municipality to provide better services, and create opportunities to enhance the community's quality of life. The municipality has some experience with PPPs, although they have experienced impediments to finance (guarantees) and regulations that hinder investment. The municipality owns 511 dunams of land, but it is forested and the Ministry of Agriculture has drafted environmental regulations which protect this land. The municipality conducted a feasibility study that supported the concept of wind power investment, and this study is considered to be a pioneer in the region.

The master plan should address the best type of land use for the 511 dunams as well as other parcels in order to create a sensitive, holistic investment scheme, and should analyze whether or not other land parcels – which might be for sale – would reduce the need to cut forest land and be more suitable for wind generation. This strategy would be supportive of the national strategy to boost renewable energy and reduce municipal costs.

**Enhance the tourism potential of Al Mazar.** Al Mazar's natural landscape, traditional olive oil production, hiking trails and religious sites offers potential for growth in the tourism sector. Currently, Al Mazar does not offer basic services or opportunities to increase the number of tourists and the length of their stay. There is potential for growth in the tourism sector. Residents have expressed an interest in providing lodging through homestays and traditional cooking within the homes. The municipality will need to assess the tourism potential in Al Mazar, potentially growth in the eco-, agri-, and rural tourism. This includes completing and enhancing existing sites, such as the tourism trail, and expanding on auxiliary and value added services.

**Support and provide added value to the agricultural sector.** Al Mazar's economy is primarily dependent on agriculture. The municipality will need to conduct an assessment of the current production and value chain to determine areas that will enhance economic returns to the community. Two short-term priorities were identified by the municipality and stakeholders to enhance current agricultural sector: a grain mill and an olive press. Flour is produced in the governorate of Irbid and sold to other governorates. Although overall production of flour in Jordan is negligible and Jordan remains a net importer, an investor has expressed interest in establishing a grain mill, which would provide further milling services and enhance efficiency because the mill utilizes the latest technology. A feasibility study for the mill has already been conducted.

The area utilized for agricultural production in Al Mazar al Shamali is 138 km<sup>2</sup>, and the area of land cultivated with olives is 18,780 acres, and constitutes about 55% of the utilized agricultural land. There are currently no olive pressers in Al Mazar. The proposed olive presser would accommodate the area's olive production. Further assessments will be conducted in order to understand the value-chain and promote investment opportunities throughout.

**Homebased businesses.** Supporting home-based businesses enables women to pursue opportunities and become economically active, and also serves to encourage young entrepreneurs in their endeavors to launch businesses, and benefit from growth opportunities by reducing the cost burden on SMEs, which would ultimately lead to increased competition. The municipality is targeting youth and women, aiming to increase awareness and integrate their home-based businesses and start-ups into the formal market.

**Workforce development.** Workforce development better prepares labor for market needs in the municipality. Skilled labor enhances the success of the businesses and industries as well as economic stability. To support women in the workplace, the municipality will look into providing women with training and mentoring opportunities. To draw youth into the workforce the municipality in partnership with the private sector can develop on-the-job training internships. This not only improves the availability of a skilled work force for investors, but also provides youth with some income and fills a gap left by the lack of vocational training.

**Prepare the LDU to better plan for economic development and administer PPPs.** To support the establishment of the investment projects identified in this strategy, the LDUs need to prepare agricultural and tourism investment maps. The LDUs will also need to be prepared to plan, administer, manage and monitor PPPs. This activity will include establishing the investment map, a PPP guidance booklet and training of relevant staff within the municipality and specifically the LGU.

The stakeholders also identified other investment opportunities including:

Consult Annex 2 for details.

Action Plan	Implementing Partners	Implementing Body	Cost (JD) / Funding	Timeframe
Wind energy	MoMA; Ministry of Energy and Mineral Resources, private sector	Private sector investor; strategic partner (municipality)	6,000,000	2017-2018
Grain Mill	MoMA; CVDB; private sector	Private sector, municipality	2,500,000	2016-2017
Private school and related facilities	MoMA; municipality, private sector	Private Sector,	1,500,000	2017-2018
Olive Press	MoMA; CVDB; private sector	Municipality	250,000	2017-2018

Action Plan	Implementing Partners	Implementing Body	Cost (JD) / Funding	Timeframe
Sorting and recycling waste	MoMA; CVDB; private sector	Municipality	1,000,000	2019-2020
Dairy Factory	MoMA; CVDB; private sector	Municipality	250,000	2018-2019
Poultry slaughterhouse	MoMA; municipality, private sector	Private Sector,	1,500,000	2019-2020
Iron/metal factory	MoMA; CVDB; private sector	Municipality	800,000	2019-2020
Billboards for advertising revenue	MoMA; CVDB; private sector	Municipality	---	2016-2017
Renewable solar street lighting (inter-municipal initiative to reduce cost of energy)	MoMA; CVDB; private sector	Municipality	---	2017-2018
Rural (agri and eco) Tourism Development including completion of the tourism trail with MoTA	MoMA; CVDB; private sector	Municipality	---	2016-2017
Identify and establish mentoring opportunities for women.	Private Sector	Municipality	----	2016-2017
Establish and administer on-the-job training internships in partnership with the private sector.	Private Sector	Municipality	----	2016-2017
Convey how to prepare, administer and monitor PPP training to municipal staff.	USAID LENS, MoMA	Municipality	30,000	2016
Carry out detailed sectoral and value chain assessments and identify medium and long-term investment opportunities and added values in the following sectors: Tourism Agriculture	Advisory body, donors, private sector	Municipality	40,000	2016-2017

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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 prior to a robust local economic development plan undertaking. The action plan focuses on actions specifically geared towards strengthening the municipality's ability to plan for local economic development, mainly:

