

Mafraq City Development Strategy



Cities Alliance
Cities Without Slums

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Executive Summary

This strategy utilizes the principles of cities development strategy initiated by World Bank and Cities Alliance, Ministry of Municipal Affairs, Cities & Villages Development Bank in an attempt to build Mafraq City Development Strategy. The strategy seeks to support local economic development from citizens' perspective.

Strategy findings are based on participation of various stakeholders of Mafraq community, who contributed to the preparation of the Strategy, through representatives from Governorate, Municipalities of Mafraq, Executive Board, Consultative Board, public agencies, private sector, civil society and University of Al Al-Bayet. Three workshops were conducted in Mafraq to access this strategy. Participants had provided new insights, opinions, and ideas in identifying the priorities, strengths, weaknesses, opportunities and threats facing the city and discussed in detail the most important challenges facing the development process and economic programs. They identified the competitive advantages of the city and the vital economic sectors.

Participants contributed to specify the vision of the city and strategic objectives, at short, medium and long term. These objectives were:

1. Mafraq to become a competitive city.
2. To be a nucleus of regional and urban development within the northern region.
3. To access a better quality of environment.
4. To improve the capabilities of human resources in local agencies.
5. To create an effective and sustainable agricultural sector.
6. To alleviate of poverty and unemployment through creating projects that generate job opportunities.
7. To activate transport sector in the city.
8. To be a source of manufacturing.

Participants identified a set of project that can be enhanced economic development in the city; these projects include central market, packaging and per-cooling agricultural & livestock products, free zones, organic fertilizer treatment, center for training human resources, electronic factory, rehabilitation of heritage sites, public sewerage network, strategic plan for the municipality and master for the city. These projects are associated with action plan includes Timing for implementation (short, medium, long term), Implementing responsibilities, Monitoring and evaluation mechanisms. However, participants identified a set of criteria to define the prioritization of projects. Finally, capital investment plan was considered in the strategy.

1. Development of the CDS

CDS is the process of preparing a long-term vision of the city's future, from which is drawn a short-term action plan. The core of Mafraq CDS is to improve economic competitiveness, with taking into account the issues of poverty, environment, urban structure, infrastructure, and financial aspects. Community participation is the main feature of CDS. The product is a development strategy, designed to evolve as implementation proceeds and as the city's competitive position changes. In this domain, Mafraq City Development Strategy is a planning document whose purpose is to steer the integrated development of the city with high-quality general environmental conditions, spatial-physical, social, economic, infrastructural and institutional. This would provide Mafraq with a position of excellence, based on which the city would become competitive at regional level and would offer a quality of life.

Mafraq CDS is both a city vision and action plan for equitable growth of the city. It is going to be developed and sustained through participation with the city's key stakeholders to improve the quality of life for all citizens. It aims at strengthening good urban governance, increasing investment to expand employment and services, and systematic and sustained reduction of urban poverty.

The CDS is going to enhance the development of the city through allocating resources strategically, attracting capital and discipline its use, clarifying the vision for its future, building necessary partnerships, anticipating future challenges, and Planning for growth.

1.1 Guiding Principles

In applying CDS there are a set of guiding principles which controlled building Mafraq CDS as follows:

□□□ the CDS process and product is owned by the city, not by a senior government, an International Financial Institution (IFI), or consultants.

□□□ there is significant participation of stakeholders in the process, and thus commitment to the product.

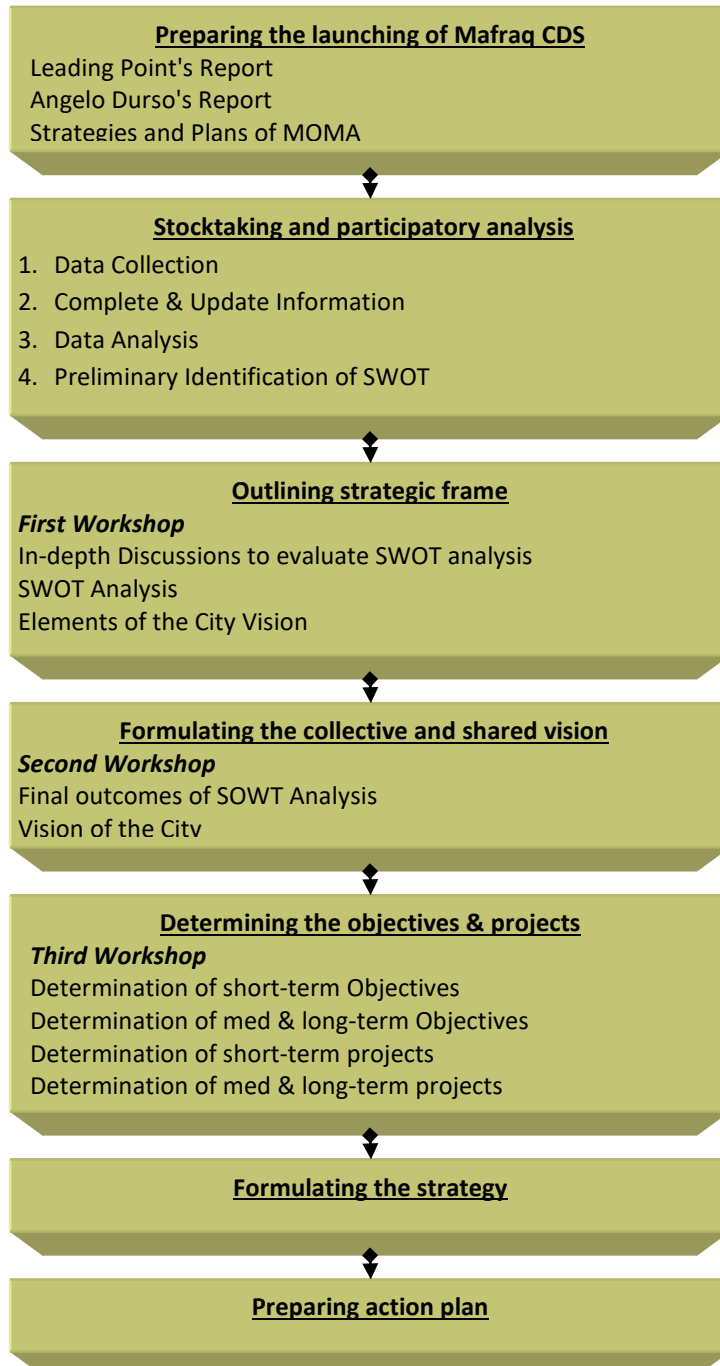
□□□ the product was strategic in nature and multi-faceted; it is not dominated by a single issue nor is it embodied in a static document like a master plan.

□□□ the process led to new ways of thinking about the city's development and its sustainability.

1.2 CDS Process

Applying the process of Mafraq CDS required implementing seven steps as illustrated in Fig 1.

Fig. 1: the process of CDS in Mafraq City



1.3 Methodology & Organisational approach to Mafraq CDS

Methodology refers to the procedural framework within which strategy is conducted. Organizational approach is a select the appropriate design to determine: (1) methodology, (2) data collection methods and (3) data analysis and interpretation methods. A number of organizational ways were taken into account when carrying out Mafraq CDS. The next subsections explain these ways.

1.3.1 Basic considerations

There were a number of considerations that taken into account by Focal Point Consultant when carrying out CDS.

1. Communication with the city leadership, up to the highest levels, has positively influenced on the project.
2. Focal Point Consultant had got general support from local community and civil society, which in turn, resulted in succeeding CDS.
3. Opening the door for participations was very important to produce CDS.

1.3.2 Formal Meetings

There were a number of formal meetings that held on Mafraq City, with both executive and consultative boards. These meetings were an appropriate tool for participation, where the objective is to have full understanding about social-economic situation in the city inform. The concerned groups were invited, and Focal Point Consultant provided a presentation of the issues, and people are asked to debate the matters.



1.3.3 Workshops

The workshops that hold on Mafraq City were an appropriate instrument for the higher levels of citizen participation. Careful selection of participants and a thoughtful design of the agenda produced three successful workshops in the city. Focal Point Consultant, as a facilitator, had worked with the participants to help them reach consensus on their ideas. The most important task made by Focal Point Consultant is ensured that all participants get a chance to be heard.



1.3.4 Surveys

A survey questionnaire was designed to evaluate the components of SOWT analysis. The questionnaire was distributed into participants to assess the strengths, weaknesses, opportunities, and threats in the city. It was an appropriate tool for citizen participation on topics where the participants are already well informed. Questionnaire was carefully designed to gather the information that is being sought.



1.3.5 Frequently used techniques

The following techniques were used during the workshops

1. Assuring that all participants are introduced.
2. Writing questions and/or comments. This was done manually through the assistants who undertaken this task.
3. Dividing the attendees into smaller groups for intensive discussions.
4. Using techniques such as flip charts and brainstorming.

5. Conducting the list participants that include their names, addresses, jobs, etc.

1.3.6 Constituting committees

Three committees were emerged from the stakeholders in the workshops. These committees were constituted by the governor of Mafraq in order to deal with the main three sectors in the city including agriculture, industry, and transport. The fundamental purpose of these committees is to setup steering and monitoring structures. Actually, these committees had provided good proposals to produce the action plan for the city.

1.3.7 Working Groups

In most cases, participants were divided into specialized working groups for each of the thematic components of the CDS. Working groups had provided new insights and contributed to more understanding of the reality of the city.

1.3.8 Media

Focal Point Consultant had built transparent relationship with media to assure the coverage of the workshops that hold on Mafraq City.

1.4 Participation and consultation

Stakeholder participation is an important part in producing Mafraq City Development Strategy. Thus, Focal Point Consultant prepared for this by identifying key groups and the issues that concern them, and decided what tools to employ to make participation meaningful. Groups included governorate, municipalities; public sector, private sector, University of Al Al-Bayet, civil society, unions, youth, self-employed and representative of tribes. Special efforts made to involve parliament members who representative the city of Mafraq.

The opinions, ideas and orientation of experts both Mr. Angelo D'uro's and Eng. Saleh Jaradat were very important. They provided ideas, approaches, tools, and areas for Focal Point Consultant. They have a body of knowledge about what works and what doesn't in CDS. Participatory work with experts who are working on CDS in other cities in Jordan is also important.

2. City Profile

This section presents general background about the city of Mafraq. This includes historic, geographic, administrative, demographic, social and economic conditions.

2.1 History

Many Roman and Byzantine sites have been found throughout the governorate, most notably is a church dating from the third century believed to be one of the oldest churches in Christianity, as well as, roman water dams in Ruwaished and other parts in the city. During the British mandate period, Mafraq housed a military which is still in use until today. The third division of the Jordanian Army is stationed in Mafraq.

Mafraq is an open gate to the Northern Region in Jordan. Situated at a crossroads with over a millennium of history, it has long been a centre of trade. Mafraq is a transportation hub with roads to Syria in the north, Iraq in the east and Saudi Arabia in the south-east. The city has played host to a diverse population and embraces its multi-cultural heritage. It is home to a dynamic university and diversified industries. The city has a unique heritage style, most of which is from the 19th century. The city contains a lot of archeological sites from Paleolithic ruins to Ottoman sites, such as Umm al-Jimal and al-Fadeen. The region has a desert climate. It tends to be rather hot and dry during the day and in the summer, and relatively cold during the night and in the winter.

2.2 Location

Mafraq Governorate lies in the north-east of Amman with a population of around 287,300 inhabitants and comprises 26541 square kilometers (Fig. 2). Mafraq Governorate has common borders with Saudi, Iraq and Syria (Fig. 3). It is the second biggest city in the kingdom constituting 29.9% of the whole area in Jordan. The city of Mafraq is the capital of Mafraq Governorate with a population of around 119670 inhabitants and includes 600 square kilometers. It is a relatively short journey from Amman along 65 kilometers of motorway and takes more than one hour by car or bus.

Fig.2: Location of Mafraq



Fig.3: Location of Mafraq into international boundaries



2.3 Administrative division

In 1985 Mafraq Governorate was established. According to the Administrative Divisions Act, No. 46 of year 2000 Mafraq Governorate was divided into four main areas by Ministry of Interior (see Table: 1).

