

International
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Local Economic Development Strategy For Maifraq Governorate

2016 – 2018

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Preface

This strategy presents a package of economic development plans that aim to tackle some of the labour market challenges brought about by the influx of Syrian refugees into northern Jordan.

It aims to boost business growth and employment through practical initiatives and by identifying key sectors that have the potential to provide suitable and income-generating job opportunities for Jordanians and Syrian refugees.

The strategy was conceived as a response to the need of the northern governorates of Irbid and Mafraq to address the impact of the Syria refugee crisis on Jordan's labour market. It follows a review of previous development strategies, national plans and policies, and aims to create approaches that are more oriented towards development in the most affected host communities in Jordan.

The initiative was led by the Local Economic Development Committee of Mafraq, which is composed of government officials and employers' and workers' representatives, as well as academics and members of civil societies.

To Excel, a Jordanian socio-economic and development consultancy, developed the strategy. The key author of the strategy is Zeina Aqaileh from To Excel.

Special thanks go to Maha Kattaa, the International Labour Organization's Coordinator for the Syria Refugee Response in Jordan, and to Mary Kwar, Director of the ILO Office for Tanzania, Kenya, Uganda, Rwanda and Burundi, located in Dar es Salaam, for their support in the initial phase of drafting the strategies, as well as to Diana Al Akkad, ILO Administrative and Finance Assistant in Jordan, for her support throughout the process.

Local Economic Development Strategy For Mafraq Governorate

2016 - 2018

(Part One):
Economic Reality Overview and Analysis Report for
Mafraq Governorate

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1. Introduction

1.1 Concept and Importance of Economic Development ¹

Development in its general sense is a process oriented towards constructing a civilized social structure in which the local community affirms its identity, personality and creativity. In this sense, development is essentially based on:

- The principle of effective and positive community participation, from planning and decision making, to execution and assuming responsibility, and finally benefitting from the revenues and programs of community development projects.
- Planning and employment of everyone's efforts for public benefit, with a focus on the social sectors and groups that require capacity building, increased efficiency and improved circumstances.

According to the World Bank definition, the process of local **economic development** aims to:

"Build economic capabilities in local areas to improve the economic quality and future for everyone, a process that engages the public and private sectors through project entrepreneurs and the civil society through their joint and integrative work, to create better circumstances to support economic growth and provide job opportunities."

¹ World Bank Group website, definition of sustainable development

1.2 Goals of Mafrq Governorate Local Economic Development Strategy

With the crisis in Syria entering its fifth year, the number of Syrians in Jordan has risen to 1.4 million, including 628,175 registered refugees spread throughout the Kingdom according to UNHCR data. A total of 134,900 are dispersed throughout Mafrq Governorate, constituting 10.48 %² of the total refugees in the Kingdom. As a result, the burden on the Governorate has increased, notably in relation to the financial standing of the Governorate, due to increased government spending to provide for the needs of the refugees, as well as the increased negative economic effects of inflation, limited community resources and increased labour market competition.

The impact on the labour market has been significant, especially in the host communities where unemployment rates have increased to become higher than the Kingdom's national average.

The work to develop the "**Local Economic Development Strategy for Mafrq Governorate**" came as a response to the Governorate's need to address the impact on the labour market especially in the host communities as a result of the Syrian crisis. This included the following main objectives:

1. Review all former development strategies, national plans and policies, from an employment perspective.
2. Systematize approaches oriented towards developing the most affected host communities for the next three years to create job opportunities for them, increase their productivity, and ensure the growth of businesses in those communities, through a system of strategic directives and goals that are built upon a clear vision.
3. Develop an action plan for the following year with a number of initiatives aimed at unifying all local efforts represented by the local development committee at the Governorate level to implement strategy and raise their capabilities to adapt with the crisis and achieve sustainability.
4. To create an approach to sustain the work of the local development committee, guarantee its continuity and provide guidance in matters related to development, especially the utilization of resources.

² Jordan Response to the Syrian Crisis Plan, Ministry of Planning and the UN, 2015, and UNHCR data

1.3 Development Methodology for Mafraq Governorate Local Economic Development Strategy

The development of the "**Local Economic Development Strategy for Mafraq Governorate**" is based on an academic methodology that is used to create the vision, trends and strategic goals for the process of building the economic capacity of the local communities hosting Syrian refugees to better cope with the circumstances resulting from the effects on the labour market in those communities through focusing on the needs and expectations of those communities. These will be applied through a specific system of community operations and initiatives, and will be communicated to all stakeholders to unify efforts and create opportunities for sustainable local economic development.

The process of drafting the "Local Economic Development Strategy" will depend on the following **methodology**:

- ✓ Collect all data, verify its validity and analysis
- ✓ Review and analyze the content of the relevant national and local strategic planning documents
- ✓ Meetings and discussions with the local development committee that consists of representatives of relevant institutions in the Governorate

The phases of drafting the "Local Economic Development Strategy" consist of the following:

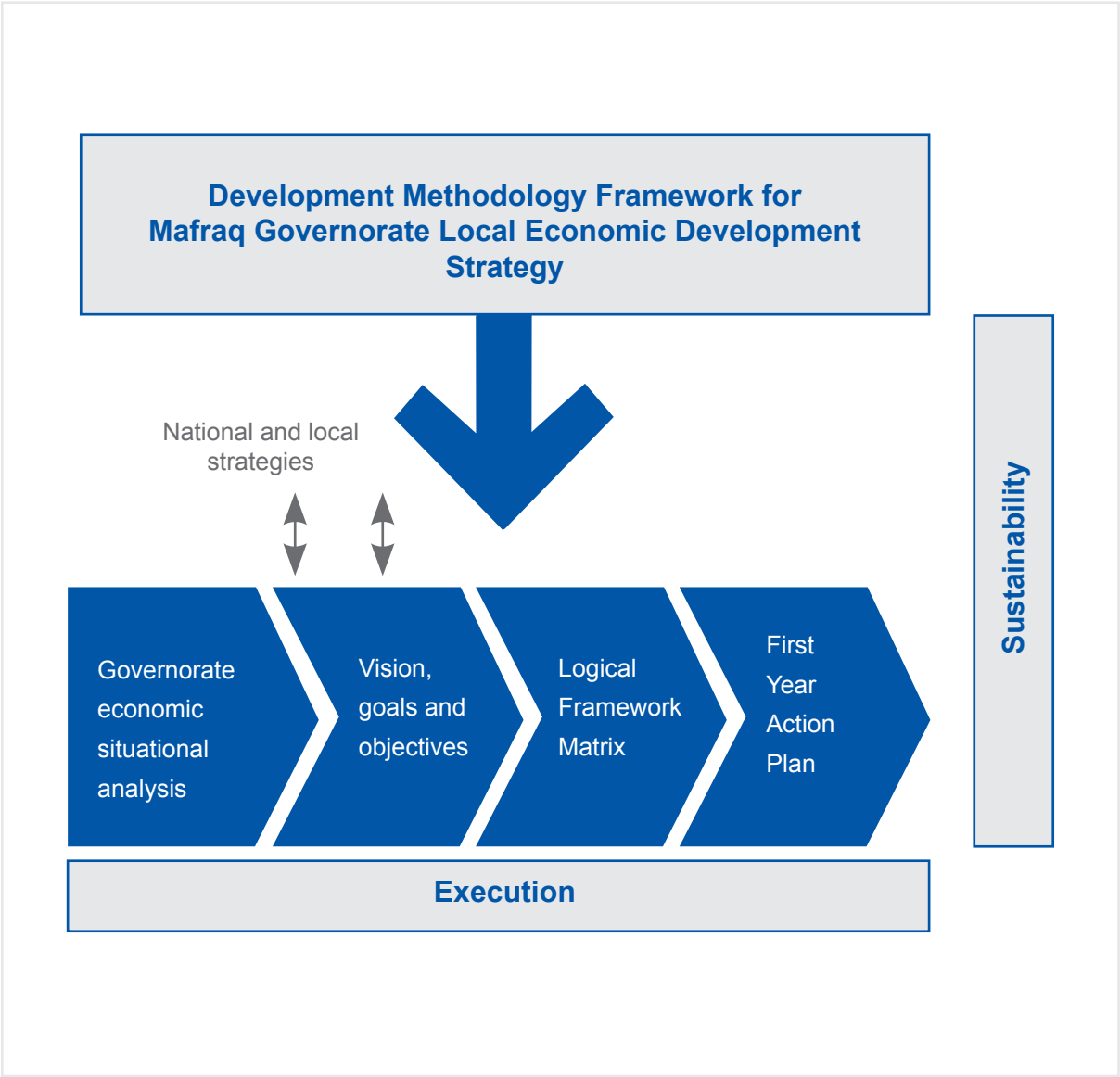
Part One: Overview and analysis of the current economic situation of Mafraq Governorate

- Analysis of growth drivers in the Governorate (economy, workforce, education and skills, business environment)
- Analysis of the Syrian crisis impact on the growth drivers in the Governorate
- Study and select the main sectors that are in need of development to contribute to the achievement of the strategic goals
- Overview of opportunities and challenges for the select sectors

- Part Two: Strategy Drafting

- Draft the vision, general trends and strategic pillars
- Design the logical framework matrix
- Draft the executive plan for the first year to describe the initiatives that must be implemented during this first year of the strategy
- Link the plan's themes and strategic goals to the compatible national strategies

Figure (1): Development Methodology Framework for Mafraq Governorate Local Economic Development Strategy



The phases of developing the "Local Economic Development Strategy" included referencing a number of **data sources**, most notably:

<ul style="list-style-type: none"> • Data from the Department of Statistics, Ministry of Higher Education and Scientific Research, Vocational Training Institute, Al-bayt University • Development program of Mafrq Governorate, Ministry of Planning and International Cooperation, 2013 - 2016 • Jordanian Response Plan to the Syrian Crisis, Ministry of Planning and UN, 2015 • Jordan's National Vision and Strategy 2025 	Official entity data and reports
<ul style="list-style-type: none"> • Report on the impact of the Syrian Crisis on the Labour Market in Jordan, ILO, 2014 • Impact of Syrian Refugees on Jordanian Labour Market, ILO and FAFO, 2015 	International Labour Organization reports
<ul style="list-style-type: none"> • Municipality Needs Assessment, UNDP, 2014 • Impact of Syrian Refugee Crisis on Economic and Social Characteristics of Families in Host Jordanian Communities in Irbid and Mafrq Governorates, UNDP, 2013 • Review of Needs Assessment of Syrian Crisis Impact, Ministry of Planning and UN, 2013 • Supply and Demand in the Mafrq Labour Market, Dajani Consulting and USAID, 2009 	Reports of other international organizations
<ul style="list-style-type: none"> • Socio-Economic Impact of Syrian Refugees in Jordan, Dr. Khaled Al Wazani, 2014 • Investment Map for Northern Governorates Project, Arab Planning Institute and Investment Commission, 2014 • Syrian Crisis – Tracking and Addressing Impact on Sustainable Human Development in Jordan and Lebanon, Natalie Bosha, 2013 • Socio-Economic Impact of Syrian Refugee Crisis on Jordanian Economy, Economic and Social Council, Dr. Khaled Al Wazani, 2012 	Other Reports

2. Current Situation of Labour Market in Jordan

2.1 Situation of Employment at the National Level

Unemployment is considered the main problem of the economy and the Jordanian labour market, consistently remaining above the 10% throughout the past decade, rising to 13.1% Kingdom-wide in 2013. Additionally, Jordan faces a host of other challenges within the employment context, notably:³

1. The Jordanian economy's inability to create annual work opportunities to address the problems of poverty and unemployment in Jordan
2. The continual flow of migrant workers into the Jordanian labour market
3. The low rates of women's economic participation in the Jordanian labour market
4. The imbalance in the distribution of the labour force by sector, education and profession
5. The incompatibility between outputs of the educational and training systems and the actual labour market needs, which leads to rising rates of unemployment.