- ➔ Practice effective land use planning and improve the rationale for land use decisions.
- ➔ Improve the organizational structure and management framework.
- ➔ Enhance the IT infrastructure and capacity in the municipal offices.
- ➔ Improve the financial performance and revenues of the municipality.
- ➔ Develop mutually beneficial Regional Partnership Council with regional municipalities and with 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; and obtain approval from the High Council of Planning	Illustrates 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	2,000 <b>Timeframe</b> 2016-2017
Annex land and identify land parcels and key development clusters for investment.	Highlight parcels owned by the municipality; for targeted private land contact the owners regarding their interest in discussing future development opportunities. Explore expansion of existing industries and their associated industrial or commercial needs, Jordan 2025 adopts a cluster-focused approach to expanding existing industries and locating supportive related industries nearby.	MoMA, Cities and Villages Development Bank (CVDB)	Municipality	500,000 <b>Timeframe</b> 2016-2017
Develop approvals manual	Illustrates to investors, local businesses / SMEs the process for development, including the types of plans to be submitted, fees to be paid, the staff/council review and approvals process, permit process, 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 <b>Timeframe</b> 2016-2018

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

Activity	Description	Implementing Partners	Implementing Body	Cost (JD) / Funding
Develop a municipality and LDU unit organizational chart and staff responsibilities, upgrade LDU to directorate, and obtain MoMA approval	This will enhance the municipality's organizational structure, and divide responsibilities. The structure of the LDU will be clarified, along with personnel roles, responsibilities and qualifications.	MoMA	Municipality	20,000 Timeframe 2016
Develop staff training program	This will entail 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 Timeframe 2016-2017
Develop staff's external capacity (investment related technical skills)	The purpose of this is to improve communication with citizens, investors, and the government, and enhance project cycle management, including feasibility studies.	MoMA, Chamber of Industry and Investment, JIC	Municipality	10,000 Timeframe 2016-2017
Establish M&E system	Provision of information on results to council, governorate, MoMA, MoICP, Donors, others	MoMA	Municipality	50,000 Timeframe 2017-2018

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

Activity	Description	Implementing Partners	Implementing Body	Cost (JD) / Funding
Develop a web site	Improved transparency and shared information with community and investors	MoMA	Municipality through and advisory body	5,000 Timeframe 2016

Activity	Description	Implementing Partners	Implementing Body	Cost (JD) / Funding
Develop computerized system (hardware and software) for all the municipality's work (finance, HR, etc.).	This will improve the municipality's efficiency and effectiveness. It will also improve their data collection, HR and financial, and information sharing capabilities. This activity includes the necessary GIS hardware and software. The system will also ensure municipalities systems are linked to one another.	MoMA	Municipality	65,000 Timeframe 2016-2017
Develop a clear and efficient virtual review and permit process	Linked to approvals manual and efficient understanding of investor responsibilities, which saves time & money and more effectively organizes financial and administrative matters	MoMA,	Municipality with the support of an advisory body	50,000 Timeframe 2016-2017

**Objective 4:** Improve the financial performance and revenues of the municipality.

Activity	Description	Implementing Partners	Implementing Body	Cost (JD) / Funding
Develop and estimate facilities and buildings located within the municipality borders	Develop list of facilities and building and Increase income generating revenues of "Al Mosaqafat" taxes.	MoMA	Municipality	50,000 Timeframe 2016-2018
Conduct awareness and media campaigns to motivate citizens to pay their fees and taxes.	The campaign will focus on the role of the municipality towards their citizens and the role of the citizens and help them realize the importance of paying fees and taxes.	MoMA and campaigning organization	Municipality	20,000 Timeframe 2016-2020

Activity	Description	Implementing Partners	Implementing Body	Cost (JD) / Funding
Develop mechanisms to establish the budget in accordance with international standards.	Boost the municipalities' creditworthiness and empower them with proper public financial management (PFM) tools that adequately regulate the total level of revenue and expenditure, appropriately allocate public resources among sectors and programs, and ensure that municipalities operate as efficiently as possible	Urban and Rural Development Bank	Municipality and MOMA	50,000 Timeframe 2016-2017
Improve law enforcement and facilitate debt collection procedures using affordable installments programs.	Increase municipal income generation	MoMA and Ministry of Justice	Municipality	- Timeframe 2017-2018

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

Activity	Results	Implementing Partners	Implementing Body	Cost / Funding
Develop an action plan and budget for RPC	Enhanced advocacy at the national level	MoMA	Municipality	TBD Timeframe 2016-2020
Develop an investment map and regional branding with the JIC.	The investment map will focus on the tourism and agricultural sectors in hopes of expediting the pace of partnerships with the private sector.	MoMA, Visit Jordan Commission, JIC, GLDU. Chamber of Commerce and Industry	Municipality	100,000 Timeframe 2017-2018

Activity	Results	Implementing Partners	Implementing Body	Cost / Funding
Develop and implement a survey of investors	Improved monitoring of strategy success or gaps	MoMA	Municipality	20,000 Timeframe 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, 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, and new investment.
- ➔ Forming 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 home-based businesses, targeting women’s economic inclusion.

The council will seek to achieve broad participation, including mayors, LDU representatives, Chambers of Commerce and Industry, representatives from top regional employers, and banking and finance institutions. Representatives from educational institutions, NGOs and CSOs, and national level ministries will also be included in the council.