Table 1: Administrative Divisions of Mafraq Governorate

District	Subdivisions	Administrative Center	Population estimate 2008
Mafraq Capital (<i>Nafraq Casabah</i>) District	includes 72 towns and villages	Mafraq city.	119,670
Ruwaishid District	includes 12 towns and villages	Ruwaished	11,040
North Badiya (Badiyah Shamaliyah) District	includes 67 towns and villages	Sabha	62,990
West Badiya (Badiyah Gharbiyah) District	includes 45 towns and villages	Sama as-Sarhan	82,420

Mafraq Capital (i.e. the city of Mafraq) includes four main sub-areas, with 72 town and villages, as shows Table 2.

Table 2: No. of Population in Lewa Al-Mafraq. Source: Annual Statistical Report (2011)

Administrative Divisions	Population No.	Area/Km ²	Population Density/Km ²
Qada'a Al-Mafraq	67020	187	359
Qada'a Balama	24470	170	144
Qada'a Erhab	19490	204	96
Qada'a Al-Manshya	8690	40	216
Total (Lewa Al-Mafraq)	119670	601	199

2.4 Relationship between local and central government

The Local Government Finance Act of 1955, No. 4 stipulates that local government revenues can be obtained from both local taxes and central government grants. Finance for services and infrastructure is usually extracted in the form of vat, user charges, levies and fines.

In Mafraq there are 18 municipalities, and they have three sources of finance: government, independent sources and the Cities and Villages Development Bank (CVDB). Government sources include fuel revenues, fees for traffic violations, transportation fees and property taxes. Taxes are collected and allocated by the central government to the local governments according to population, location and

necessity. Independent sources are limited and include commercial licenses and building permissions, taxes on small stores and vegetable markets.

Municipalities of Mafraq rely upon the national government for most revenues. All municipal budgets must be approved by Ministry of Municipal Affairs, leaving little room for tailoring the budget to local needs. The contribution from centralized government does not exceed 13 percent of the overall budget. Municipalities also borrow funds for roughly 14% of their expenditures. The CVDB, which has 37000000JD (52259887\$) in reserve capital, provides funds for local service projects. The municipalities of Mafraq retain a limited role in the provision of public services. The Ministry of Education provides primary education. Fire protection is the responsibility of the Ministry of Interior. The Ministry of Water and Irrigation provides water and sewage services to most areas. The Ministry of Transport provides public transportation facilities. Jordan Electricity Authority oversees the national electricity system.

2.5 Social context

Social life includes several variables such life style, demographic situation, income, poverty, employment, infrastructure, road network, education and health. The following sub-sections clarify these variables in the city of Mafraq.

2.5.1 Life style

Mafraq city consists of a set of tribes which are related together in the domain of blood, kinship, habits and traditions. The tribal organization is one of the most important elements that directed social life in the city. The tribe or '*Qabilah*' is organized into consecutively larger subdivisions, each comprised of a number smaller groups. The tribe is the largest group in the structural hierarchy and is headed by a '*Sheik*'. In most cases the members of tribe live together in one area.

The fundamental social and economic unit in Mafarq city is the family. Arabic culture stresses the importance of the individual's loyalty to his family and gives the familial unit a vital role in personal, economic, social and political matters. Through the family, and by its position within society, the individual finds a prestige and social

status. However, the family group is an extended family and includes the man, his wife or wives, unmarried children, married sons and their wives and children, and any other relatives in need of support.

Islam plays an essential role in the daily affairs of the Mafraq families who are mostly orthodox Sunni Moslems. The *'Imam'* recognizes family and community disputes. Thus, he can exert a strong influence on social control within the community. It is important to mention that social indications in the city are smaller to those in many other Jordanian cities

2.5.2 Demographic Situation

Table 3 presents some demographic indications which include urban and rural population, average of household individuals' number, a number of households, individuals who less than 15 years, individuals between 15 and 64 years, individuals who over 65 years, dependency rate, average of house area, average of rooms number, housing ownership, and tenants ratio.

Table3: Demographic indications. Sources: Annual Statistical Report (2011)

Population No. of Mafraq Governorate	287300
Population No. of Mafraq City	119670
Urban population	39.2%
Rural population	60.8%
Average of household individuals' number	5.7
Number of households	20926
Number of male	61700
Number of female	57970
Individuals who less than 15 years	39.1
Individuals between 15 and 64 years	57.8
Individuals who over 65 years	3.0
Dependency rate	72.9
Average of house area	118.9
Average of rooms number	3.5
Housing ownership	75.0
Rental	18.0

The population of Mafraq Governorate according is 287.300 of whom 40% is considered urban population and 60% is a rural population. These 30% represents mainly the city of Mafraq.

The above table has shown that the average household size within Mafraq is 5.7 persons. This the same average estimated by the Jordan Census in 2004 of 5.7 members per household in Jordan. These relatively large household sizes are related to the high fertility rates.

The table has shown that the sex structure is generally balanced. The overall ratio of females to males to is about 48.18% to 51.82%. The little difference between both categories refers to an increase in the number of males, which yields 61700 males, over females, which equals 57970 females in Mafraq city.

It is important to note that the percent of residential ownership is 75% and the rental is 18%. This reflects that people seek to have ownership, as a source of stability and social value, rather than housing itself.

Unfortunately, there are no statistics with respect to migration from Mafraq to Amman mainly. In realty, there is a tangible migration from Mafraq to Amman specifically. Issues such as, poverty, low income, lack of economic opportunities, poor services, shortage of infrastructure can be regarded as driving forces for migration form Mafraq into Amman.

2.5.3 Income

Most Jordan cities suffer from the problem of low per capita income. The lack of per capita income is one of the most important factors that lead to poverty. In Mafraq the average annually income for individual is JD1107.8 (\$1565) and for household is JD7380.5 (\$10424) (Annual Statistical Report, 2011).

2.5.4 Poverty

Poverty is a multidimensional phenomenon where the poor suffering from various deprivations such as, housing, services, infrastructure, unemployment and lack of

access to health and education facilities. The poverty ratio in Mafraq city is 22.87% (Annual Statistical Report, 2011). It can be regarded as the highest proportion in Jordan cities. Growing poverty in the city has been characterized by two fundamental manifestations: it is large in number; a large part of the new urban poor are without jobs. According to Annual Statistical Report (2011) the unemployment rate in Mafraq City is 13.9%, which is higher than the average in the kingdom that equals 12.5%.

2.5.5 Employment

Table 4 presents the distribution of employment by sectors. It also shows the employees percent of total employees in the city and the employees percent of total employees in Jordan.

Table 4: Employment distribution by sectors. Sources: Annual Statistical Report (2011)

Sector	Employees percent of total employees in the city	Employees percent of total employees in Jordan
Agriculture	1.8	2.0
Mining	3.7	0.9
Manufacturing	2.4	10.4
Electricity, Gas, Water	1.4	1.0
Construction	3.7	6.4
Wholesale and Retail Trade	8.2	16.1
Tourism and Restaurants	4.1	2.2
Transport, Storing, Communication	8.2	10.1
Financial Intermediation	0.6	1.6
Real Estate	2.2	3.1
Public Administration and Defense	40.0	24.1
Education	17.7	12.1
Health and Social Work	3.6	5.1
Services and Personal Activities	2.6	3.0

2.5.6 Infrastructure

Infrastructure can be divided into:

1. Physical services such as roads, transport system, street lighting, water and sewerage and solid waste management.
2. Social services such as public health, medical facilities, civil education; social issues such as street people, unemployment and public transport.

Physical and social services should support economic development. Since they have spatial dimensions, planning issues, such as land sub-division and population size, should be taken into consideration. Table 5 shows some physical services.

Table 5: Physical infrastructure. Source: Annual Statistical Report (2011)

Houses connected to water network	96.2
Houses connected to electricity	100.0
House connected to sewerage system	61.7

All the houses are connected to the electricity power supply network. The electricity power is supplied to the consumer through a continuous system of electric power networks. However, many houses were found to be connected to the public water utilities.

In Mafraq, urban areas meet the problem of connection with sewerage system. The sewerage system was not prepared well to satisfy the needs of residents and the municipal management did not manage it well. A properly planned and carried out drainage scheme for Mafraq as a whole would, therefore, be necessary.

2.5.7 Road network

Access to roads is part of the basic urban infrastructure. Road network in Mafraq links urban-rural areas together and links Mafraq with other Jordanian cities (Fig. 4). According to Annual Statistical Report (2011) road network in Mafraq includes the following:

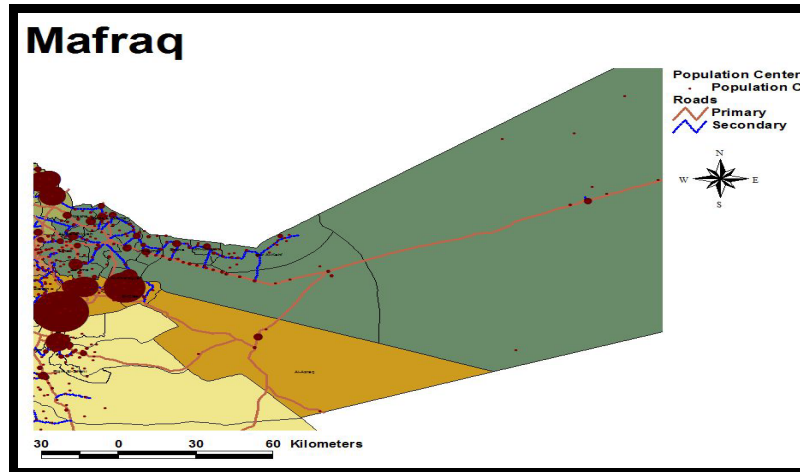
Primary road network: 417 Km length

Secondary road network: 451 Km length

Rural road network: 301 Km length

Agricultural road network: 1200 km length

Fig.4: Road Map of Mafraq City



2.5.8 Education

According to Annual Statistical Report (2011), a number of schools in the city of Mafraq is 199 schools, and a number of students is 34370 students, of them 17585 male and 16785 female. There are two schools for vocational education, one of them for industrial education, and the another one for agricultural education. In addition, there are five schools for female to educate home economics. However, there is one university and a college for female at the city.

2.5.9 Health

According to Annual Statistical Report (2011), there are four hospitals and 86 health center in Mafraq. A number of residents who have medical insurance is 39314 (i.e. 32.9% of total population who live in the city).

2.5.10 Environment

Both air and water are relatively pollution free in the Municipal area. Ground water recharge areas are protected. Within or close to the Municipal Territory there are a number of parks and protected areas, although generally not well managed. However, there are no green areas and no playgrounds.

2.6 Economic context

Economic profile explains the main economic activities in the city including agriculture, natural resources, industry, and tourism. The next sub-sections clarify these activities.

2.6.1 Agriculture

Agriculture forms a central element of the economy for Mafraq Governorate, especially in the Houran Plateau in the western part of the city. The total area of fruit farms in the province in 2008 was 48.676 Km², with a total production of 101874 tons of fruits mainly apples and peaches, according to the ministry of Agriculture. The total area of vegetable farms in the province for 2008 was 8.295 Km² with a total production of 15540 tons, with cabbage, onions, garlic, and lettuce being the main products. Table 6 presents agricultural products.

As the main commercial sector is concentrated in Amman, products are sold in Amman to be exported into outside or to be sold to the internal markets. This reflects the weakness infrastructure for agricultural sector in the city. However, agriculture is largely dependent on artesian wells that may be exhausted in future. Searching for other sources is an important step on activating agricultural product. Moreover, agricultural land productivity is less than it could be due to a lack of technological instruments.