The Jordanian labour force was estimated in 2013 to be around 1.7 million individuals in the formal and information sectors, as it is estimated that only 37.1% of the population of working age in the Kingdom are economically active, while 62.9% of working age are not economically active. Upon gender disaggregation, it is found that 65% of males are economically active, compared with only 15% of females. In comparison, the average rates across the MENA region are 76% for males and 27% for females, while international averages are 77% for males and 51% for females.⁴ Moreover, the results of the Workforce and Unemployment Survey of 2013 revealed that around 49% of total Jordanian workers have an educational level below high school, while the unemployed are also concentrated in that group with a rate of 41.3% of the total proportion of the unemployed. The proportion of the unemployed with a BA degree and above came in second place at 39.8%.⁵

The Jordanian labour market started receiving migrant workers in the early seventies in view of the labour market's need for workers in the sectors where Jordanians did not wish to work, such as agriculture, construction and services. With the passing of time, the flow of migrant workers to Jordan has accelerated until it reached a total of about 286,197 migrant workers by the end of 2013, making up 19.8% of the total workforce.⁶

³ Annual Report of the Ministry of Labour, 2013

⁴ Jordan's National Vision and Strategy 2025

⁵ Ministry of Labour Annual Report, 2013

⁶ Ministry of Labour Annual Report, 2013

2.2 National Level Policy Framework

The national level policy framework consists of an extensive list of strategies and policy reports developed over the decades. The results and outputs of a number of policies and reports were linked to an **employment and Syrian crisis impact perspective**, namely:

- 1- Jordan's Syrian Crisis Response Plan
- 2- Jordan's National Vision and Strategy 2025

The key findings and outputs of these plans were:

First: Jordan's Syrian Crisis Response Plan

The drafting of the Jordan Response Plan was facilitated by the UN and the framework produced by the Ministry of Planning and International Cooperation in early 2015. That plan drafted a number of interventions for the following three years geared towards:⁷

1. Meeting the urgent needs of the Syrian refugees, vulnerable groups of Jordanian and those affected by the crisis
2. Governmental budget support to meet the additional financial commitments
3. Improve government capacities for planning, programme development and response coordination in flexible manner
4. Enhance government capacities in the sectors of health, education, justice, water and sanitation.
5. Reform and strengthen municipal services and infrastructure to manage the increased demand in the affected sectors, specifically waste management, housing, environment, energy and transportation.
6. Increasing opportunities for work and generation of a decent living, and enhancing the capacities of vulnerable groups of Jordanians in adapting to the crisis.
7. Addressing social imbalances and strengthening the social fabric within the communities hosting Syrian refugees.

⁷ Jordan's Syrian Crisis Response Plan, 2015

The plan included sector response strategies for eleven sectors:

Education	Energy	Environment	Health
Justice	Transportation	Social protection	Shelter
Local governance and municipal services	Livelihoods and food security	Water and sanitation	

The sector response strategies identified for each sector a general **goal** and a specific **budget to provide services to the refugees and enable host communities**. The total requirements for Jordan's Syrian Crisis Response Plan amounted to approximately **\$3 billion US dollars**.

Considering the sectors and goals that may be linked to the local economic development strategy as part of the response plan, the following **subsidiary-goals** for the **sector** on livelihood and food security are identified:

- 1- Create more and better job opportunities for the various groups, including women, men and youth to empower the communities hosting the Syrian refugees, at a cost of \$29.3 million USD.
- 2- Revive the local economy in the areas most affected by the crisis to provide sustainable and income generating job opportunities, at a cost of \$17.5 million USD.

Among the **initiatives** that have been proposed for these subsidiary goals are:

- Create short-term job opportunities for Jordanian families affected in the host communities
- Provide training courses for business and professional skills (industrial apprenticeships)
- Improve labour market management and compliance with national labour criteria, alongside the Ministry of Labour
- Support the establishment and growth of micro, small and medium enterprises targeting vulnerable Jordanian families
- Stimulate local economic development based on engagement and partnership between the public and private sectors
- Support agriculture and livelihoods based on livestock through home-based agriculture, agro-manufacturing and marketing

Second: Jordan's National Vision and Strategy 2025

Jordan's National Vision and Strategy 2025, launched in March 2015, were built around four main themes:

Society, Citizen, Government, Business

The strategic objectives of Jordan's National Vision and Strategy 2025 are linked to the local economic development strategy, and include:

1. Developing the economic sectors and encourage embedded innovation, and develop tools to support sectors of priority and added value.
2. Encourage development of small and medium enterprises, offering financial support and a favorable environment in which to develop, enhancing their role in the creation of job opportunities for youth through encouraging the spirit of entrepreneurship and innovation.
3. Strengthen regulatory policies of the labour market, and focus on qualified professional workforce to serve the process of gradual replacement of migrant workers, especially for 16 youth, and encourage the entry of women in the labour market by increasing their participation through targeted programming.

Jordan's National Vision and Strategy 2025 established a number of priority sectors for the process of encouraging economic growth and creating job opportunities for Jordanians, namely:

Information technology and telecommunications, education, financial services, life sciences, construction and engineering, energy and renewable energy, tourism and conferences, transportation and logistics services, agricultural products with an added value, and humanitarian and logistical assistance

The Vision 2025 proposed a number of **initiatives** related to employment and the empowerment of citizens for employment purposes, including the following:

<p><u>Employment Initiatives</u></p>	<ol style="list-style-type: none"> 1. Build a skilled and motivated workforce armed with the necessary skills for the labour market 2. Develop employment and vocational counseling services and change the work culture 3. Make the migrant workforce complementary to the Jordanian workforce and not an alternative to it (specify migrant worker percentages, impose variable fees that are subject to amendment for work permits, create principles for granting visas and work permits, link training to employment and encourage partnerships between the sectors, and enhance monitoring of migrant workers) 4. Support opportunities for training and employment of residents of impoverished, rural and low investment areas 5. Development of labour market information 6. Reduce proportion of informal workers through raising awareness and encouraging movement to the formal sector
<p><u>Citizen Empowerment Initiatives for Employment Purposes</u></p>	<ol style="list-style-type: none"> 1. Significant expansion of vocational training 2. Make the vacant jobs market more transparent 3. Expand vocational counseling services at universities, schools and labour directorates 4. Continue to organize employment exhibitions and days 5. Institutionalize partnerships with institutions representing the sectors to assume their responsibility in contributing to limiting unemployment through establishing units that undertake these duties.

2.3 Implementation Framework of Policies at the Local Level

The success of any strategic initiative depends on it being rooted in an institutional structure that enables success, in a manner that guarantees coordination, effective implementation, and continued implementation of the resulting plans.