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## ANNEXES

### Annex I: SWOT

During the workshop, participants agreed to follow the methodology of prioritizing strengths, weaknesses, opportunities and threats according to their proximity to the reality of Al Mazar Al Jadidah. These priorities were ordered by importance based on a scale from (1-5). The participants unanimously agreed that the four-pronged analysis of Al Mazar Al Jadidah district could be summarized as follows: -

#### Strengths

During the workshop, a set of strengths - internal stimuli and other factors - were identified. The main priority was identified as the comparative advantages represented in agriculture and tourism which, if they are adequately invested in, help encourage investment and strengthen the role of development in municipal work. It is worth mentioning that Al Mazar Al Jadidah has been considered a tourism site both due to its natural beauty and stunning archaeological and tourist sites, but unfortunately, no investments have been made until now. According to recent studies, Irbid has been considered as a stop on the tourist circuit and great opportunities exist to invest in the field of tourism. Here it should be mentioned that over the past three years, the government has sought to develop tourism and the environment in the area through the Ministry of Tourism and Antiquities, the Ministry of Agriculture, and the Ministry of Environment because there is significant potential for tourism if both the municipality and

citizens living in those areas receive proper investment. This ranked first among the priorities, having received 160 points, followed by human resources and competencies in the region. Al Mazar al Shamali has among the highest percentage of education and this point received a total of 160 points. The next highest priority was the municipality's proximity to the center of the Irbid Governorate with 158 points, followed by the good, accessible road network found in the area (82 points). High education levels were next on the list, as youth represent the highest percentage of the population in the area(59 points). Below is the table outlining the municipality's major strengths as concluded during the workshop:

No.	Strength	1	2	3	4	5	Votes	Priorities
1	Agricultural and touristic comparative advantage	2	4	4	12	18	40	160
2	Human resources, work force and population's competencies	2	4	6	9	16	37	160
3	Geographic location and proximity to the center of Irbid governorate	3	5	5	15	14	42	158
4	Good road network and good infrastructure in some areas	3	3	6	5	7	24	82
5	High education levels in Al Mazar Al Jadidah (youth represent the largest percentage of the population)	2	1	2	6	5	16	59
6	Presence of a local strategic development plan	2	4	2	5	4	17	54
7	Qualified staff working at the municipality	1	4	3	3	4	15	50
8	Green areas and the nature of the region	3	1	2	3	4	13	43

## Weaknesses

A set of weaknesses was identified during the workshop as well. The top-ranked weakness was the municipality's poor institutional capacity, with the lack of an electronic link between both regions and departments coming at the forefront of these weaknesses, and earning 154 points. This was followed by a lack of financial support for development projects, which was allotted 146 points, then the scarcity of land owned by the municipality that is suitable for development (107 points) as well as a lack of agricultural roads (96 points). Following this was weak strategic planning and marketing for tourism projects (93 points), a lack of groundwater

investment (90 points), and the difficult landscape of the region (82 points) which prevents development projects from being carried out quickly. Participants also pointed to the fact that poor infrastructure in some areas hinders implementation of various development and investment projects, in addition to the lack of interest in the region's tourism sector on part of the Ministry of Tourism. Through this analysis, it became clear that all of these points directly affect the municipality's institutional work in providing services to citizens. The table below represents an analysis of these points, taking into account the fact that everything mentioned constitutes a priority for the local community and municipality.

No.	Weaknesses	1	2	3	4	5	Votes	Priority
1	Lack of electronic connection between municipality areas and departments	2	5	4	15	14	40	154
2	Lack of financial support for development projects	2	4	3	13	15	37	146
3	Scarcity of lands owned by the municipality which are suitable for investment	1	4	4	9	10	28	107
4	Lack of agricultural roads	3	5	7	8	6	29	96
5	Poor strategic planning and marketing for projects, especially touristic ones	2	5	5	9	6	27	93
6	Failure to invest in groundwater	2	5	3	6	9	25	90
7	Difficult landscape	3	8	6	5	5	27	82
8	Weak infrastructure in some areas hinders project implementation	3	1	4	8	5	21	74
9	Low productivity and scarcity of investment projects	4	0	1	6	7	18	66
10	Lack of interest on part of the Ministry of Tourism	4	3	0	3	4	14	42
11	Lack of sanitary network	1	4	2	4	1	12	36
12	Lack of work procedures/ manuals the municipality	4	1	1	2	3	11	32
13	High cost of waste collection and disposal	1	2	1	2	1	7	21



No.	Weaknesses	1	2	3	4	5	Votes	Priority
14	No vocational school for female students	1	1	0	3	1	6	20
15	High costs associated with illuminating roads	0	1	0	2	1	4	15
16	Few youth and cultural centers and distant location of those that do exist	1	0	2	2	0	5	15

## Opportunities

During the workshop, a range of opportunities were identified, with the highest ranked priority being Al Mazar's tourism and archeological sites as well as its natural beauty, meaning there is much potential for investment in tourism (158 points). This was followed by wind energy investment, which earned 150 points, a stable investment climate (146 points), and the presence of international donors (135 points). After this participants pointed to the presence of both competencies and manpower in the region (134 points), the presence of significant amounts of capital in the region (119 points), and a fantastic opportunity to invest in the region due to the presence of a climate that is suitable for investment. Following this was the presence of significant numbers of livestock, and thus, the raw materials required to produce milk in the region. Below is the arrangement of opportunities as concluded in the workshop:

No.	Opportunity	1	2	3	4	5	Votes	Priority
1	Touristic and archeological sites and natural beauty	1	1	2	16	17	37	158
2	Investment in wind energy	3	3	6	7	19	38	150
3	Safe environment for investment (touristic, agricultural and small industrial )	1	1	4	9	17	32	146
4	Presence of international donors	6	3	7	8	14	38	135
5	Existence of capital in the region	4	8	5	11	8	36	119
6	Presence of livestock, chicken farms, and raw materials required to produce dairy products (agricultural investment opportunity)	5	2	5	7	8	27	92
7	Internal support from the government	3	7	7	5	5	27	83