Table 6: Plantings in Mafraq by area and product.
Sources: Annual Statistical Report (2011)

Plantings	Area / Dunmm	Annual product/ Ton
Wheat	8465	367
Barely	18670	1151
Clover	3000	60000
Flower /Winter	1690	4485
Cabbage	1815	4890
Onions	1065	2130
Garlic	315	390
Lettuce	280	500
Tomato	44370	315600
Watermelon	14930	44790
Melon	4255	12765
Flower /Summer	2658	9040
Squash	1485	2695
Cucumber	744 (Greenhouses)	9662
olive	83683	24672
Grapes	8447	9240
Apple	11271	29608
Apricot	6935	15457
Peach	6574	14723
Plum	6075	11062

Livestock is another part of agriculture sector. Livestock production in the Mafraq is relatively high compared with other cities in Jordan. Table 7 explains in detail the size of livestock in the city

Table 7: Livestock in Mafraq. Source: Annual Statistical Report (2011)

Kind	No.
Goat	48346
Sheep	762840
Caws	21270
Camels	222
Chicken	305
Chicken egg	81
Beehives	300
Total	833364

2.6.2 Natural gas

There is one natural gas production field at Al-Reeshah, it is run by the Jordanian National Petroleum Company. In 2008, British Petroleum purchased the rights to produce natural gas in the field, and is expected to increase its capacity from 21 cubic feet (0.59 m³) to 300 million cubic feet per day in the next five years. The natural gas produced at Al-Reeshah is used entirely for producing electricity at a nearby electricity generating station with a capacity of 120 Megawatts, covering 12% of the total needs of the kingdom for the year 2008.

2.6.3 Industry

The city of Mafraq hosts several industries which improved the situation of the city through job opportunities and increasing investment. Table 8 explains industrial products and a number of employees who are working in industry.

Table 8: Industries in Mafraq. Source: Annual Statistical Report (2011)

Economic activity	Annual product rate	Facilities No.	Employees No.
Extractive industries	1015534	37	404
Food industries	11222385	150	1479
Textiles industry	199585	83	246
Leather industry	1400	1	28
Timber	146433	46	157
Printing	26966	5	23
Chemicals industry	0	8	158
Paints and ink industry	1600000	2	124
Pharmaceutical industry	400000	8	80
Plastic products industry	3500	3	2
Nonferrous metal industry	615135	133	600
Basic metal industry	4666499	8	253
Metal industry	367471	125	329
Agricultural machinery	3900	2	4
Electric motors & transformers	170000	1	22
Medical & orthopedic devices	17800	3	16
Vehicles equip	218000	1	52
Furniture industry	11293	13	24
Jewelry industry	4800	1	4
Total	20703154	630	4005

2.6.4 Tourism

Despite Jordan government tended to enhance heritage environment in Jordan, the trend towards tourism in Mafraq is still limited. Mafraq has a remarkable wealth of historic sites that should be taken into account such as Umm al al-Jimal, Rihab, Umm al Sarhan, Umm al-Qateen, Deir a al-Kahif, Al-Fideen and Al-Khirba al-Samraa. There a set of obstacles that meet tourism sector in the city and these include

- A. There is a lack of tourism services.
- B. There are no clear policies to promote heritage sites at both national and international levels.

6.6.5 Companies

There were 1090 companies registered in Mafrag in 2009, of which over half were in the services sector. However, of the total of JD38 million capital in these companies, over half was in the industrial sector (see table 9).

Table 9: Number of Companies and Capital Accumulation by Sector, Mafrag, 1999 - 2009

<u>Industry</u>	2004	2009
Companies	89	152
Capital (Millions JD)	16.5	19.2
<u>Trade</u>		
Companies	267	384
Capital (Millions JD)	4.4	8.5
<u>Agriculture</u>		
Companies	5	24
Capital (Millions JD)	0.2	1.2
<u>Construction</u>		
Companies	20	28
Capital (Millions JD)	0.8	1.1
<u>Services</u>		
Companies	414	530
Capital (Millions JD)	4.3	8

3. Challenges facing Mafraq city

There are a set of challenges that face Mafraq city as follows:

1. Mafraq has the highest rates of poverty and unemployment compared with Jordanian cities.
2. Mafraq has few, if any, independent sources of revenue and receive very little financial support from central government.
3. Low income for individuals and households is also another challenge.
4. There is a neglect of heritage sites.
5. Deterioration of agricultural land because poor land use policies adopted by central government.
6. Migration of people from Mafraq to Amman, and other cities is an important factor to reduce local development.
7. Over-centralization is one of the most important gaps that stands as a barrier with respect of local and regional development.
8. Dry climate plays an important role in directing investment into other cities.
9. Poor quality of services often reduces the development process.
10. There is a lack of public facilities.
11. Woman participation in economic and political life is limited.
12. There is a poor coordination between public agencies and private sector.

13. Lack of master, detailed and regional plans is resulted in poor urban development.
14. Data bases are unavailable.
15. Town and country planning regulations and laws are rigid.
16. Institutional capacities are limited.

4. SWOT Analysis

SWOT analysis was implemented within different phases.

4.1 First phase

SWOT analysis which conducted by Angelo D'urso's in which strengths, weaknesses, opportunities and threats can be summarized as follows.

Strengths

- 1. Location and Natural Features:** the city has a strategic location into Syria, Iraq and Saudi, and it has sources of groundwater.
- 2. Infrastructure of the City:**
 - The road network is sufficient of current population.
 - Water supply system covers 96.2% of the population.
 - The energy supply system covers all areas of the city 100%.
- 3. Demographic Situation:** The residents of Mafraq are a youthful population.
- 4. The Educational and Healthy Situation:** Good education is provided for all of the population in line with the kingdoms levels and Standards, especially the young generations. In addition, there are four public libraries and the University of Al Al-Bayet. However, there are four hospitals in the governorate.
- 5. Municipal Restructuring:** The organizational structure and scope of work of the various municipal departments and divisions are well defined as well as the job descriptions of the staff.

6. Land Use Planning: There is a plan of land use. It was approved in 2007, the plan exists on papers to control the construction permits.

7. Cultural, Heritage and Tourism: Mafraq has a several heritage areas such as the area of Al-Fudyen.

8. Economic Activities: Effective agricultural and industry sectors, the city has a unique strategic location and has a class of educated young people active and willing to work.

9. Environmental Conditions: there is no contamination in the groundwater resources, nor air pollution.

Weaknesses

- **Municipality:**

- **Employees:**

1. The lack of qualified employees capable to perform the tasks assigned to each department and division
1. Various duties carried out by the employees do not reflect the legal tasks assigned to their job description.
2. A lack of training for employees.
3. 67.5% of employees have a level of education under the secondary a degree.
4. Severe shortage of equipment and supplies; such as computers, weak linkage and integration of network systems, and a lack of specialized program such as GIS and financial management.

- **Urban Planning and Structure:** The structure plan of the municipality is outdated, and the municipality has no master plan.

- **City Center:** The Center City is not utilized effectively and suffers from, narrow streets, road congestion, a lack of parking spaces, and a lack of green spaces and open spaces that should be dedicated to children and their families.

- **Cultural Heritage and Tourism:** The deterioration of historic buildings and heritage sites in the city of Mafraq has influenced clearly the tourism in the city. However, there is no heritage planning system to manage the historic sites.

- **Natural characteristics:** The climate of Mafraq is classified as a dry climate.
- **Environmental Conditions:** the system of Solid Waste Management is deteriorated and a low level of public awareness with respect to waste collection methods.
- **Water Supply Network:** It is considered as a very old and 58% of water is leaked out of network.
- **Sewerage Network:** The sewerage network does not cover all areas of the municipality and a large number of families (61.7 %) are not linked to the network and there are frequent excesses of sewage drainage system which leads to contamination of the groundwater.
- **Cultural Facilities:** Cultural facilities are not sufficient to cover the public needs in the city, especially the lack of youth centers and cultural activities.
- **Green Spaces:** Green spaces, parks and playgrounds in the city do not exist to cover the needs of the population.
- **Informal Housing:** there is a number of informal housing in the city.
- **Unemployment:** The unemployment rate in Mafraq for the year 2008, was 13.5%.
- **Poverty:** The poverty rate in the governorate of Mafraq was the highest in the Kingdom (31.9%) in 2008.
- **Economic Activities:** Mafraq has a weak relationship with Especial Economic Zone despite the excellent production of agricultural and industry. However, the heritage sites do not contribute in local economy.
- **Financial Resources:** The financial resources in the municipality are very limited and roughly 70.1% of the actual expenditure is spent on salaries and wages
- **Economic Activities:** Mafraq has a weak economy despite the excellent production of agricultural production.

Opportunities

1. The Unique strategic Location
2. Especial Economic zone
3. Local Airport
4. Existence of a base for military

5. heritage sites
6. University of Al Al-Bayet

Threats

1. The relationship between Especial Economic zone and municipality is a weak.
2. There are no policies at national level to utilize the heritage sites.
3. Heritage sites are not linked to Tourism road network.
4. National policies in relation to revenues and tax collection were not implemented in the municipality.
5. There is no master plan of the city.

4.2 Second phase

In this phase, during the first workshop that hold on Mafraq in July 2011, participants were divided into six groups in order to determine strengths, weaknesses, opportunities and threats of Mafraq city. The group members concluded the following.

The first group

<p>Strengths</p> <p>Unique geographic location</p> <p>Water</p> <p>Industry</p> <p>Agriculture</p> <p>Human resources</p>	<p>Weakness</p> <p>Low quality of infrastructure.</p> <p>A lack of public facilities.</p> <p>Unexploited heritage sites.</p> <p>A lack of woman's participation in economic and political life.</p> <p>A lack of coordination between public agencies.</p>
<p>Opportunities</p> <p>Exploitation international through launching free duties.</p> <p>Provision of soft loans to farmers</p> <p>Provision of incentives to farmers and employees in industrial sector</p>	<p>Threats</p> <p>The migration of capitals from Mafraq to Amman.</p> <p>Dry Climate.</p> <p>Unemployment and poverty.</p>

<p>Through the University of Al Al-Bayet, it can be established new specializations interested in the issues of agriculture and industry in the city.</p> <p>Activation of tourism sector such as development of Palace of Burga and Roman Dam.</p> <p>Establishment of nature reserve due to birds migratory.</p> <p>Rehabilitation of Al-Fudyen area</p> <p>Support agriculture of medicinal and aromatic herbs.</p>	
<p>Competitive advantage for the city</p> <p>Tax exemptions that exceed 75% of Mafraq City</p>	

The second group

<p>Strengths</p> <p>Internal and external transport</p> <p>Social and cultural homogenous</p> <p>The large area of the city</p> <p>Production diversity in agriculture and industry</p>	<p>Weakness</p> <p>The absence of urban transport planning</p> <p>Absence of a land use mapping</p> <p>A lack of cultural centers</p> <p>Master plan is not in existence</p>
<p>Opportunities</p> <p>Establishment of transport union.</p> <p>Creation center for agriculture and water research.</p> <p>Creation investments at municipalities' level.</p> <p>Construction leisure areas and cultural centers.</p> <p>Preparation of master plan.</p>	<p>Threats</p> <p>A lack of financial resources.</p> <p>Over-centralization in decision making process.</p>
<p>Competitive advantage for the city</p> <p>Existence of Jordan Hejaz Railway</p>	

The third group

<p>Strengths Diversity of both industrial and agricultural production</p>	<p>Weakness The absence of the relationship between Municipality and University of Al Al-Bayet and Especial Economic Zone Weak of relationship between agriculture sector and industrial sector Lack of Participation in development process Weak of the role of development units in public sector Inappropriate the sites of projects Lack of exploitation of the location of the city</p>
<p>Opportunities Creation direct channels between Municipality and University of Al Al-Bayet and Especial Economic Zone. Support Cooperation between public sector and private sector and civil society in order to support investment. Activation the role of development units in public sector through giving them administrative and financial powers. Concentration on foreign grants and aids.</p>	<p>Threats Migration from Mafraq to Amman Low income</p>
<p>Competitive advantage for the city Availability of agricultural land and livestock</p>	

The fourth group

<p>Strengths Educated people</p>	<p>Weakness Master plans are not in existence. Detailed plans (at sub-area level) are not in existence. Regional plans are not in existence. Poor information data-bases. The rigidity of laws and regulations of urban planning and investment Poor system of solid waste management</p>
<p>Opportunities The availability of infrastructure The existence of military base Rehabilitation the staff of municipalities. Creating data-bases Establishment center for urban and regional studies. Reviewing laws and regulations. Concentration of the policies of World Bank in dealing with informal settlements such as site and services approach and upgrading approach</p>	<p>Threats The continuation of informal housing</p>
<p>Competitive advantage for the city The level of education and the availability of employment</p>	

The fifth group

<p>Strengths Biodiversity. Diversity of industries. The large area for the city</p>	<p>Weakness Shortage of environment management. Lack of experiences in agricultural technology.</p>
<p>Opportunities Agricultural land reclamation. Expansion in agricultural production. Establishment system of resources such as, water and environment management.</p>	<p>Threats Continuation of agricultural land deterioration. Lack of environmental plans to manage biodiversity.</p>
<p>Competitive advantage for the city The large area for the city</p>	

The sixth group

Strengths The presence of cultural diversity. Cohesion of social tissue.	Weakness Lack of green spaces. Neglect of the leisure centers Low quality of roads Peoples' view into municipality (it is provider not competitor) Lack of vertical and horizontal coordination between governmental agencies.
Opportunities The exploitation of international motorways.	Threats Lack of financial resources.
Competitive advantage for the city Availability of heritage and tourist sites	

4.3 Third phase

In this phase, the second workshop was held on Mafrqa city in 23 October 2011. In this workshop, a questionnaire survey was designed to rank the relative importance of strengths, weaknesses, opportunities and threats of Mafrqa city. Each participant was invited to score the SWOT factors from 1 to 5 according to his/her perception but was left free to not score any point if he/she deemed that the identified factor was not relevant for him/her.