The local implementation of policies in Jordan (**institutional framework**) is currently represented by a methodology for the preparation of development programs for the governorates, usually under the supervision of a national team of secretary generals of ministries and a number of institutions, in addition to a local team consisting of members of the advisory councils, executive councils, civil society organizations, the private sector, and municipal councils. There is also a special action team for liaison officers from all ministries and government institutions as well as the technical team of the Ministry of Planning and International Cooperation.⁸

In spite of the focus on the **decentralization approach** as a main theme of the Jordan Vision and Strategy 2025, within the priority initiatives of the Jordanian government as part of the framework of empowering local communities and engaging them in making development decisions relevant to them, and creating an initiative to draft a strategy and national plan to implement the Decentralization Law applications and the ensuing reforms in case it is passed,⁹ the Decentralization Law is still the subject of discussions in Parliament and has not yet been passed.

In the event the Decentralization Law is passed, it is expected that the powers, responsibilities and resources related to administrative, development and service affairs of a local nature will be delegated, transferred and redistributed. This would be in addition to enhancing the institutionalization of popular engagement in identifying needs and arranging priorities to enable citizens to participate in the decision making process, and create the necessary plans to be implemented, followed up and assessed, in addition to creating mechanisms to entrench principles of transparency, accountability and justice.¹⁰

⁸ Development Program of Mafraq Governorate, 2013- 2016

⁹ Jordan Vision and Strategy 2025

¹⁰ Decentralization Project in the Governorates, 2009, Prime Ministry

Part One: Overview and Analysis of Mafrq Governorate Economic Reality

Mafrq Governorate is characterized by its relatively small population compared with the other governorates. According to the Statistics Department, the population totaled about 300,300 with the end of 2013, or about 5% of the country's population and about 17% of the total population of the northern governorates. This small population spread out over a large geographic location, the largest in the northern governorates, made Mafrq one of the governorates with the least population density, at 11.3 persons per square meter. On other hand, about 56.3% of the governorate's population ranges in age between 15 and 64, and about 40.9% are below the age of 15. As for the females, they constitute about 48.2% of the governorate's population. The table below outlines the main indicators reflecting the population reality of the governorate, compared with the general levels of the Kingdom:

Table (1): Population Indicators of Mafrq Governorate in 2013

Administrative divisions	Population number	Dependency rate	Area (km)	Population density	Below 15 years	15-64 years	65+
Qasabat Al Mafrq Prov							
Mafrq District	70050	69.7	186.7	375.2	38.1	58.9	100
Balama District	25570	82.5	169.8	150.6	42.3	54.8	100
Arhab District	20370	75.9	203.5	100.1	39.6	56.8	100
Al Manshieh District	9090	66.3	40.3	225.6	36.9	60.1	100
North East Badia Prov.							
Salhie District	20950	98.6	2584	8.1	47.4	50.3	100
Sabha District	12170	76.2	174.7	69.7	40.6	56.8	100
Um Al Jmal District	17920	83	140.4	127.6	42.5	54.6	100
Dier Al Kahef District	9150	93.9	665.3	13.8	45.2	51.6	100
Um Al Qutein District	10780	81.8	86.6	124.5	42.3	55	100
North West Badia Prov.							
North West Badia District	28880	86.6	283.7	101.8	43.8	53.6	100
Al Sarhan District	20110	66.6	99.4	202.3	37.2	60	100
Hosha District	17430	83.8	151.5	115.0	42.8	54.4	100
Al Khalidieh District	25770	79.9	134	192.3	41.8	55.6	100
Al Ruweished Prov.	12060	62.1	21630.5	0.6	35.4	61.7	100
Governorate	300300	77.7	26550.6	11.3	40.9	56.3	100
Kingdom	6388000	68.2	88793.5	71.9	37.3	59.4	100

Source: Statistics Department

The following section will give an overview of the change to the population in the governorate as a result of the Syrian crisis and the distribution of the Syrian refugees among the governorate's municipalities.

3. Growth Drivers in Mafraq Governorate

3.1 Economy

3.1.1 Economic Statistics ¹¹

This section aims to give an overview the economic situation of Mafraq Governorate, in addition to the main development characteristics and challenges faced, in comparison to the national average:

1. Poverty Indicators:

- The poverty rate of the Governorate, at 19.2%, exceeds the general poverty level in the Kingdom, which stands at 14.4%. The Governorate has 6 poverty pockets: Ruweished District, Salhie District, Deir Al Kahef District, Um Al Qutain District, Um Al Jmal District and Sabha District.

2. Inflation Indicators:

- The Governorate's inflation rate of 5.45% in 2012 exceeded the general inflation rate in the Kingdom of 4.77%. This indicator significantly increased as a result of the Syrian crisis to become 8.92% at the end of 2013.

3. Income and Family Spending Indicators:

- The percentage of middle class families in the Governorate, at 14.1%, is much lower than the national average of 41%. The average family size is 5.9, while the average annual household income in the Governorate is 7276.3 JD compared with the Kingdom's average of 8824 JD.
- The average annual household expenditure level in the Governorate is 7674.7 JD, which is lower than the general average of the Kingdom of 9626 JD. The analysis of household expenditure indicates the following trends:
 - 39% on food items
 - 23% on housing and utilities
 - 16.2% on transportation and communications
 - 22% on clothing, shoes, tobacco and cigarettes
 - 6% on education and healthcare

4. Business Environment Indicators:

- Economic enterprises operating in Mafraq make up 12% of the total economic enterprises operating in the North and 2.9% Kingdom-wide. Of these economic enterprises, 55% operate in the metals industry, leather and textile industries represent 17% and food, agriculture and livestock industries represent 7%. The Governorate contains the "King Hussein bin Talal Development Zone" which aims to attract investments in the areas of manufacturing and logistics (such as establishing storage facilities and the infrastructure necessary for loading and loading operations, as well as transit stations between differing means of transport). However, the Governorate still complains that its residents are **not appointed** in the development zone.
- The governorate constitutes a center for transport services in view of its link to the remaining governorates and the neighboring Arab countries through a network of main roads. It is also considered strategically important for the movement of individuals, services and products in different directions.