No.	Opportunity	1	2	3	4	5	Votes	Priority
8	Implementation decentralization law	7	4	2	4	6	23	67
9	Water harvesting	2	1	5	6	3	17	58
10	Distinctive handicrafts	1	0	1	3	1	6	21

## Threats:

A range of threats has been identified, the most important of which included weak laws and regulations which hinder the investment process (such as the Forestry Law and Ministry of Agriculture laws surrounding ownership of some plots of land to set up development projects) which earned a total of 129 points. This was followed by a lack of coordination between governmental institutions and civil society organizations (125 points), the scarcity of water resources (114 points), and the influx of Syrian refugees (109 points). It is worth mentioning that Syrian refugees competed strongly for job opportunities in the governorate of Irbid in general and in the district itself and northern municipalities in particular. This priority was followed by the “brain drain” phenomenon in the region as a result of the deteriorating economic situation and rise in poverty and unemployment rates (81 points), followed by a lack of participation in the local community in the decision making process (20 points).

No.	Threats	1	2	3	4	5	Votes	Priority
1	Weak investment laws and regulations	2	4	9	8	12	35	129
2	Lack of coordination between governmental organizations and civil society institutions	1	3	8	11	10	33	125
3	Lack of water resources	0	1	7	4	15	27	114
4	Syrian refugees	1	4	9	7	9	30	109
5	“Brain drain” in the region as a result of the deteriorating economic situation and rise in poverty and unemployment rates	3	4	8	4	6	25	81
6	Lack of local community participation in decision-making	3	1	2	1	1	8	20

## Identifying linkages among SWOT points

After analyzing and arranging the priorities of the SWOT analysis, workshop participants agreed on the content of Al Mazar Al Jadidah's vision as follows:

1. Agricultural and tourism competitive advantage: Through the workshop outputs it became clear that a real opportunity exists for agricultural and tourist investment in Al Mazar Al Jadidah due to its green spaces and archaeological and tourist sites which have been chosen as a tourist route (Strength). This strength comes in parallel with the geographic location of these areas which are considered to attract tourists, as well as the presence of solid infrastructure in some areas. However, infrastructure in other regions is considered a weakness because agricultural roads do not exist to serve all agricultural land in the region due to the difficulties associated with a mountainous landscape (considered a weakness). Additionally, despite the agricultural and tourism competitive advantage, various obstacles and challenges exist. These include the presence of weak laws and regulations that hinder implementation of developmental investment projects in the region, especially with respect to Ministry of Agriculture laws in general and the forestry law specifically, which was described as "unfair" by workshop participants due to the negative impact on development investment projects. The participants felt that a real opportunity exists to invest in this comparative competitive advantage which will be in the best interest of the economic development, the region itself, and municipality residents. Tourism and agriculture investment in this region will help alleviate poverty and unemployment rates gradually. Various obstacles related to investment were reported in the workshop, which demonstrates linkages within the SWOT analysis. This appeared as a threat due to the lack of coordination between government institutions and civil society organizations which hinder the investment process in the region, in addition to the presence of some previously mentioned laws, legislation, and regulations which must be overcome in order to invest in this agricultural and tourism comparative advantage of the region.
2. Geographic location and proximity to Irbid Governorate: Al Mazar Al Jadidah is known for its distinctive geographic location due to its proximity to the governorates of Irbid, Ajloun and Al Koura thanks to its vast administrative borders (strength). This reality contributes significantly to investments in the region due to Al Mazar's privileged geographical location and its character as an encouraging and safe environment for investment (opportunity). However, the region suffers low productivity and a lack of investment projects (weakness) in addition to the scarcity of land owned by the municipality suitable for investment (weakness).
3. Municipal institutional capacities: participants unanimously agreed that the municipality's institutional capacity is very weak and lacks an organizational

structure to serve the investment process (weakness). From a technological standpoint, participants feel the fact that municipal areas are not electronically linked forms a significant weakness in addition to the absence of computerized systems and procedures manuals and municipal services. The municipality also does not have a database to facilitate its work and aid the process of handling investment projects and investors. No training plan exists for those working in the municipality, although participants agreed that those working within the municipality have various competencies (strength). Participants also agreed on the need to address the challenges formed by a lack of coordination between institutions (threat) which municipality performance. This negatively impacts the municipality's future ability to handle the new municipalities' law and decentralization law, which are a step in the right direction to promote local economic development (opportunity).

4. Investment in wind energy: Participants believe that a real opportunity exists to invest in wind power (opportunities) and the municipality has conducted a feasibility study on the project. The idea is considered pioneering in the region and is expected to bring in financial returns for the municipality and cover the high costs associated with illuminating the streets (weakness). One of the most important barriers impeding the process of speeding up project completion involves the lack of coordination between government institutions (threat) and laws and regulations issued by the Ministry of Agriculture (threat).