Table 10: Final Scores and Ranking of the Strengths (S)

Strengths Identified by the Stakeholders	Total Scores received	Ranking
Unique geographic location	174	1
The large area of the city	163	2
Agriculture	154	3
Human resources and educated people	144	4
Water	136	5
Biodiversity	134	6
Social and cultural homogeneity	132	7
Industry	115	8
Transport	113	9
Availability of Infrastructures	111	10

The table shows that for the stakeholders the most important Strengths of Mafraq are:

1. The *unique geographic location of Mafraq* (174 scores);
2. The *large area of the city* (i.e. the availability of land for development and agriculture)-163 scores;
3. The *agriculture* sector (154 scores). The high score of the agriculture clearly confirms one of the *aims* contained in the Vision.

Table 11: Final Scores and Ranking of the Weaknesses (W)

Weaknesses Identified by the Stakeholders	Total Scores received	Ranking
Unexploited heritage sites	158	1
People view's towards municipality (it is a provider not a developer)	156	2
Lack of vertical and horizontal coordination between Government Agencies	154	3
Lack of exploitation of the location of the city	152	4
Detailed plans (at sub-area level) are not existing	149	5
Master Plan not in existence	148	6
Absence of relationship between Municipality, the University of Al Al-Beith and the SEZ	144	7
Poor System of solid waste management	144	7
The absence of urban transport planning	143	8
Regional Plans are not in existence	141	9
Poor information and Data Bases	141	9
Weak relationship between agriculture sector and industry	140	10
The rigidity of Law and regulations in urban planning and investment	140	10
Shortage of environment management	140	10
Absence of land use mapping	139	11
Lack of experience in agricultural technology	139	11
Neglect of leisure centres	139	11
Low quality of Infrastructures	138	12
Lack of green spaces	138	12
Low quality of roads	138	12
Lack of public facilities	137	13
Lack of cultural centres	137	13
Lack of participation in the development process	137	13
Lack of woman participation in economic and political life	136	14
Lack of coordination between public agencies	135	15
Inappropriate location of projects	134	16
Weak role of development units in public sector	130	17

Table 11 shows that for the stakeholders the most important Weaknesses of Mafraq are:

1. The *unexploited heritage sites* (158 scores);
2. The *people view's towards Municipality* (156 scores). The stakeholders see the Municipality as a provider for services rather than a developer institution. During the discussion various stakeholders confirmed that there is lack of trust toward the institutional capacity of the Municipality to boost economic development and thus the need to build the capacities of this institution.
3. The *lack of vertical and horizontal coordination between Government Agencies* (154 scores). This confirms that the stakeholders are particularly keen about the governance issues.
4. The “*Lack of exploitation of the location of the city*” (152 points) confirming the opinion, widely expressed during the workshop, that the unique position of Mafraq (at the centre of important transportation routes to Syria to the north, to Iraq to the east and to Saudi Arabia to the south east) is not exploited as should be. It is not the case that the *exploitation of the international boundaries* (i.e. the geographic position of Mafraq) and the creation of Free Zones scored the first position among the Opportunities.

Table 12: Final Scores and Ranking of the Opportunities (O)

Opportunities Identified by the Stakeholders	Total Scores received	Ranking
Exploitation of international boundaries through free zones	150	1
Expansion of agricultural production	150	1
Exploitation of international motorways	149	2
Agriculture Land Reclamation	144	3
Establishment of a proper system for managing resources such as water and environment	142	4
Capacity building for the staff of the Municipality	140	5
Review Law and Regulations	137	6
Provision of soft loans to farmers	136	7
Activation of tourism sector through the development of Palace of Burga and Roman Dam	135	8

Preparation of the Master Plan	133	9
Creation of communication channels between the Municipality and University of Al Al-Beith and the Special Economic Zone	133	9
Establishment of a centre for urban and regional studies	132	10
Creation of investments at municipal level	131	11
Construction of leisure areas and cultural centres	128	12
Creation of Data Bases	128	12
Through the University of Al Al-Beith, establish new specializations on agriculture and industry	127	13
Creation of a centre for agriculture and water research	127	13
Activation of the Role of development units in public sector through giving them administrative and financial powers	127	14
Provision of incentives to farmers and employees in industrial sector	125	14
The presence of the Military Base	122	15
Support cooperation between public and private sectors and civil society in order to support investment	118	16
Concentration on foreign grants and aids	114	17
Establishment of Nature Reserve due to birds migration	113	18
Concentration of the policies of the World Bank in dealing with informal settlements such as site and services approach and upgrading approach	104	19

The table shows that for the stakeholders the most important Opportunities for Mafraq are:

1. The *exploitation of international boundaries through free zones* (150 scores) *a la pair* with
 1. The possibility of *expansion of agricultural production* (also 150 scores);
 2. The *exploitation of international motorways* (149 scores) and;
 3. The *Agriculture Land Reclamation* (144 scores), i.e. the possibility to use the available land for agriculture supported by the good availability of underground water (confirmed by the 5th position among the Strengths –see Table 1 above);

The results of the scoring of the Opportunities confirm, once again, that the stakeholder are well aware of the development potential linked to the location of the city (near *international boundaries*) through the creation of industrial free zones and the possibility to exploit this with transportation routes through the motorways. The results also confirm that the agriculture is seen as an important opportunity. All the above confirm three main elements (*Agriculture, industry and transport*).

Table 13: Final Scores and Ranking of the Threats (T)

Threats Identified by the Stakeholders	Total Scores received	Ranking
Unemployment and poverty	166	1
Lack of environmental plans to manage biodiversity	159	2
Low Income	158	3
Continuation of agricultural land deterioration	158	3
Lack of financial resources	156	4
Dry Climate	153	5
Over-Centralization in decision making process	150	6
The Continuation of informal housing	149	7
Migration of capitals from Mafraq to Amman	146	8
Migration of people from Mafraq to Amman	141	9

The table shows that for the stakeholders the most important threats for Mafraq are:

- The *unemployment and poverty* (166 scores);
- The *lack of environmental plans to manage biodiversity* (159 scores); The *low income* (158 scores); *a la pair* with
- The *continuation of agriculture deterioration* (also 158 scores);

The results of the scoring of Threats demonstrate that the stakeholders are particularly worried about the social issues of their city (*unemployment and poverty and low income of people*) and see them as a serious threat for development. The results also confirm that the stakeholders see, as a serious threat, the further degradation of the agricultural activities. The second position of the environmental issues shows that the stakeholders are particularly keen about the quality of the environment and that there is a need to plan correctly the development and manage carefully the biodiversity.

5. Vision and goals

The word of vision means a mental image of what the future will or could be. The vision for Mafraq focuses on understanding the strategic development issues in terms of SOWT analysis and stakeholders' expectations, in the context of past experiences and future aspirations. The discussions of stakeholders identified past experiences and future aspirations that need to be considered in formulating the vision for Mafraq city.

In the first workshop (July, 2011) participants were proposed the following vision.

"Mafraq City should be a golden triangle of agriculture, industry, and transport, that will be a base to create economic development, investment window, wealth, and sustainable environment. The best instrument to achieve such a vision is good governance and institutional capacity building."

In the second workshop (October, 2011), the consultant has presented the above statement of vision. After deep and long discussion, stakeholders had revised the vision of city to become as

Mafraq City to be a golden triangle of agriculture, industry, and transport that will be a base to create economic development, investment window, wealth and sustainable environment. The best instrument to achieve such a vision is effective plans, insurance finance, good governance and institutional capacity building."

However, the stakeholders were invited to vote on the vision statement. The results were 22 out of 35 participants voted for the vision.

The vision statement came to confirm the findings of SWOT analysis in which agriculture, industry, and transport are seen as the most important components to develop the city.

Agriculture is seen by the stakeholders as strength and an opportunity but there is need to stop the current degradation process (threat) thus requiring specific actions to stop it and exploit its potential made possible by the availability of groundwater and the availability of land. Actions are, therefore, needed at policy, planning and project level. Expansion of agricultural production (where there is fertile land, qualified labor, and the opportunity to rely on the new marketing policies of products). Participants believe that there is an opportunity to expand with other economic activities, and viewed it as an important part of the city vision, especially agricultural activity and livestock because of the availability of fertile land and favorable climate, which helps to provide pastures. One of the good projects ideas emerged during the discussion was a boost the agro-processing industry within the Economic Zone in order to utilize the

agricultural products and export them through transportation via the nearby international routes. However, Reclamation agricultural land could result in increasing agricultural land.

Industry can be seen as a basic arm of development process, since there is a potential for the development of industrial sector, especially in the existence of resources and a number of factories owned by the private sector. This can be achieved by promoting the strengths of the existence of large area of the city which contains a lot of natural resources, such as water and various minerals. Industry, however, is seen as an opportunity linked to the creation of Free Zones and to the good location of city near 3 international boundaries but there is a need to remove obstacles due to lack of communication among governmental agencies and specifically between the Municipality and the already existing Economic Zone (threat).

Transport is seen as an opportunity again linked the unique location of city near 3 international boundaries including Syria, Iraq and Saudi Arabia but there is a need to exploit international boundaries through free zones. So far, the international boundaries are not exploited. Actually, the utilization of international boundaries will contribute directly to improve local economics of the city. However, the utilization of international motorways in trade will improve the commercial activities with these motorways. This can create job opportunities and improve the income of the city.

According to the vision, the above 3 basic elements can constitute the base to create economic development, investment window, wealth and sustainable environment. This latter element (sustainable environment) is clearly a key issue for the stakeholders, since they see as a strong risk the lack of environmental plans to manage biodiversity, thus requiring specific actions and plans to manage it.

The last sentences included in the Vision "The best instrument to achieve such a vision is good governance and institutional capacity building" clearly demonstrates that there is a need to built the capacities of the Municipality to manage the development and to guarantee good governance through improving horizontal coordination between government agencies.

The above results constitute a good basis for the definition of the objectives and the formulation of action plans and projects to be prepared under the subsequent steps of the CDS process.

In 04, December, the third workshop was held on Mafraq city in order to determine the objectives and development projects. Participants had discussed the objectives that can be suggested and they agreed that the objectives should be stemmed from the vision per se. However, they agreed that the objectives should cover the three main sectors including agriculture, industry and transport according to vision. The objectives that suggested by participants were:

1. To become a competitive city.
2. To be a nucleus of regional and urban development within the northern region.
3. To access a better quality of environment.
4. To improve the capabilities of human resources in local agencies.
5. To create an effective and sustainable agricultural sector.
6. To alleviate of poverty and unemployment through creating projects that generate job opportunities.
7. To activate transport sector in the city.
8. To be a source of manufacturing.