¹¹ Mafraq Governorate Development Program 2013 - 2016, Ministry of Planning, 2013

5. Natural Resources Indicators:

The Governorate is characterized by its wealth in ground water and it comes in second place in terms of the number of wells. It also contains several other natural resources such as natural gas, zeolite, zeolite tuff and limestone. It also represents the second food basket for Jordan, exporting to various countries of the world and supplying the local markets in the remaining governorates with various crops, including summer vegetables, fruits and olives. The Governorate is considered rich in archeology and cultural heritage, with sites such as Um Al Jmal, Safaqa Castle, and Um Al Qutain, in addition to the oldest church in the world in Rahab¹². In addition:

- Mafrq has no less than 1,700 square dunums of arable land which can be utilized to increase agricultural investment and provide many production inputs for the food industry sector.¹³
- Mafrq Governorate produces tomatoes in large quantities. Tomato planted areas in the Governorate constitute 18% of the total tomato cultivation areas in the Kingdom, which made Jordan the fourth largest exporter of fresh tomatoes in the world.¹⁴
- The Governorate comes in first place among the northern governorates in the relative distribution of sheep and lambs, a total of 25.7% and 11.4% of the total livestock of the north.¹⁵

3.1.2 Syrian Crisis Impact

With the crisis in Syria entering its fifth year, the number of Syrians in Jordan has risen to 1.4 million, including 628,175 registered refugees throughout the Kingdom, according to the data of the UNHCR. A total of 134,900 have dispersed throughout Mafrq Governorate, constituting 10.48% of the total refugees in the Kingdom¹⁶ (this figure does not include the number of Syrian refugees **inside Zaatari camp** or **unregistered refugees**). A large number of refugees are classified as extremely vulnerable, largely comprised of women and children below 5 years of age. The fulfillment of the needs of these refugees significantly impacts the financial circumstances in the Governorate, as a result of increased government spending, in addition to negative economic effects, including inflation, limited community resources, and competition in the labour market. A study of the distribution of Syrian refugees in the Governorate, demonstrated in the table below, through the **estimation** of the number of Syrian refugees outside the camps, reveals they are significantly centered in the Greater Mafrq Municipality, with their numbers roughly equal to the Jordanian population, in addition to being focused in the Sarhan, Hosha, Rahab, and Manshieh municipalities, and others.



¹² Northern Governorates Investment Map Project, Arab Planning Center, 2014

¹³ Northern Governorates Investment Plan Project, Arab Planning Center, 2014

¹⁴ Market Study and Marketing Strategy for the Tomato Sector in Mafrq, Excel Consulting Associates, 2014

¹⁵ Northern Governorates Investment Plan Project, Arab Planning Center, 2014

¹⁶ Jordanian Response to the Syrian Crisis Plan, Ministry of Planning and UN, 2015, and UNHCR data

Table (2): Statistics on the Population and Syrians in Mafraq Governorate Municipalities in 2013

Municipality	Population	Syrians	% of population
Greater Mafraq	180000	90000	50%
Manshieh	12000	2500	21%
Rahab	22000	5000	23%
Balama	40000	7500	19%
Zaatari and Manshieh	15000	3500	23%
Prince Hussein bin Abdullah	16000	800	5%
Hosha	10000	3500	35%
Basilieh	7500	1000	13%
Sarhan	22000	9000	41%
Khalidieh	30000	3500	12%
Salhieh and Naifa	16000	1000	6%
Um Jmal	25000	1000	4%
Sabha and Dafianeh	20000	3000	15%
Um Qutain and Mkeifteh	15000	850	6%
Dier Al Kahef	12000	500	4%
Bani Hashem	6000	1000	17%
Safawa	4000	500	13%
Ruweished	7000	750	11%

Source: Local Development Unit

The following points shed light on the economic impact of the flow of Syrian refugees into the Governorate,

- Impact on financial deficit, subsidies and debt:

- The level of the financial deficit in municipality budgets escalated as a result of the crisis, with Khalidieh Municipality becoming 187%, in Greater Mafrq 107% and in Salhieh 85% ¹⁷
- Accordingly, municipality debt increased to 6.133 million JD in Greater Mafrq Municipality, 1.6 million JD in Khalidieh Municipality and 0.7 million JD in Bani Hashem Municipality.¹⁸

- Impact on inflation:

- Inflation rates increased as a result of rising demand on various goods and services to about 8.92% ¹⁹
- As a result of rising prices and increasing cost of living for citizens, income levels have been eroded and standards of living were visibly decreased. Income levels decreased for 34.6% of families in Mafrq.²⁰
- The crisis led to changes in family spending trends, with spending on food items increasing to 44.1% on food items and 55.9% on non-food items.²¹

- Impact on exports and imports:

- Mafrq lost main trade lines due to the Syrian crisis, and exports to Syria decreased by no less than 43% during the past several months. Moreover, imports from Syria increased which damaged the trade balance.²²

- Impact on issues of poverty:

- The presence of refugees in the Governorate constituted a challenge to poverty levels in terms of competition for financial resources that were directed to impoverished classes through various aid mechanisms. Competition due to the Syrian issue prompted many agencies to direct their assistance to the newcomers at the expense of the pre-existing impoverished classes in the Governorate.²³

- Other:

- The impact on the economic climate of families became apparent through the increase in the value of loans and debts for families who were forced to borrow to fulfill the requirements of their daily life, particularly consumable goods. The proportion of debts in excess of 5000 JD has doubled, and the percentages of families with debt in Rahab increased to 23%, in Deir Al Kahef increased to 18% and in Balama to 13%.²⁴

¹⁷ Municipality Needs Assessment Report, UNDP, 2014

¹⁸ Municipality Needs Assessment Report, UNDP, 2014

¹⁹ Impact of Syrian Refugee Crisis on Economic and Social Characteristics of Families in Host Jordanian Communities in Irbid and Mafrq Governorates, UNDP, 2013

²⁰ Impact of Syrian Refugee Crisis on Economic and Social Characteristics of Families in Host Jordanian Communities in Irbid and Mafrq Governorates, UNDP, 2013

²¹ Syrian Crisis – Tracking and Addressing Impact on Sustainable Human Development in Jordan and Lebanon, Natalie Bosha, 2013

²² Socio-Economic Impact of the Syrian Refugee Crisis on the Jordanian Economy, Economic and Social Council, Dr. Khaled Al Wazani, 2012

²³ Socio-Economic Impact of the Syrian Refugee Crisis on the Jordanian Economy, Economic and Social Council, Dr. Khaled Al Wazani, 2012