## Annex 2: Investment Cards

Project Information	Grain Mill for Wheat Products
Project Background	Mazar is an agricultural area that grows grains, including barley and wheat. Flour is the main product, in addition to bran. One grain mill currently exists in the Governorate of Irbid but it is very old and is not equipped with modern systems
Project Description	A new mill would have up-to-date systems in place to dry, clean, and grind raw wheat, and then manufacture higher quality flour and bran. An investor has been identified. The municipality is interested in participating by providing a parcel of land for the mill. One impediment involves licensing by the Ministry of Industry and Trade.
Benefits/ Justification	<ul style="list-style-type: none"> <li>▶ Absence of a competitive project in the area and the need for a new mill</li> <li>▶ Abundance of raw materials</li> <li>▶ Will enhance the value of wheat – product quality &amp; pricing - and strengthen the agricultural sector</li> <li>▶ Will create jobs and facilities to benefit local people</li> <li>▶ Will bring in revenue to the municipality (land lease)</li> <li>▶ Will bring in revenue to the investor (an investor has been identified)</li> </ul>
Time Frame	2017-2016
Estimated Cost	2,500,000 JD
Partners/Expected funding Resources	Municipality + Rural & Urban Development Bank + Private Sector Investor (+ approval from MoIT)
Action Items on Work Plan	<ul style="list-style-type: none"> <li>▶ Identify the location of the land</li> <li>▶ Develop the terms of a land lease</li> <li>▶ Work with the Ministry of Industry and Trade on disposing of waste in an environmentally friendly manner and getting project approvals/licensing</li> <li>▶ Develop a feasibility study</li> <li>▶ Finalize an agreement with the investor</li> <li>▶ Prepare bidding packages</li> <li>▶ Implementation</li> </ul>
Potential Risks	<ul style="list-style-type: none"> <li>▶ Inability to get approval</li> <li>▶ Inability to implement and operate</li> </ul>

Project Information	Modern Olive Press
Project Background	<p>Al Mazar Al Jadidah is characterized by large numbers of olive trees, as well as farms which produce wheat, barley, vegetables, and grapes. The total area of agricultural land in production is 34,077 dunams, and about 55% or 18,780 dunams is cultivated with olive trees. Yet there is no olive press to enhance the value of the raw olives and convert them into olive oil.</p>
Project Description	<p>An olive press would be constructed to fill an existing gap on the agricultural market. (If the feasibility study indicates the possibility of a future export market, the costs might include stainless steel tanks, which greatly improve quality during storage.) Products would include olive oil and perhaps other byproducts (peat fuel from the waste, alzibar for soap/cosmetic production)</p> <p>Mazar could easily be branded for its olive trees, and olive production could be integrated into a future rural/agri-tourism product. The trail that Mazar is working on with MOTA could be called The Olive Trail, linking to local sites such as historic Samad and the forests of Mazar, continuing to the Jordan Trail and the Path of Ibrahim (Abraham). This would grant the area significant publicity.</p> <p>(Canaan Fair Trade holds an olive oil festival annually in the late fall in Jenin, during which agri-tourists visit Palestine to help with the harvest, live with the local families, and celebrate the harvest with a festival at the end. It represents a successful rural tourism initiative, and it began with a modern olive press with stainless steel containers that allowed for high quality production and Fair Trade exports.)</p>
Benefits & Justification	<ul style="list-style-type: none"> <li>▶ The area is known for its olive production (competitive agricultural advantage)</li> <li>▶ Olive press would fulfill a major need in the region</li> <li>▶ Municipality is interested in negotiating a PPP/T</li> <li>▶ Absence of a competitive project</li> <li>▶ Job opportunities for locals (estimated at 50)</li> <li>▶ Increased income to the investor</li> <li>▶ Increased municipal revenue</li> </ul>
Time Frame	2017-2018
Estimated Cost	500,000 JD
Partners/Expected Funding Resources	Municipality + CVDB + Private Sector investor + MOTA

Project Information	Modern Olive Press
Action Items on Work plan	<ul style="list-style-type: none"> <li>▶ Prepare a PRE- feasibility study for the project including identifying the land parcel/site</li> <li>▶ Identify the various phases of the work</li> <li>▶ Source funding for the project</li> <li>▶ Identify the private sector partner</li> <li>▶ Prepare bidding packages</li> <li>▶ Implement</li> </ul>
Potential Risks	Inability to source funding

Project Information	Specialized School (Academy of Innovation)
Project Background	There is an urgent need for higher quality schools with higher quality teachers in Al Mazar Al Jadidah, and the lack of such schools forces many parents to send their children to school the city of Irbid.
Project Description	An educational complex devoted to innovation and excellence in teaching, including facilities for all educational levels (kindergarten, primary, middle, high school), with specialized learning, IT laboratories, audio and audio visual labs, sports, cultural activities, and so on. Such an academy focused on innovation, located in an attractive environment, will draw excellent teachers and intellectual competencies to the area. It will also negate the need for parents to drive their children to the City of Irbid to be schooled, and will improve the overall community as an attractive place to live and invest. (One idea might be to try to connect the academy to high tech companies in the MENA region as sponsors/champions/ internship providers who wish to develop a future employee base of youth who are well-trained in innovation.)
Benefits & Justification	<ul style="list-style-type: none"> <li>▶ Absence of a similar project</li> <li>▶ Improve local education and innovation</li> <li>▶ Provide jobs for locals and bring new intellectual capabilities into the area</li> <li>▶ Increase municipal revenue</li> <li>▶ Provide investment income</li> </ul>
Time Frame	2017-2016
Estimated Cost	1,500,000 DJ
Partners/Expected Funding Sources	Ministry of Education, Municipality, Rural and Urban Development Bank, private sector investor

Project Information	Specialized School (Academy of Innovation)
Action Items on Work Plan	<ul style="list-style-type: none"> <li>▶ Prepare a PRE-feasibility study for the project and analyzing demand (and purchasing power)</li> <li>▶ Identify the various phases of the work</li> <li>▶ Source funding</li> <li>▶ Identify municipal land or privately owned land</li> <li>▶ Identify a private sector partner</li> <li>▶ Prepare various tenders</li> <li>▶ Implement</li> </ul>
Potential Risks	<ul style="list-style-type: none"> <li>▶ Insufficient market demand (number of children who can afford the tuition)</li> <li>▶ Insufficient investor demand</li> <li>▶ Difficulty sourcing funding</li> </ul>