6. Local City Development Strategy

Stakeholders had agreed on a set of Strategic goals that contribute to achieve city visioning and its aspirations, according to the following:

First Strategic Direction:

Improve economic environment based on a series of projects that contribute to develop economic sectors in the city, and increase its competitive advantage in terms of agriculture, industry and transport through achieving the following strategic objectives:

Sector	Strategic Goals
Agriculture	The establishment of a set of agricultural projects that support development
	Support farmers in terms of soft loans and incentives
	Provide technological facilities which increase agricultural production
	Provide facilities of agricultural land reclamation
	Establish central market at both national and international levels
	Promote the diversification of agricultural products
	Lunch research center for agricultural, water and environment studies
	Support joint venture between private sector and public sector
Industry	Support diversity of industrial production
	Creation partnership between private and public sectors
	Creation industrial base relying upon available local resources
	Encourage small and medium industries and provide access to funding
	The establishment of industrial zones
	Prepare an investment map for the industrial & mining sectors
Transport	Exploiting international boundaries by creating duty free zones
	Lunching international airport
	Rehabilitation railway
	Exploiting military base for transport purposes

Second Strategic Direction:

Enhancing physical and social infrastructures in order to support local economic development through a set of strategic objectives:

1. Provide the infrastructure to increase the productivity of agriculture sector in Mafraq.
2. Upgrade infrastructure of the industrial sector.
3. Upgrade infrastructure of cargo
4. Enhancing the exploitation of water sources in parallel way.
5. Improving internal and external roads.
6. Managing road congestion in the center through creating alternative roads.
7. Increasing allocation of industrial and agricultural land by raising the area in zoning system.
8. Expansion of transport services with respect international roads.
9. Increasing value-added for agricultural production.

10. Designing master urban plan to deal with sewerage system.
11. Improving water drainage system.
12. Upgrading informal houses.

Third Strategic Direction:

Rise institutional capacity and improve the performance of human resources and ameliorate structures among various institutions related to the development process through a set of strategic objectives:

1. Access to good governance is an import step to achieve institutional capacity and improve performance of employees.
2. Promote the concept of participatory planning at the city level with the participation of all representatives of the community.
3. Build and strengthen the partnership between the public and private sectors.
4. Activate the supervisory role on the overall administrative performance of the Municipality.
5. Activate the role of the Advisory and Executive Board to pursue its responsibilities towards the achievement of sustainable development and attracting investment.
6. Adopt a restructuring plan for the municipality and the staff working in it.
7. Reorientation of the Local Development Units' role in the municipality and the governorate to lead development initiatives and partnerships with various private sectors
8. Trigger and adjust legislations to ensure its endorsement to the private sector and attract more investments in various sectors.
9. Increase the effectiveness of municipal financial management; expand revenue consistent to improvements in the service level provided.
10. Complete the process of decentralization, to include higher effective performance of the municipality, determine responsibilities and link them to the county.
11. Strengthen the relationship with donor institutions and work to implement programs that support the financing economic sectors with a competitive advantage and assist entrepreneurs to overcome the challenges of financing.

12. Activate the role of Al Al-Bayet University in the process of human resources training.
13. Encourage the participation of women to work within various sectors such as the industrial, service, tourism, agricultural and other sectors.
14. Work on training qualified technical and administrative human cadres in project management, with the participation of civil society organizations and public institutions
15. Raise the level of qualification for the Municipality employees by adopting specialized training programs and a performance evaluation system.
16. Provide a suitable work environment in terms of wage levels, social assurance, safety at work, and job security.

Fourth Strategic Direction:

Reduce poverty and unemployment through a set of strategic objectives:

1. Changing cultural norms in relation to the job and get rid of the culture of shame.
2. Lunching investments in the agricultural sector.
3. Lunching investments in the industrial sector and support current industries.
4. Support employment with social security and medical insurance.
5. Use public transportation as a tool to revive economic development and employment growth.
6. focusing on small and medium project that generate income
7. Increase the effectiveness of the private sector and corporate investors in the region to employ residents of the area on annual rate, as a service of the local community (promote corporate social responsibility).

Fifth Strategic Direction:

Enhance heritage and historic sites in the city as a window for investment and tool of improvement of economic growth; through a set of strategic objectives:

1. Design tourism map by related authorities to identify historic resources sites in Mafraq.
2. Rehabilitation historic sites such as Al-Fadeen and Roman Dam.

3. Establish information systems and assessment of current historic sites.
4. Provide facilities and incentives by government to attract tourists into the city.
5. Utilize media as an important tool to promote Mafraq at international level.

7. Action plan

Action plan for strategic directions has been prepared to ensure the achievement of the strategic objectives. Each action plan includes the nature of the project or action required, and follows with a brief, entity in charge of implementation, time frame for the implementation of this action or project, and the determined set of criteria and indicators that will assist in monitoring the success of implementation, process, and strategic goals; according to the following:

First Strategic Objective

Improve economic environment based on a series of projects that contribute to develop economic sectors in the city, and increase its competitive advantage in terms of agriculture, industry and transport.

Project/Action	Time Frame for Implementation	Implementing Entity	Performance Evaluation & Criteria
<i>Agriculture Sector</i>			
Establish central market at national level as a base of external and internal exportation	Short and medium term	Ministry of Agriculture Municipality Private sector Espacial Economic Zone International organizations working in the agricultural field	Increase of income Increase of job opportunities Increase agricultural production
Establish an Integrated Livestock Production project	Short and medium term	Ministry of Agriculture Municipality Private sector Espacial Economic Zone International organizations working in the agricultural field	Immediate improvements in the sector Self-sufficiency in livestock products and domestic animals More import & export trades related to this field More revenue Job opportunities
Projects of agricultural land reclamation	Long term	Ministry of Agriculture Municipality Espacial Economic Zone	Food security Increase foreign currency Increase agricultural

		International organizations working in the agricultural field	investment
Invest in exploiting new water sources	Long term	Ministry of Water and Irrigation Municipality Private sector	Increase agricultural production Increase exports Increase investment opportunities
Establish a factory for packaging and per-cooling agricultural & livestock products	Short and Medium term	Ministry of Agriculture Municipality Especial Economic Zone Private sector	Increase Job opportunities Increase local income Production diversification
Establish agricultural Bank	Medium term	Ministry of Finance Ministry of Agriculture Ministry of Planning Municipality	Increase technological tools agriculture Increase production Facilitate the process of exportation
Lunch research center for agriculture and water	Short term	Ministry of Agriculture Ministry of Water Ministry of Planning Municipality Al Al-Bayet University	Availability of databases Support decision making process with necessary research implications

Industry Sector

Establish integrated industrial zone	Medium term	Ministry of Industry and Trade Especial Economic Zone Chamber of industry and Trade Private Sector Municipality	Increase job opportunities Increase income
Design a study to utilize available resources such as gas and nuclear in producing new industries	Short term	Ministry of Industry and Trade Natural Resources Authority Especial Economic Zone Chamber of industry and Trade Municipality Al Al-Bayet University	Exploitation local resources Increase in investors initiatives. Increase in private sector proposals Increase in awareness for the industrial sector Increase information and data about industry
Establish research center for industrial and mining sectors	Short term	Ministry of Industry and Trade Especial Economic Zone Chamber of industry and Trade Natural Resources Authority Municipality Al Al-Bayet University	Availability of databases Support decision making process with necessary research implications
Design investment map for the industrial and mining sectors	Short, medium & long term	Ministry of Industry and Trade Especial Economic Zone Chamber of industry and Trade Jordan Investment Board	The presence of new companies and investors

		Municipality	
Create duties free within international boundaries	Medium term	Ministry of Transport Ministry of Industry and Trade Especial Economic Zone Chamber of industry and Trade Jordan Investment Board Municipality	Increase investment Job opportunities Exchange in foreign currency
<i>Transport Sector</i>			
Create duties free within international boundaries	Medium term	Ministry of Transport Ministry of Industry and Trade Especial Economic Zone Chamber of industry and Trade Jordan Investment Board Municipality	Increase investment Job opportunities Exchange in foreign currency
Establish international airport	Medium & long term	Ministry of Transport Civil Aviation Authority Ministry of Interior Ministry of Public Works Municipality	Support economic development Create growth poles Increase income
Rehabilitation railway and establish railway with neighbor countries Iraq, Syria, and Saudi	Medium & long term	Ministry of Transport Ministry of Public Works Municipality	Increase commercial exchange

Second Strategic Objective

Enhance physical and social infrastructures in order to support local economic development.

Project	Timeframe	Executing Parties	Performance Standards and Evaluation
Lunch a transport complex	Short & medium term	Ministry of Transport Ministry of Public Works Municipality Private sector	Reduce traffic congestion Reduce social cost Emergence new services
Establish sewerage system for the city	Long term	Ministry of Water & Irrigation Municipality Private Sector	Improve the quality of life Improve the quality of built environment
Establish green spaces and leisure areas	Medium term	Municipality Private sector	Improve the quality of services Improve the quality of life Increase investment
Design urban-regional plan to mange services	Short term	Municipality Cities & Villages Development Bank	Attract new investments Improve the infrastructure and services
Improve roads with services	Medium & long	Municipality	Increase investment

between Mafraq and neighbor courtiers, as well as, between Mafraq and Jordan cities	term	Ministry of Public Works Private Sector Cities & Villages Development Bank	Increase services
Rehabilitation of informal housing	Long term	Ministry of Planning Municipality World Bank Cities Alliance	Improve the quality of life Enhance the quality of built environment
Project of Master Plan for the city with focusing on industrial, transport and agricultural zones	Short term	Municipality Cities & Villages Development Bank World Bank Cities Alliance	Access to optimal land use Increase investment
Project of Regional Plan at governorate level	Short term	Municipality Cities & Villages Development Bank World Bank Cities Alliance	Achievement of balance growth Reduction of poverty Support investment
Project of Detailed Plan at sub-area level	Short term	Municipality Cities & Villages Development Bank World Bank Cities Alliance	Existence detail databases Recognize priorities clearly Support decision making process
Solid Waste Management Project	Medium & long term	Ministry of Environment Municipality Cities & Villages Development Bank	Access to sustainable environment Improve the quality of life

Third Strategic Objective

Rise institutional capacity and improve the performance of human resources and ameliorate structures among various institutions related to the development process.

Project	Timeframe	Executing parties	Performance Standards & Evaluation
Establish center for performance monitoring and ensure quality	Short term	Municipality Ministry of Planning Ministry of Labor Vocational Training Cooperation University of Al Al-Bayet	Ensure quality of performance Improve quality of human resources
Design strategic plan at city level to improve institutional performance	Short term	All governmental organizations in the city Private sector	Sound decisions Effective development plans
Activation the project of decentralization	Medium term	Prime Ministry Ministry of Interior Ministry of Planning Ministry of Municipal Affairs	Administrative and financial independence Faster development
Establish center for information systems at city level	Short-medium term	Ministry of Information Technology Municipality	Ensure up-to-date data Improve performance

		University of Al Al-Bayet	
Amending regulations related to wages and incentives of employees	Medium term	Ministry of labor	High performance High competence
Issuing legal system to make land use administration by municipality only	long term	Ministry of Municipal Affairs Ministry of Interior Ministry of Public Works Ministry of labor Ministry of Justice Parliament	Effective system for land use planning Control land use High quality of services Regular urban form

Fourth Strategic Objective

Reduce poverty and unemployment

Project	Timeframe	Executing parties	Performance Standards & Evaluation
Establish center for human resources training	Short term	Ministry of Planning Ministry of Labor Vocational Training Cooperation University of Al Al-Bayet	Increase the efficiency of employees Reduce operational costs
Launch a media campaign in the city to be the main reference for all the job-seekers and employers	Short & medium term	Ministry of Media Ministry of Planning Ministry of Labor Vocational Training Cooperation University of Al Al-Bayet	Increase awareness Accessibility to job
Establish center for employment To develop and expand the database and connect it to the labor directorates in the Kingdom	Short & medium term	Ministry of Planning Ministry of Labor Vocational Training Cooperation University of Al Al-Bayet	Collect the data related to the labor market Increasing the number of employers registered on the database
Design strategy to link higher education outputs with the needs of labor market	Short term	Ministry of Higher Education Ministry of Labor University of Al Al-Bayet	Recognize needed specializations for labor market Meet the deficiency in needed specializations
Amend the laws related woman participation in work	Medium term	Ministry of Labor	Increase woman participation in workforce Poverty reduction
Integrate people who work in informal jobs in medical insurance and social security	Long term	Ministry of Labor Ministry of Health Social Security General Corporation	Poverty reduction Increase job opportunities Reduce the culture of shame

Fifth Strategic Objective

Enhance heritage and historic sites in the city as a window for investment and tool of improvement of economic growth.