²⁴ Impact of Syrian Refugee Crisis on Economic and Social Characteristics of Families in Host Jordanian Communities in Irbid and Mafrq Governorates, UNDP, 2013

3.2 Business and Economic Enterprises

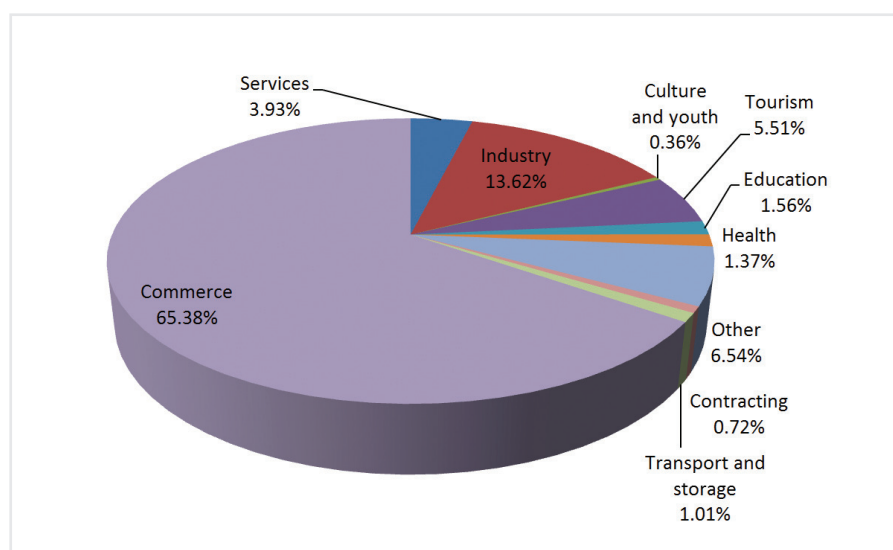
3.2.1 Demand in the Labour Market

To understand the nature of demand for workers in the Mafraq labour market, the statistics of the business sector in the Governorate must be presented. The sector is generally characterized by diversity, and most businesses are small with a small capital. Enterprises with a capital less than 5000 JD constitute about 90% ²⁵ of total enterprises operating in Mafraq, the majority of which are individual commercial enterprises. The following indicators outline the most notable statistics:

• Enterprises by Economic Activity ²⁶

- Operational economic enterprises in Mafraq constitute 12% of the total economic enterprises operating in the north, and approximately 2.9% Kingdom wide.
- The number of operational economic enterprises in the Governorate totaled 4737 in 2011, distributed across the following sectors:

Figure (11): Distribution of Operating Enterprises in Mafraq Governorate by Economic Activity in 2011



- Enterprises operating in the commercial and industrial sectors constituted approximately 80% of the total enterprises in the Governorate

²⁵ Northern Governorates Investment Map Project, Arab Planning Institute and Investment Board, 2014

²⁶ General Census of Economic Enterprises, Statistics Department, 2011

- **Commercial** activities included:

- ✓ Retail sale processes in food, drink and tobacco
- ✓ Followed by shops selling clothing, shoes and leather products
- ✓ Then computer and furniture shops
- ✓ Wholesale and retail commerce, and vehicle and motorcycle repairs also constituted a good percentage

- As for **industrial** activities, they included: ²⁷

- ✓ Metal industries came in first place in terms of number of industrial enterprises, with about 54.6% share
- ✓ Leather and textile industries came in second place in terms of number of industrial enterprises, constituting around 17% , Extraction industries in third place in terms of number of industrial enterprises, with about 7.6%
- ✓ Food, construction and architectural industries, with 6.8%, 5.5% and 3.7% share respectively

- **Tourism** enterprises including hotels and restaurants constituted 5.51% of the total enterprises in the Governorate, followed by educational and health enterprises with 1.56% and 1.37% respectively.

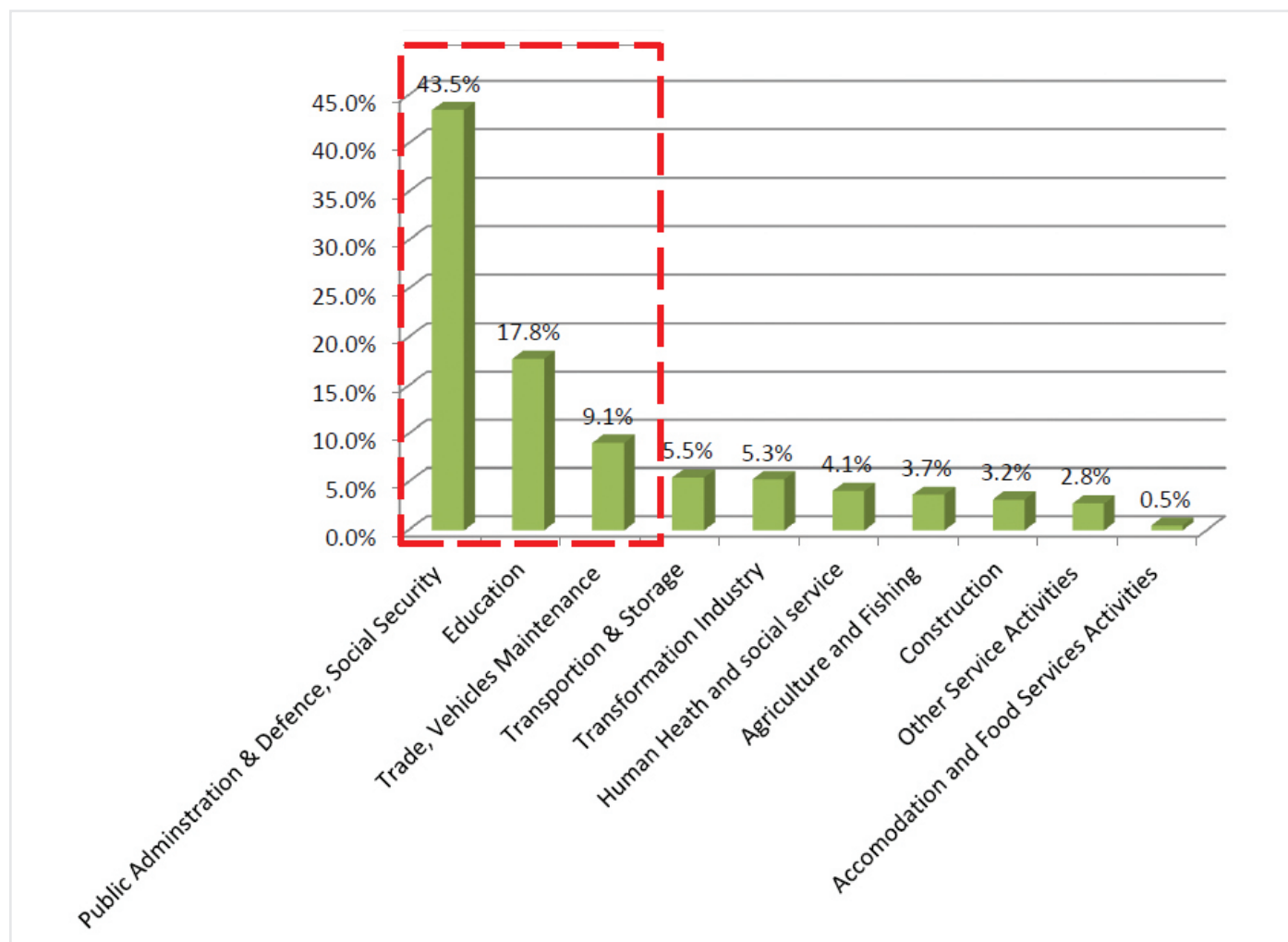
- **Transport** activities, including land transport of passengers and goods and storage activities constituted about 1.1% of the total operational enterprises in Mafrq Governorate. The same applies to the **construction and real estate** sector, with **construction** activities, including buildings and their finishing, plumbing and air conditioning systems, constituting about 0.72% of the total operational enterprises in the Governorate.