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

مشروع سلكة الإصل فنية  
 Al Mazar  
 30 Sep, 15  
 اليوم الاول 10/9/15

اسم العربي  
 التاريخ (بالتاريخ)  
 مكان الاجتماع  
 نظام من قبل  
 نوع التقييم  
 مدة التقييم

USAD LENS  
 2015/ 20/05

عنوان العمل	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر-أنثى)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
الانوار	hananaradd@gmail.com	0776579533	صندوق	ناشط	25	أنثى	Hana Jasad	حنان محمد جاسد
الانوار	Zakaria nvc@yahoo.com	0776579533	وزارة الزراعة	ناشط	52	ذكر	Zakaria Rami Amer	د. ذكريا عيسى بن عامر
الانوار		0776579533	مجموعة	موظف	40	أنثى	Zainab Khan	زينب عيسى
الانوار	darrahussain@Yahoo	0772642766	مدرسة	موظف	59	ذكر	Hussein Jarrah	م. حسين الجراح
الانوار	elakbar@alsharqia.com	0772135515	مدرسة	موظف	27	أنثى	Islam Alkamar	إسلام عيسى
الانوار		0772135515	مدرسة	موظف	40	أنثى	edlehar Akemar	إدلهار العري
الانوار		0772135515	مدرسة	موظف	29	ذكر	Jabar Suliman	جابر سليمان
الانوار		0772135515	مدرسة	موظف	40	ذكر	Alkhamad	أحمد محمد
الانوار		0772135515	مدرسة	موظف	48	ذكر	sarhan khaml	سرحان كحل
الانوار		0772135515	مدرسة	موظف	48	ذكر	Salah Gammeh	صالح غمهم
الانوار		0772135515	مدرسة	موظف	48	ذكر	Abdulkader	عبدالكادر
الانوار		0772135515	مدرسة	موظف	29	ذكر		أحمد محمد
الانوار		0772135515	مدرسة	موظف	41	ذكر		محمد محمد
الانوار		0772135515	مدرسة	موظف	41	أنثى		حنان محمد
الانوار		0772135515	مدرسة	موظف	41	أنثى	Burhan Alkamar	بورهان العري
الانوار		0772135515	مدرسة	موظف	19	أنثى	Tuekha Ali	توكها علي



مشروع سحفا الاصل فنية

2 Al Mazar 30 Sep, 2015

المعلومات الشخصية للمشاركين

عنوان العمل	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/نساء)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
المزار		01126973	المزار	مركز أبحاث	19	انثى	Rania	رائيا رائف المزار
المزار		0099555		مستشفى	58	ذكر	Mohammed	محمد علي محمد
				مستشفى	66	ذكر		غياث بيبي

مشروع سحفا الاصل فنية

3 Al Mazar 30 Sep, 15

اليوم الاول 3/9/15

USIAD LENS

2015/09/30

اسم الفريق: فريق (مهاجرين)  
 مدير الاخذ:   
 مدير من قبل:   
 فريق تجميع القوائم:   
 مدير الفريق:

المعلومات الشخصية للمشاركين

عنوان العمل	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/نساء)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
المزار		07555	مركز أبحاث	مركز أبحاث	59	ذكر		محمد صالح
		0777767	مركز أبحاث	مركز أبحاث	40	ذكر		قاسم محمد رادك
		0750887	مركز أبحاث	مركز أبحاث	49	انثى		م. ن. ن. ن.
		0777777	مركز أبحاث	مركز أبحاث	4	ذكر		المنهجيات
		0777777	مركز أبحاث	مركز أبحاث	26	انثى		سوزان عبادي
		0777777	مركز أبحاث	مركز أبحاث	20	انثى		تامر دمانه
		0777777	مركز أبحاث	مركز أبحاث	34	ذكر		وليد رادك
		0777777	مركز أبحاث	مركز أبحاث	47	ذكر		جعفر محمد
		0777777	مركز أبحاث	مركز أبحاث	45	انثى		سوزان حياكي
		0777777	مركز أبحاث	مركز أبحاث	40	انثى		فاطمه
		0777777	مركز أبحاث	مركز أبحاث	39	ذكر		محمد محمد
		0777777	مركز أبحاث	مركز أبحاث	40	ذكر		محمد محمد
		0777777	مركز أبحاث	مركز أبحاث	51	ذكر		محمد محمد
		0777777	مركز أبحاث	مركز أبحاث	47	انثى		محمد محمد
		0777777	مركز أبحاث	مركز أبحاث	40	ذكر		محمد محمد
		0777777	مركز أبحاث	مركز أبحاث	74	ذكر		محمد محمد
		0777777	مركز أبحاث	مركز أبحاث	74	ذكر		محمد محمد

مشروع سحفا الاصل فنية

Al Mazar 30 Sep, 15

المعلومات الشخصية للمشاركين

عنوان العمل	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/نساء)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
المزار		07555	مركز أبحاث	مركز أبحاث	40	انثى	Suha Gassem Dour	سوزان محمد