Project	Timeframe	Executing Parties	Performance Standards and Evaluation
Rehabilitation Al- Fadeen area	This project is distinguished by its continuity and the possibility of dividing it into medium and long term phases; Phase One: Establishing a pilot project on one of the tourist sites in the short term. Phase Two: Identifying of a set of projects for other sites to be spread over various sectors for partnership implementation in the long term	Municipality Chamber of Industry & Trade Ministry of Tourism Jordan Tourism Board University of Al Al-Bayet Cooperative Associations Espesial Economic Zone Private investors	Increase a number of tourism handcraft projects Increase local income Increase a number of Tourism Establishments Increase a number of employees with the tourism sector
Restoration Roman Dam and establish a heritage museum	Restoration of the Dam: Medium term. Establishment museum and supporting services: Long term	Ministry of Tourism Jordan Tourism Board Private sector Investment Fund at the University of Al Al-Bayet Cooperatives banks through the programs of social responsibility Municipality Chamber of Industry & Commerce Espesial Economic Zone	Create urban character for the city Increase revenue Increase job opportunities
Establish a Visitor Center, composed of visitor halls, exhibitions, a radio station, and a number of specialized commercial shops	Construction of infrastructure, management and radio building: Short Term The first phase of the project, which includes a number of shops, and reception hall for visitors: Medium Term Completion of all facilities, buildings, shops and halls during the third phase: Long term	Municipality Ministry of Public Works Ministry of Tourism Jordan Tourism Board Investment Funds Private Sector World Bank	A single entity to deal with tourists and promote Mafrag City Develop a database with detailed information on tourist Revenue form the tourism sector Increasing tourists numbers Increase number of Employees in the Tourism Sector
Organize annual heritage	Short term	Ministry of Tourism	Increase a number of visitors

exhibitions in Mafraq		Jordan Tourism Board Municipality Civil Societies Ministry of Culture	Increase tourism revenues
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8. List of suggested projects

During the workshop, which held on December 2011, the Focal Point Consultant has invited the participants to suggest projects in the light of goals of vision for the city.

The participants had agreed that the projects should be related to the goals of vision.

The Focal Point Consultant has called for people proposing projects include title of project, a brief on the project, expected cost, partners, time period to implement of project and economic and social influences for project.

Project Title	Central Market
Strategic direction	First Strategic Direction Improve economic environment in terms of agriculture, industry and transport.
Beneficiaries	Local community Farmers
Project background	As Mafraq has no central market to marketing its agricultural products, central market can support and activate the vision of the city in terms of agriculture, industry and transport. Insuring central market will increase agricultural commodities, and will develop and provide marketing support of the area. Moreover, central market has an important regional role in the process of exportation of agricultural products into foreign markets.
Project description	Project is based on the idea of allocating a plot with an area of 30 dunums from the government, to establish a central market, which would include several building for agricultural & livestock products, exportation center, a feedlot station for sheep, and a station that contains all the modern agricultural machinery, as well as a feed plant.
Project justifications	The unavailability of central market for agricultural products Marketing of agricultural products
Project objectives	Increase agricultural products Improving regional economics via exportation process, in particular, neighbored countries such as Syria, Iraq, and Saudi Arabia.
Project action plan	Prepare a plan to study the project Deviat phases of the various components in the project Prepare tendering documents Launch of the project
Expected results	Increasing of income Ease of marketing Generating job opportunities
Associated risks	No risk
Estimated costs	400,000
Sources of finance	Ministry of Planning Ministry of Municipal Affairs
Priority	Short term
Estimated preparation Time	6 months
Estimated implementation time	one year

Project Title	Packaging and per-cooling agricultural & livestock products
Strategic direction	First Strategic Direction Improve economic environment in terms of agriculture, industry and transport.
Beneficiaries	Farmers Local community Traders
Project background	Agriculture is the major activity in Mafraq. As Mafraq has the biggest agricultural land in Jordan, there is a potential of expansion in agricultural and livestock products. Agricultural products require for establishing processing industry in order to supply the other cities in agricultural and livestock products. The establishment of packaging and per-cooling agricultural and livestock products can play an important regional role in exporting agricultural products into outside.
Project description	Agricultural processing industry can be contributed to improve local economic development for the city through exporting commodities via the nearby international routes.
Project justifications	Primary processing of agricultural produce (cleaning, grading, packaging, drying, pre-cooling, storage etc.) is poorly developed in the city. Agricultural diversity The huge amount of livestock
Project objectives	Prepare economic, social and environmental study for the project Determine the various phases by project components Prepare various tenders Begin Project Implementation
Project action plan	Prepare a plan to carry out the project Determine the phases of project (preparation, implementation and following up) Prepare legal documents
Expected results	Increasing agricultural products Increasing income of farmers Generating job opportunities
Associated risks	Consumer habits of eating fresh commodities, season ability of fresh fruits and vegetables, and low quality of the processed products are the key constraints for the slow growth of food processing industry.
Estimated costs in JD	1 million
Sources of finance	Ministry of Agriculture Ministry of Municipal Affairs
Priority	Short term
Estimated preparation time	One year
Estimated implementation time	Two years

Project Title	Free Zones
Strategic direction	First Strategic Direction Improve economic environment in terms of agriculture, industry and transport.
Beneficiaries	Local community Traders
Project background	Establishing Free Zones in Mafrq can help in managing the process of importation of goods more effectively and improve cash-flow. Free Zones lead to better flexibility in choosing destinations for goods. However, free zones will support the competitive advantage of goods and improve industry and transport. This, actually, will develop the city and increase its ability to generate investment.
Project description	Establishing three free zones as special areas near international borders. Each free zone will seek to the storage of imported goods under beneficial customs conditions. This can be achieved by giving the traders official permissions to operate in a Free Zone. The traders can enter their goods and then remove them when it suits their business.
Project justifications	Optimal exploitation of international borders Regional economic overlapping with surrounded countries
Project objectives	Free zones aim to enhance commercial movement and development of the city
Project action plan	Prepare a feasibility study Determine the various phases by project components Prepare various tenders Begin Project Implementation
Expected results	Creating regional network concerned with commerce Supporting economic competitive
Associated risks	No risk
Estimated costs in JD	5 million
Sources of finance	Ministry of Industry & Commerce Transport Commission Private sector
Priority	Short term
Estimated preparation Time	One year
Estimated implementation time	2 years

Project Title	Organic fertilizer treatment
Strategic direction	First Strategic Direction Improve economic environment in terms of agriculture, industry and transport.
Beneficiaries	Local community
Project background	Interest in organic production methods for agriculture continues to increase. Project of organic fertilizer treatment is conceptually an imitative of sold waste management, i.e. waste recycling and reuse. It was necessitated as a result of enormous sold wastes generated by animals, considered to the first area in Jordan.
Project description	The projects needs for site and preparation processes and fabrication of machines and equipments. Insuring the process of collection and transportation of accumulated waste generated by animals and, finally, processing of waste into organic fertilizer.
Project justifications	The organic treatments result in a higher soil fertility capacity and in crops with higher quality protein, a higher starch content, and a greater ability to tolerate stressful conditions and long-term storage in comparison with the inorganic treatments
Project objectives	To effectively and efficiently mange waste generated by livestock. To increase the agricultural product To improve the environment conditions
Project action plan	Allocating the necessary funding Preparing the required studies Preparing various tendering documents Launching the project
Expected results	The organic treatments result in a higher soil fertility capacity and in crops with higher quality protein, a higher starch content, and a greater ability to tolerate stressful conditions and long-term storage in comparison with the inorganic treatments. Decrease the pollution and containment
Associated risks	No risk
Estimated costs in JD	2 million
Sources of finance	Ministry of Environment Ministry of Municipal Affairs
Priority	Short term
Estimated preparation time	6 months
Estimated implementation time	One year

Project Title	Center for training human resources
Strategic direction	Fourth Strategic Direction Reduce poverty and unemployment
Beneficiaries	Recipients of services
Project background	The city of Mafraq is characterized by educated human resources who are from youth group. The investment of these human resources in terms of training and rising their performance can be positively influenced the development of the city. The training center will enhance the capabilities and skills of employees in municipalities and other governmental agencies.
Project description	The center would include offices for management, rooms with computers and other training tools. It would also include a hall used for conferences, workshops, seminars and exhibitions. The center will also have labs for the purpose of promoting institutional performance, raising awareness on issues of IT, MIS, GIS, and R.S.
Project justifications	The unavailability of center for human resources training Development of human resources Improvement of institutional capacity Rising performance
Project objectives	Provision training services for human resources Supply various sectors including industry, agriculture, transport, tourism, with trained and qualified employees
Project action plan	Secure a plot Preparing the necessary plans Prepare designs Various Tenders Launch of the project Secure the management staff and trainers
Expected results	Increasing the efficiency of employees Ease of provision of service Reduce operational costs
Associated risks	No risk
Estimated costs in JD	500,000
Sources of finance	Ministry of Municipal Affairs Ministry of Planning Ministry of Labor Vocational Training Cooperation
Priority	Short term
Estimated preparation time	8 Months
Estimated implementation time	2 years

Project Title	Transport complex
Strategic direction	Second Strategic Direction Enhance physical and social infrastructures
Beneficiaries	Owners of public vehicles Students Drivers Local community
Project Background	The city center experiences road congestion due to narrow streets and lack of parking which affects spatial and economic activities inner the city. Constructing transport complex can ease the process of transport. It, however, contributes to reduce road congestion, cost and time. The plot is available for this purpose and the implementation is dependent on funding.
Project description	The construction of transport complex includes different parking for cars and buses within a plot of (20000) square meters. It, also, contains shops and other business services.
Project justifications	The unavailability of transport complex Road congestion
Project action plan	Providing transport complex to solve the problem of road congestion and to ease the movement of spatial and economic activities.
Project activities	Secure a piece of land previously dedicated to the project Allocating the necessary funding Preparing designs Preparing various tendering documents Launching the project
Expected results	Reducing social costs Increasing revenues for municipality
Associated risks	No risk
Estimated costs in JD	500,000 (the land is available)
Sources of finance	Ministry of Municipal Affairs Transport Commission Private sector
Priority	Short term
Estimated preparation time	6 months
Estimated implementation time	2 years

Project Title	Electronic factory
Strategic direction	First Strategic Direction Improve economic environment in terms of agriculture, industry and transport.
Beneficiaries	Local community Private sector
Project Description	Participants agreed that the idea of establishment of electronic factory was proposed by King Abdullah II in order to create competitive advantage for the city in industrial field, job opportunities and supply local and regional market with electronic commodities.
Project Description	The factory needs for a plot of 50000 square meters. The project would include several product lines of each kind of electronic industry with technical equipments and barking
Project justifications	The need for this industry, since there are no competed factories with respect to electronic industry
Project objectives	Enhancing industrial production and increasing local income for city. Regional impact of this kind of industries.
Project action plan	Preparation of a feasibility study for the project Securing the cooperation agreements with cooperatives to supply the plant raw material Start of the project
Expected results	Increasing the productivity Creating job opportunities Creating an effective local industry
Associated risks	Qualified human resources
Estimated costs in JD	20 millions
Sources of finance	Ministry of Industry & Commerce Special Economic Zone Private sector
Priority	Short term
Estimated preparation time	One year
Estimated implementation time	2 years