²⁷ General Census of Economic Enterprises, Statistics Department, 2011

• Workers by Economic Activity ²⁸

- The findings of 2013 data issued by the Department of Statistics indicated that Jordanian workers in Mafrq Governorate are focused on specific activities. The public sector in the Governorate maintains the highest percentage of the workforce, totaling 43.5%, followed by the education, health and social service sectors, at 17.8%, and the commerce, transport and storage sectors at 13.3%, as indicated below:

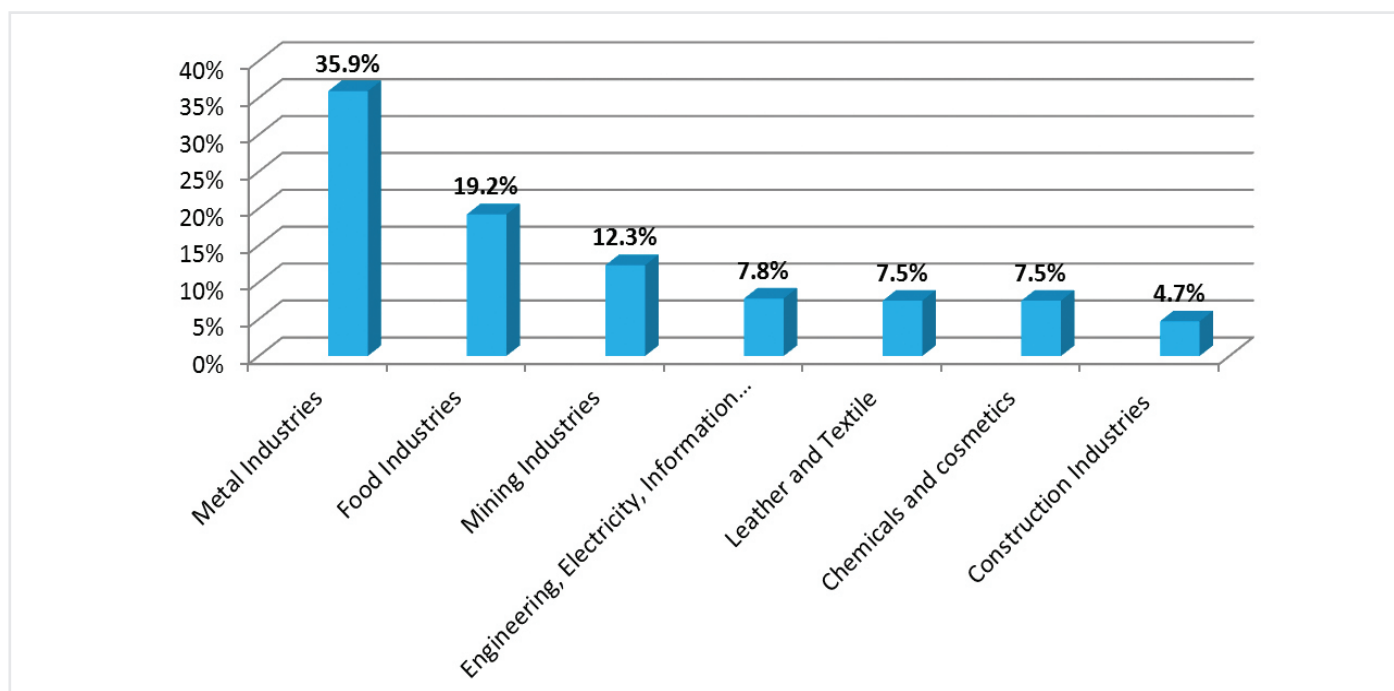
Figure (12): Distribution of Percentage of Jordanian Workers in Mafrq Governorate by Economic Activity in 2013



- The contribution of some productive sectors that generate job opportunities, such as tourism and agriculture, did not exceed a very small percentage of the total number of Jordanian workers in the Governorate.
- As for **industry**, **metal** industries garnered the largest number of workers in the industry sector in the Governorate, constituting 35.9% of the total workers. This included the construction metal industries, followed by **food** and then **extraction** industries, at 12.3% and 19.2% of the total workers in the industry sector, respectively. Conversely, the **textiles** sector employed only 7.5% of the Governorate's residents.