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اليوم الاول 30/9/15

USAID LENS

2015/ 29/9/15

المستجيب

المعلومات الشخصية للمشاركين

عنوان العمل	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر-نساء)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٥	ذكر	Mohammed Darwish	محمد صالح درويش
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٠	ذكر		احمد امير حلاوي
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٨	ذكر		زيد محمد كسبانه
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٥	ذكر		د. صفيان عثمان
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٩	ذكر		د. هادي بن ورائي
	Dr= aishah a yeh	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٩	انثى		د. عائشة اللالكاني
	u c e n	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٥	ذكر		محمد عبد الرحمن امير
	o.aljawarneh@	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٠	ذكر	omar.A. Aljawarneh	عمر علي الجوارنة
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٠	انثى		سهة خروف
	Nariman.sajjan@	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٩	انثى	Nariman Al-Jawarneh	ناريمان علي الجوارنة
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٧	انثى	AYAL Al-Jawarneh	آيات الجوارنة
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٤	ذكر		محمد محمد عطارنة
	ayman.sajjan@	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٧	انثى	Ayman Al-Jawarneh	أيمن الجوارنة
	Hadi Almadhadi	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٧	انثى	Hadi Almadhadi	هادي المذاهبي
	eng_eyad@arrah	٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٥٤	ذكر	eyad jawarneh	أياد الجوارنة
	cl 9400.com							

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المعلومات الشخصية للمشاركين

عنوان العمل	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر-نساء)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
		٠٧٧٧٧٧٧٧٧	مستشفى	مستشفى	٤٨	ذكر		سليم حسيك

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اليوم الاول 2015/9/30

اسم الفريق  
التاريخ (بموجب رسالة)  
موقع العمل  
موقع من قبل  
تاريخ تقديم التقرير  
بداية التقرير

USAID LENS

2015/ 28/04

المستشار الرئيسي

المعلومات الشخصية للمستشارين

رقم العمل	محافظة	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/امرأة)	اسم المستشار (بكتابة الإنجليزية)	اسم المستشار (بكتابة العربية)
1	البحر	matpaldn@gmail.com	0771464821	1	مدرسة بنوع	26	ذكر	Mohammed slawan	محمد عبدالمنعم
2	البحر	eng_mahmoud@yaho	0797777214	1	مدرسة	55	ذكر	Mahmoudmoh	محمود محمد العري
3	البحر				مدرسة	55	ذكر	yonia harabi	يوني هارابي
4	بنوع		055.50755	2	مدرسة	28	ذكر	Mohammed alserhan	محمد خالد السرحان
5	البحر							0795650255	يوني هارابي
6			0771464821		LENS				د. ابراهيم
7			055.50755		عضو				محمد خالد السرحان
8	البحر		055.50755		مدرسة		ذكر		محمد خالد السرحان
9	البحر		055.50755		مدرسة		ذكر	0795650255	محمد خالد السرحان
10	البحر				مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
11	البحر	Abusahem Alsayay	055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
12	البحر	Moshorman 2000@gmail	055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
13	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
14	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
15	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
16	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
17	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان

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اليوم الثاني 2015/10/1

اسم الفريق  
التاريخ (بموجب رسالة)  
موقع العمل  
موقع من قبل  
تاريخ تقديم التقرير  
بداية التقرير

USAID LENS

2015/ 28/04

المستشار الرئيسي

المعلومات الشخصية للمستشارين

رقم العمل	محافظة	البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/امرأة)	اسم المستشار (بكتابة الإنجليزية)	اسم المستشار (بكتابة العربية)
1	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
2	البحر	Burhanmar2@yahoo	055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
3	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
4	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
5	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
6	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
7	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
8	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
9	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
10	البحر	Audghar2009@yahoo	055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
11	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
12	البحر	aljanalmar@gmail	055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
13	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
14	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان
15	البحر		055.50755		مدرسة		ذكر	Mohammed alserhan	محمد خالد السرحان

Stakeholder Meeting • AL MAZAR  
اليوم الثاني  
1/10/2015

عنوان العمل		البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/أنثى)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
بلدية	محافظة								
	المنيرة	abulhasan@sharjah.gov.ae	04 2333586	-	مدير	28	ذكر	Abul Hasan Ali Nadwi	عبدالله بن محمد بن عبد الله
	المنيرة			-	مدير	28	ذكر	Abul Salmaan	محمد بن محمد بن عبد الله
	المنيرة			-	مدير	28	أنثى	Sawsan Abad	سوسن عبد الله
	المنيرة			-	مدير	28	أنثى	Tawana Madam	تامنا محمد
	المنيرة			-	مدير	28	ذكر	Abd Almajid	عبد المجيد
	المنيرة			-	مدير	50	ذكر	ADDALHA B...	عبد الله بن محمد بن عبد الله
	المنيرة			-	مدير	50	ذكر	Sulhu-BDaw	سليمان بن محمد بن عبد الله
	المنيرة			-	مدير	50	ذكر	Salah Goumer	صلاح غوامر
	المنيرة			-	مدير	20	ذكر		زيد بن محمد بن عبد الله
	المنيرة			-	مدير	29	ذكر		د. محمد بن عبد الله
	المنيرة			-	مدير	29	ذكر		د. محمد بن عبد الله
	المنيرة	aburayyb@sharjah.gov.ae		مركز البحوث والدراسات	مدير	28	ذكر	Ahmed Ali Shurman	أحمد علي شومان
	المنيرة			مركز البحوث والدراسات	مدير	28	ذكر	Hajjar Ahmad	حاجر أحمد
	المنيرة			مركز البحوث والدراسات	مدير	28	ذكر	Bashar Named Kely	باشار بن محمد بن عبد الله