Project Title	Rehabilitation of heritage sites
Strategic direction	Fifth Strategic Direction Enhance heritage and historic sites
Beneficiaries	Local community National community
Project background	Efforts to rehabilitate heritage sites in Mafraq are helping to preserve cultural identity while in some cases also boosting tourism revenues. There are several heritage sites, such as Fudyen area and Romantic Dam that can be restored and rehabilitated, to be used for the implementation of a range of investment projects; which can serve the various sectors, most importantly the tourism, agricultural, industrial, education, leisure, and entertainment sectors.
Project description	Project consists of identifying the heritage sites and assessing their general condition to develop a plan to maintain and launch a range of medium-sized enterprises to be set up within tourist map; which will ensure the creation of jobs opportunities and provide new ideas for tourism, the private sector and employing the labor market in Mafraq. Some of these ideas include the establishment of cafes, historical library, museums, shop for traditional handicrafts, traditional restaurants, rooms for seminars and workshops, wedding halls, a theater for cultural events and tourist activities, etc...
Project justifications	Lack of preservation of heritage sites
Project objectives	Preserving heritage sites can strength local and national economies, and create job opportunities and enhance the urban environment, and the quality of public spaces.
Project action plan	Developing a technical engineering study to assess the heritage sites Preparing several alternatives to select the best alternative for implementing Put forward the projects for the purpose of funding Start the implementation of projects
Expected results	There are many positive effects of the project, which rely on the increasing demand of tourists for Mafraq, achieve additional revenue for the municipality, and enhance the tourism and cultural heritage, through unified tourist programs. Support the commercial activities of Mafraq and other governorates; create job opportunities for the youth as tourist guides, translators, etc... In addition, encouragement of domestic tourism.
Associated risks	No risk
Estimated costs in JD	10 million
Sources of finance	Ministry of Tourism
Priority	Med-term
Estimated preparation time	One year
Estimated implementation time	5 years

Project Title	Construction of public sewerage network
Strategic direction	Second Strategic Direction Enhance physical and social infrastructures
Beneficiaries	Local community
Project background	So far, the proportion of houses that connected with sewerage system is less than 50% in Mafraq city. Sewerage collection and disposal systems transport sewerage through city to sewerage treatment plants to protect public health and prevent disease. Sewage is treated to control water pollution before discharge to surface waters The sewerage system is part of the water infrastructure.
Project description	The project seeks to construct sewerage network of Mafraq city. Most of areas in the city are not serviced with sewerage system. However, the project would provide maintenance and expansion of old network.
Project justifications	Lack of sewerage network
Project objectives	Providing sewerage system, as part of the water infrastructure, in order to improve the quality of life.
Project action plan	Preparing technical and economic studies Preparing the alternatives to choose the best alternative Preparing finance for implementing purposes Preparing legal documents related to project
Expected results	Improving efficiency, continuity and reliability of sanitation.
Associated risks	No risk
Estimated costs in JD	30-40 million
Sources of finance	Ministry of Municipal Affairs Ministry of Public Works
Priority	Long-term
Estimated preparation time	One year
Estimated implementation time	10 years (As Mafraq has the largest area in Jordan + depends upon finance)

Project Title	Strategic Plan for the Municipality
Strategic direction	Third Strategic Direction Rise institutional capacity and improve the performance of human resources
Beneficiaries	Employees Local community
Project background	Unqualified and untrained staff is the main feature that distinguishes the municipality of Mafraq. This also is associated with poor information systems, technological equipments. Financial resources are unplanned. There is no system to determine priorities and needs.
Project description	Setup a detailed plan to identify a set of projects needed by the municipality in terms of building a database, improving human resources by raising their performance, training and measuring performance; in addition to planning their financial resources and introducing a number of productive investment projects that would increase the financial resources of the municipality.
Project justifications	Eliminate weaknesses and improve human resources, increase productivity and increase municipal revenue.
Project objectives	Raise the performance level of the municipality, increase their ability to achieve higher revenues, and provide excellent quality services
Project action plan	Appoint a specialized consulting entity to work with the municipal team Prepare study and evaluate results Search for funding to implement projects at a municipal level Start project implementation
Expected results	Improve municipal service performance level, a comprehensive database on the status of various services, improve the image of service providers in the municipality in terms of culture and technical capabilities financial revenue growth and simplify work procedures for citizens.
Associated risks	No risk
Estimated costs in JD	150.000 JD
Sources of finance	Ministry of Planning Ministry of Municipal Affairs International Organizations
Priority	Short term
Estimated preparation time	3 Months
Estimated implementation time	1 year

Project Title	Master Plan for Mafraq
Strategic direction	Second Strategic Direction Enhance physical and social infrastructures
Beneficiaries	Economic sectors Local community
Project background	Mafraq city needs for exploiting its resources in optimal way, and the city meets a lot of planning problems in terms of land use, zoning, trends of urban growth, available services, etc. without master it is not possible to direct economic development and create sustainable environment. Despite the city has a large area, its regional impact on surrounded cities still weak.
Project description	Prepare a detailed plan to determine the form and content of the scheme of the Master Plan and the completion of each stage. Develop a plan that includes priority of land use, zoning, services and infrastructure projects necessary for the city.
Project justifications	The need for master plan Ensure economic growth Spatial development in parallel way.
Project objectives	Access to urban, economic, environmental and social sustainable development
Project action plan	Appoint a specialized consulting entity to work with the municipal team Prepare study and evaluate results Search for funding to implement projects at a municipal level Start project implementation
Expected results	Improve urban life Improve economic conditions Improve environment life
Associated risks	No risk
Estimated costs in JD	200.000 JD
Sources of finance	Ministry of Planning Ministry of Municipal Affairs International Organizations
Priority	Short term
Estimated preparation time	3 Months
Estimated implementation time	1 year

9. Prioritization of projects

During the third workshop, the Focal Point Consultant has asked participants to arrange the above projects according to the priority and needs of the city. The criteria used by participants to classify the priority of projects can be clarified as follows:

1. The need for project. Here, the need refers to the gap between the available and unavailable.
2. The vision of the city. The projects were suggested depending on the main three sectors in the vision including agriculture, industry and transport.
3. The objectives of the vision. Participants have taken into account the proposed objectives.
4. Based on the above, projects were ranked by participants as follows:

Projects	Priorities
Central Market	1
Free zones	2
Packaging and cooling agricultural & livestock products	3
Organic fertilizer treatment	4
Electronic factory	5
Transport complex	6
Center for training of human resources	7
Rehabilitation of heritage sites	8
Public sewerage system	9
Strategic plan for Municipality of Mafraq	10
Master plan for the city	11

10. Action plan for implementing CDS

The objectives and strategic directions for city development strategy and action plans have been previously identified, as well as set of proposed projects and priorities relying upon the needs of Mafraq. However, there must be a clear action plan in terms of strategy, which enables the implementation of the strategic directions. This should be associated with recognizing the needed fund.

Procedure/Goal	Implementing Entity	Timeline	Required Fund (JD)	Funding Source
<p>Activate the role of the Advisory Council or create a new specialized entity to oversee the implementation of City Development Strategy and projects plan through the following:</p> <ul style="list-style-type: none"> - Coordinate with various entities to begin implementation of projects - Prioritize & implement policies and programs that are mentioned in the strategy to reduce the weaknesses of the city - Coordinate to provide the funding necessary for projects in the Action Plan. - Attract local & foreign investment 	<ul style="list-style-type: none"> - Governor - Advisory Board - Relevant public & private sector Departments 	Constantly	50.000	<ul style="list-style-type: none"> - Municipality - Governorate - Ministry of Municipal Affairs
<p>Formulate a technical team to support the Advisory Board, in placing performance indicators for the development plan and the list of projects; follow up the implementation of these projects</p>	<ul style="list-style-type: none"> - Governor - Advisory Board - Relevant Departments in the public & private sector 	Constantly	50.000	<ul style="list-style-type: none"> - Municipal - Governorate - Ministry of Municipal Affairs
<p>Develop an investment plan for the city that includes priority sectors, and prepare feasibility studies for projects to be presented to investors and international bodies</p>	<ul style="list-style-type: none"> - External Consultant - Advisory Board 	1 year	200.000	<ul style="list-style-type: none"> - Jordan Investment Board - Project Baladiati - Municipality - Ministry of Planning & International Cooperation
<p>Establishment a unit for developing industrial sector. This includes representatives from Department of Industry, chamber of Industry & Commerce, private sector. The unit should work on coordinating with the Advisory Board on the implementation and follow-up of industrial projects identified in the Action Plan</p>	<ul style="list-style-type: none"> - Ministry of Industry & Commerce - Governor - Municipality - Industry & Commerce Department - Chamber of Industry & Commerce 	Constantly	200.000	<ul style="list-style-type: none"> - Ministry of Industry & Commerce - Project Baladiati
<p>Launch a media campaign focusing on the concepts and the importance of work, productivity and the importance of training</p>	<ul style="list-style-type: none"> - Consulting Firm - Ministry of Labor - Vocational Training Corporation 	6 months	200.000	<ul style="list-style-type: none"> - World Bank - Ministry of Planning & International Cooperation - Phosphate & Potash Companies - Other donors

Establish a specialized unit of agricultural affairs the unit should work on coordinating between the Department of Agriculture, research centers, and farmers; as well as oversees the implementation of agricultural projects referred to in the Action Plan in coordination with the Advisory Board	<ul style="list-style-type: none"> - Ministry of Agriculture - Governor Municipality Department of Agriculture 	Constantly	200.000	<ul style="list-style-type: none"> - Ministry of Agriculture - Project Baladiati - Other donors
Establishment a unit for the promotion of tourism. This includes representatives from the Department of Tourism and private sector. The unit should work coordinating with the Advisory Board on the implementation and follow-up of tourism projects identified in the Action Plan	<ul style="list-style-type: none"> - Ministry of Tourism - Governor Municipality - Tourism Department 	Constantly	200.000	<ul style="list-style-type: none"> - Tourism program - Project Baladiati
Establishment a unit for developing transport sector. This includes representatives from Transport Regularity Commission, private sector. The unit should work on coordinating with the Advisory Board on the implementation and follow-up of transport projects identified in the Action Plan	<ul style="list-style-type: none"> - Ministry of Transport - Governor - Transport Regularity Commission 	Constantly	200.000	<ul style="list-style-type: none"> - Ministry of Transport - Project Baladiati

11. Capital investment plan

Mafraq city development strategy has been identified a set of strategic directions, action plan, a series of activities and projects, thus the presence of investment costs associated with the implementation of these activities and projects. An estimated value of the funding needed to implement the list of projects referred to in the previous tables is around (100,000,000) JD , as well as the investment costs associated with implementing a set of activities and action plan referred to earlier.

As for funding sources, funding can be provided by various sources, including:

- The launch of an integrated governmental program that includes these projects where part of the financing of these projects comes from the

Governorate Development Fund, especially infrastructure projects and projects related to training and capacity building.

- Financing of small and medium projects by private sector companies in the region.
- Funding of some projects by the Central governments from the Municipalities Budget.
- Launch a municipality encouragement fund, all municipalities; projects are evaluated based on their impact on the dimension of local communities' development.
- Coordinate with government agencies such as the Ministry of Planning and international organizations, JEDCO, Ministry of Tourism, and Ministry of Finance to get some grants and support from international bodies for the implementation of some of the projects included in the plan.

12. Lessons learned

There are several lessons learned through producing Mafraq CDS. These lessons can be summarized as follows:

- ✚ Mafraq CDS is a useful instrument that produced better outcomes than more traditional approaches to city planning and management. Mafraq CDS has improved understanding of current problems and future development. It is important to generalize this experiment into other Jordan cities.
- ✚ As CDS matches the philosophy of today's development agenda, it was focused on economic and social development in Mafraq, and on improved institutional capacity as a means of spurring urban-regional development.
- ✚ Mafraq CDS has guided the development of the city through action plans that are agency-specific and time-bound.
- ✚ Mafraq CDS took place relying on participatory approach. Participations can be regarded as an effective instrument in identifying the challenges, strengths, weaknesses, opportunities and threats within the city.

- ✚ Mafraq CDS is neither a master plan nor a blueprint; it was focused on changing and adopting a flexible strategy for responding to economic realities and competition.

- ✚ Mafraq CDS has changed the attitudes towards the nature of development and the causes of and solutions to economic problems. This was evident in the city's vision. Economic development to support the growth of the city must be dependent on three axes including agriculture, industry and transport. These emerged as key strategic issues and objectives in the city.

- ✚ One of the most important features of Mafraq CDS is created the internal institutional capacity in order to respond effectively to current economic realities.

Annex 1: List of participants in workshops

List of participants in the first workshop

Name	Organization
Ghssan Abu Sreror	Chamber of Mafraq Commerce
Abdullah Abu Dalbough	Municipality of Um Al-jemal
Hassan Alrahamneh	Private Sector
Khldoun Shdefat	Municipality of Balameh
Mohammad Awedat	Mayor of Greater Mafraq Municipality
Mohammad Al-Qawasmi	Municipality of Al-Sarhan
Khalid Olimat	Municipality of Housha
Isa Khwaildeh	Municipality of Al-Rweashed
Mohammad Al-Own	Municipality of Dir Al-Kahaf Al-Jadeedah
Shadi Al-Qatarneh	Ministry of Municipal Affairs
Fatema Shaer	Ministry of Municipal Affairs
Raid Mohammad	Municipality of Um Al-jemal
Mohand Khwaildeh	Municipality of Balameh
Atef Al-Rosan	Municipality of Al-Safawi
Ali Tawalebeh	Municipality of Al-Rweashed
Malik Al-Reyati	Municipality of Al-Safawi
Ahmad Arhyal	Municipality of Al-Safawi
Yusuf Al-Mashgabah	Alarab Alyawam/Newspaper
Abed Al-Kareem Rjoob	Development Bank of Cities& Villages
Amir Aldoughmi	Municipality of Mafraq
Sari Al-Abadi	Municipality of Manshyet Bani Hassan
Dr. Mohammad Al-Harahsheh	Development Bank of Rural & Cities
Emad Shdefat	Development Bank of Rural & Cities
Dr. Mohammad Abu Dalbough	Ministry of Agriculture
Fawaz Al-Farage	Municipality of Dir Al-Kahaf Al-Jadeedah
Jomeah Abu Khramah	Municipality of Um Al-Qutaen
Shrazad Al-Harahsheh	Municipality of Greater Mafraq
Amil Al-Own	Municipality of Greater Mafraq
Maisoun Al-Harahsheh	Municipality of Greater Mafraq
Sheriff Bani Hani	Mafraq Environment Department
Jamal Al-Sarhan	Mafraq Governorate
Majed Awamleh	Ministry of Planning
Mohammad AL-Sarhan	Department of Public Works
Hashim Bani Khalid	Mafraq Education Department
Mohammad Al-Majed	Mafraq Labour Department
Abdullah Ali	Private Sector
Mona Mahmoud	Woman Union
Bader Abdullah	University of Al Al-Bayet
Thear Ayaserah	Department of Statistics
Farhan Al-Azei	Municipality of Al-Khalidieh
Mustafa Bedwan	Mafraq Social Development Department
Sayel Aldoughmi	University of Al Al-Bayet
Baker Suleiman	Mafraq Water & Irrigation Department

Jaser Al-Mashqbeh	University of Al Al-Bayet
Mansour Mohammad	Mafraq Tax Department
Salem Khwaildeh	Private Sector
Fasial Abdurrahman	University of Al Al-Bayet
Ahmad Jamal	Especial Economic Zone
Sami Al-Shreefat	Private Sector

List of participants in the second workshop

Name	Organization
Basam Abu Al-Haj	Private Sector
Khetam Mohammad	Council of Shared Services
Dr. Ahmad Al-Shquran	Darat Company
Dr. Mohammad Bani Amir	Darat Company
Naeal Tehamer	Department of Antiquities
Amir Aldoughmi	Greater Mafraq Municipality
Abed Elkader Bani Ershaed	Department of Education
Ahmad Bani Khalid	Department of Public Works
Abdullah Olimat	Greater Mafraq Municipality
Fawzi Aldoughmi	Private Sector
Ali Al-Husban	Private Sector
Abed Al-Kareem Al-Rjoub	Department of Municipalities Engineering
Farah Daoud	Ministry of Municipal Affairs
Hadeel Samha	Cities & Villages Development Bank
Shrazad Al-Harahsheh	Greater Mafraq Municipality
Hayel Al-Emoush	Greater Mafraq Municipality
Khetam Awedat	Greater Mafraq Municipality
Dr. Anour Jararweh	Department of Civil Affairs & Passport
Monther Al-Harahsheh	Greater Mafraq Municipality
Jameel Smerat	Department of Education
Hassan Al-Rahamneh	Private Sector
Heba Al-Zoabi	Ministry of Municipal Affairs
Rabab Nusear	Ministry of Municipal Affairs
Khalid Rawjefh	Ministry of Municipal Affairs
Fatima Abadi	Ministry of Municipal Affairs
Shadi Khtarenh	Ministry of Municipal Affairs
Ibrahim Rawahneh	Ministry of Municipal Affairs
Abed Almajeed Al-Harahsheh	Governorate of Mafraq
Amil Al-Emoush	Greater Mafraq Municipality
Talal Basboos	Forum of Mafraq
Awni Shdefat	Department of Agriculture
Salamah Alraja	Department of Tax
Qasem Khwaledh	Municipality of Erhaba
Hani Ghraibeh	Governorate of Mafraq
Mofeed Hafez	Islamic Center
Ibrahim Khwaledh	Alsabeel Newspaper
Mohand Khwaildeh	Municipality of Balameh
Jomeah Abu Khramah	Municipality of Um Al-Qutaen

Barakat Slehat	Municipality of Um Al-Qutaen
Khalid Olimat	Municipality of Housha
Aelian Alsaleem	Municipality of Um Aljmail
Jawad Aldabas	Especial Economic Zone
Abed Alazeez Orikat	Especial Economic Zone
Akraim Al-Zobaidi	Especial Economic Zone
Suleiman Abu Ali	Sheik
Khalaf Alzboon	Private Sector
Malik Al-Reyati	Municipality of Al-Safawi
Nasr Qawasma	Council of Shared Services
Hani Hadad	Department of Finance
Mohammad Afash	
Lamia Qawasma	Ministry of Municipal Affairs
Emad Isa	Ministry of Municipal Affairs
Abdullah Omar	Ruboooh Mafraq Society
Ahmad Al-Saleh	Public Sector
Khldoun Shdefat	Municipality of Balameh
Mohammad Alkhalidi	General Union of Voluntary Societies
Sari Alabadi	Municipality of Al-Manshyieh
Abdullah Ouda	Municipality of Bani Hashim
Areeg Alzghleat	Special Economic Zone
Sheriff Bani Hani	Department of Environment
Naif Mohammad	Greater Mafraq Municipality

List of participants in the third workshop

Name	Organization
Fatima Al-Abadi	Ministry of Municipal Affairs
Farah Daoud	Ministry of Municipal Affairs
Hadeel samoor	Cities & Villages Development Bank
Shadi Khtarenh	Ministry of Municipal Affairs
Yousf Al-Mashagbeh	Alarb Alyawam Newspaper
Khldoun Al-Saify	Greater Mafraq Municipality
Mohammad Abo Sumaka	Greater Mafraq Municipality
Abdullah Basboos	Greater Mafraq Municipality
Dr. Jamal Alnsour	Focal Point Consultant
Malik Al-Reyati	Municipality of Al-Safawi
Ali Al-Husban	Private Sector
Naeal Tehamer	Department of Antiquities
Mohammad Ghnaim	Electricity of Mafraq
Ibrahim Al-Atean	General Union of Voluntary Societies
Bara Al-Ababneh	University of Al Al-Bayet
Abdullah Shdefat	Chamber of Commerce
Khldoun Shdefat	Municipality of Balameh
Fawzi Aldoughmi	Private Sector
Khetam Al-Rodan	Shared Services Council
Amir Aldoughmi	Greater Mafraq Municipality
Hani Ghraibeh	Governorate of Mafraq

Abed Almajeed Al-Harahsheh	Governorate of Mafrag
Abdullah Al-Ashrah	Governorate of Mafrag
Maen Shdefat	Amin Radio
Fasil Al-Ajean	Department of Culture
Dr. Meshal Al-Nmri	Member of Consultative Board
Fasil Al-Tawfish	NA
Dr. Ibrahim Al-Husban	Previous Member in Parliament
Amil Al-Emoush	Greater Mafrag Municipality
Sheriff Bani Hani	Department of Environment
Sadam Khwaildeh	Member of Municipal Council
Abd Al-Majeed Khwaildeh	Jordan Youth Corporation
Suleiman Abu Ali	Sheik
Dr. Khloid Al-Khteeb	Association of Center
Abed Al-Kareem Al-Rjoub	Department of Municipalities Engineering
Shadeh Al-Hawmeh	Department of Education
Adel Khzaelh	Mafrag Institute for Vocational Training
Qasem Khwaledh	Municipality of Erhaba
Ghazi Hadad	Jordan Radio
Saleem Al-Rawahneh	Governor of Mafrag
Mohammad Awedat	Mayor of Greater Mafrag Municipality
Tyseer Shdefat	Greater Mafrag Municipality
Khalid Ali	Greater Mafrag Municipality
Mohammad Qawasma	Municipality of Al-Serhan
Nezar Al-Fawerh	Mafrag Youth Department
Daef-Allah Al-Akbear	Previous member in Parliament & Sheik
Ata Al-Eshrah	Education Department of Northern Badia
Hesham Al-Fakher	Jordan News Agency
Akraim Al-Zobaidi	Especial Economic Zone
Mutaz Al-Rosan	Transport Commission
Talal Al-Qadi	Department of Industry and Commerce
Maher Al-Shobaki	Department of Cooperation
Abed Elkader Bani Ershaed	Department of Education
Saleh Al-Mashqabeh	Municipality of Sabha and Al-Dafaineh
Atef Ashoor	Municipality of Sabha and Al-Dafaineh
Maha Al-Hout	Municipality of Sabha and Al-Dafaineh
Esam Al-Rosan	Northern Badia
Ershaid Olimat	Department of Buildings
Awni Shdefat	Department of Agriculture
Yazen Al-Ehsain	Department of Education
Jomeah Abu Khramah	Municipality of Um Al-Qutaen

Annex 2. Electronic sites for newspapers that wrote on CDS workshops in Mafrq

<http://almadenahnews.com/newss/news.php?c=129&id=112738>

http://www.addustour.com/ViewTopic.aspx?ac=%5CLocalAndGover%5C2011%5C10%5CLocalAndGover_issue1471_day25_id365150.htm

<http://www.aabu.edu.jo/news.jsp?id=0&dept=0&ns=1139>

http://www.petra.gov.jo/public_news/Nws_NewsDetails.aspx?Menu_ID=&Site_Id=2&lang=1&NewsID=51490&CatID=15

<http://alrai.com/article/7199.html>

http://www.alarabalyawm.net/pages.php?news_id=341812

<http://www.ammonnews.net/article.aspx?articleno=103939>

<http://almadenahnews.com/newss/news.php?c=129&id=120268>

Annex 3: Acronyms

CA	City Alliance
CDS	City Development Strategy
CHTUDP	Cultural Heritage, Tourism and Urban Development Project (financed by the World Bank)
CLTF	City Level Task Force (for the CDS)
CVDB	Cities and Villages Development Bank
DLS	Department of Lands and Survey
DOS	Department of Statistics
DZC	Development Zones Commission
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GIS	Geographic Information System
GOJ	Government of Jordan
HPC	Higher Planning Council
HUDC	Housing and Urban Development Corporation
JEDCO	Jordan Enterprise Development Corporation
JIB	Jordan Investment Board
JIEC	Jordan Industrial Estates Corporation
JTB	Jordan Tourism Board
LDU	Local Development Unit
LED	Local Economic Development
LG	Local Government
MCC	Millennium Challenge Corporation
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOHE	Ministry of Higher Education
MOI	Ministry of Internal Affairs
MOMA	Ministry of Municipal Affairs
MOPIC	Ministry of Planning and International cooperation
MOPWH	Ministry of Public Works and Housing
MOTA	Ministry of Tourism and Antiquities
NGO	Non-governmental Organization
OFDC	Orphan Fund Development Corporation
PDD	Planning and Development Department MOMA (from April 2010 onward)
PMU	Project Management Unit (RLDP)
RLDP	Regional and Local Development Project
SEZ	Special Economic Zone
UOAA	University of Al Al-Bayet
UPRF	Urban Planning Regulatory Framework
USAID	United States Development Agency
VTC	Vocational Training Corporation
WAJ	Water Authority of Jordan
WB	World Bank