المعلومات الشخصية للمشاركين

عنوان العمل		البريد الإلكتروني	رقم الهاتف	جهة العمل	الموقع الوظيفي	العمر (17-18) (29-30) (49-50) (أكثر من 50)	النوع الاجتماعي (ذكر/أنثى)	اسم المشارك (باللغة الإنجليزية)	اسم المشارك (باللغة العربية)
بلدية	محافظة								
	المنيرة	Eng_alnafa@sharjah.gov.ae		مركز البحوث والدراسات	مدير	28	ذكر	Mustafa Qudus	مصطفى قذوف
	المنيرة			مركز البحوث والدراسات	مدير	48	أنثى	Feryal Refai	فريال رفيع
	المنيرة			مركز البحوث والدراسات	مدير	28	أنثى	Jamaleen Al-Kh...	جميلة بن محمد بن عبد الله



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المعلومات الشخصية للمشاركين

اسم المشارك (باللغة العربية)	اسم المشارك (باللغة الانجليزية)	النوع الاجتماعي (ذكر/انثى)	العمر (17-18) (29-30) (49-50)	الموقع الوظيفي	جهة العمل	رقم الهاتف	البريد الالكتروني	عنوان العمل
صباح حازم		انثى	٤٥	مدرسة		٧٧٤٠٠٨٩٤	www.sondel@gmail.com	ادب الخزانة
صباح حازم		ذكر	٥٩	مدرسة		٧٧٤٤٠٨٧٠		ادب الخزانة
محمد عبدالمجيد		ذكر	٢٨	استشاري	البريد	٥٧٧٢١٦١٩٥	jarrach@ya-edu.jo	ادب الخزانة
أبيرة هادي حوازي	Elkhatem, Farwa	ذكر	٢٠	طالبة	مدرسة	٧٧٩٤٤٤٤٤	٧٧٢٦١٩٥@comcast.net	ادب الخزانة
زينب سمير	Zainab Samir	انثى	٢٥	مدرسة		٧٧١٦٩٩٢٦٥		ادب الخزانة
زيد محمد	ZEYADALKAHAR	ذكر	٤٨	مدرسة	مدرسة	٧٧٥٢٦٠٦٠١		ادب الخزانة
عبدالله بن ابي بكر	Baka Aldein Alzakaria	ذكر	٣٨	مدرسة	مدرسة	٧٧٦٥١٥٥٦		ادب الخزانة
محمد محمد	Mohamed Ali Zawalchi	ذكر	٤٩	مدرسة	مدرسة	٧٧٧٨٨٧٤٢	mokj@comcast.net	ادب الخزانة
محمد محمد		ذكر	٦٠	مدرسة	مدرسة	٧٧٤٤٤٤٤		ادب الخزانة
علياء بنت محمد		انثى	٦٨	مدرسة	مدرسة	٧٧٤٤٤٤٤		ادب الخزانة
د. محمد		ذكر	٥٥	مدرسة	مدرسة	٧٧٤٤٤٤٤		ادب الخزانة
محمد محمد	muhammad	ذكر	٦٧	مدرسة	مدرسة	٧٧٤٤٤٤٤		ادب الخزانة
سلوان ابو كمال	Sulwan Abu Kamil	ذكر		مدرسة	مدرسة	٧٧٧٤٤٤٤		ادب الخزانة
زيد بن ابي	Zakaria Bani Amer	ذكر	٥٤	مدرسة	مدرسة	٥٧٦٦٥٦٩٥٣٦	Zakaria@comcast.net	ادب الخزانة
خالد بن محمد	Khalid bin Muhammad	ذكر	٤٥	مدرسة	مدرسة	٧٧٧٤٤٤٤		ادب الخزانة
ابن محمد		ذكر	٤	مدرسة	مدرسة	٧٧٩٧٨٨٧٤		ادب الخزانة
جيهاد ابو ارم	Jihad	ذكر		مدرسة	مدرسة	٧٧٩٠٠٩٧١١		ادب الخزانة

المعلومات الشخصية للمشاركين

اسم المشارك (باللغة العربية)	اسم المشارك (باللغة الانجليزية)	النوع الاجتماعي (ذكر/انثى)	العمر (17-18) (29-30) (49-50)	الموقع الوظيفي	جهة العمل	رقم الهاتف	البريد الالكتروني	عنوان العمل
مناك الخولي	Manak Al-Jawli	انثى	٣٥	مدرسة	البلدية	٥٦٦٩٥٨٨٥٦٣		ادب الخزانة
لا علقمة سلطاني		انثى		مدرسة	مدرسة	٧٧٦٧٨٧٨٨		ادب الخزانة
محمد محمد	Muhammad	ذكر	٥٢	مدرسة	مدرسة	٧٧٤٤٤٤٤		ادب الخزانة

## Annex 4: Pictures from the Stakeholders Workshop



## Annex 5: List of Steering Committee Members

رقم الهاتف	الصفة الوظيفية	الاسم	الرقم
0795531787	«رئيس البلدية» رئيس اللجنة	م. محمود الحوراني	1
0796660777	نائب في البرلمان	مصطفى العماوي	2
0777533261	نائب في البرلمان	محمد الشرمان	3
0799050688	متصرف لواء المزار	أحمد قوقزة	4
0772207532	مدير البلدية	م. اياد الجراح	5
0777240606	مدير المناطق	م. احمد جوارنة	6
0772163195	رئيس جمعية الطلبة	د. محمد الجراح	7
0777247929	مستثمر من القطاع الخاص	عبدالله جوارنة	8
0772255824	نائب رئيس البلدية وعضو مجلس بلدي	محمود صالح بني فياض	9
0777403149	عضو مجلس بلدي	صالح العمري	10
0777208907	منسقة لجان المرأة	هناء جرادات	11
0772078148	خبير تربوي	د. هاجم درادكة	12
0777908743	مقرر اللجنة	م. محمد جوارنة	13

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