²⁸ Mafrq Governorate Development Program, Ministry of Planning and International Cooperation, 2013 -2016

Figure (13): Distribution of the Percentage of Jordanian Workers in Mafrqa Governorate in the Industrial Sector in 2011



Source: Mafrqa Governorate Development Program, Ministry of Planning and International Cooperation, 2013 - 2016

• New Job Opportunities ²⁹

- Findings in relation to the creation of new job opportunities created by the Ministry of Labour in Mafrqa indicated that the Governorate came in sixth place among the governorates in the number of new job opportunities, totaling 1274 opportunities created, a percentage of 2.7% of the total job opportunities created in the Kingdom.
- These opportunities were concentrated in the following areas:
 - ✓ General administration and defense, about 31.2%
 - ✓ Commerce, about 22%
 - ✓ Industry, about 13.1%
 - ✓ Health, about 9.3%

²⁹ Annual Report, Ministry of Labour, 2013

• Gap between Supply and Demand ³⁰

- ✓ It is noteworthy that according to the IMF, the **informal sector** constitutes about 26% of the Jordanian economy, which puts its ranking around the middle in comparison to other Arab countries. The IMF considers this to be one of the most important causes of unemployment, resulting from the gap between supply and demand. It is expected that the higher rates of participation in the informal sector are in the sectors containing the **largest number of small and medium sized enterprises**.³¹
- ✓ A study on the gap between supply and demand in the labour market in Mafrq Governorate, undertaken by Dajani Consulting with support from USAID, indicated that to bridge the gap between supply and demand in the Governorate's labour market, **training courses** must be organized with a focus on technical skills, such as operating machinery, maintenance, metalwork, accounting and office management. This would qualify the workers for **specific professions** that are in demand, such as quality management technicians, warehouse workers, electromechanical maintenance technicians, packaging workers, production supervisors, vehicle maintenance technicians, etc., in view of the market's demand for such skills, usually acquired by graduates of **training centers**.
- ✓ The Mafrq Governorate Development Program for 2012 - 2014 indicated that the **number of job opportunities necessary** for 2014 is 9344 opportunities, while the **expected opportunities** through the development program are 3942 opportunities, making the **gap** in the number of necessary job opportunities 5402.

3.2.2 Syrian Crisis Impact

The Syrians have recently begun establishing their own private investment businesses, in the industry, commerce, agriculture or real estate sectors. Their investment rates of the total Arab investment in Jordan at the end of 2013 were as follows: ³²

- ✓ 40% in the manufacturing sector
- ✓ 38% in the commercial sector
- ✓ 20% in the agricultural sector
- ✓ 2.5% in the real estate sector

³⁰ Supply and Demand in the Mafrq Labour Market, Dajani Consulting and USAID, 2009

³¹ Panoramic Study of the Informal Economy in Jordan, UNDP, 2012

³² Socio-Economic Impact of Syrian Refugees in Jordan, Dr. Khaled Al Wazani, 2014

3.3 Workforce

3.3.1 Employment Statistics

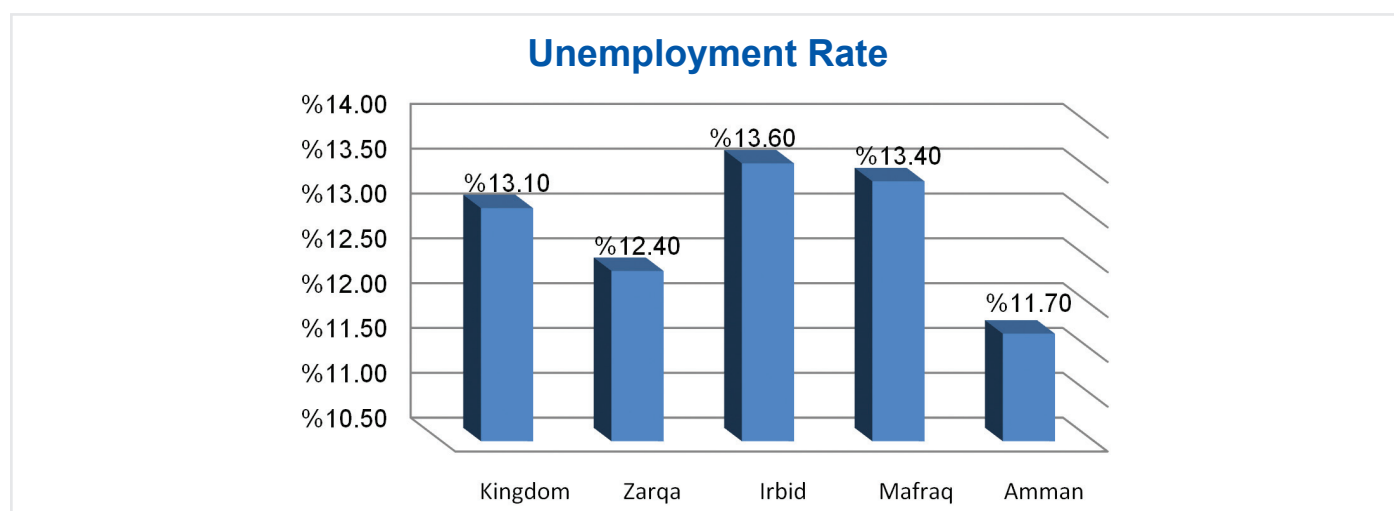
The estimated number of workers in the Governorate stood at around 62,469 individuals in 2013, or 20.8% of the total population, of whom 84% were male and 16% female. The level of unemployment stood at 9,672 individuals in the same year with a significant increase in this figure throughout the years 2008 - 2013, which also pushed up the general unemployment rate to 13.4% in the second quarter of 2013, reaching 14.5%³³ by the end of the fourth quarter of the same year as a result of the Syrian crisis and the competition in the labour market. This registered as one of the highest rates of unemployment compared with the other governorates and the general average of the Kingdom, as indicated in the table and figure below.

Table (3): Mafrq Governorate Labour Market Statistics for 2008 - 2013

	2008	2009	2010	2011	2012	2013
No. of Economically Active	54,461	59,594	60,741	60,109	62,315	
No. of Employees	47,117	51,523	52,298	53,031	55,665	62,469
Male	41,151	43,877	44,705	44,765	46,755	
Female	5,966	7,646	7,593	8,266	8,910	
Number of Unemployed	7,344	8,070	8,443	7,078	6,650	9,672
Male	5,037	5,727	6,180	4,934	5,051	
Female	2,307	2,343	2,263	2,144	1,599	
Unemployment Rate	13.5%	13.5%	13.9%	11.8%	10.7%	13.4%

Source: Statistics Department

Figure (2): Mafrq Governorate Unemployment Rate Compared with Kingdom Average and Other Governorates in 2013

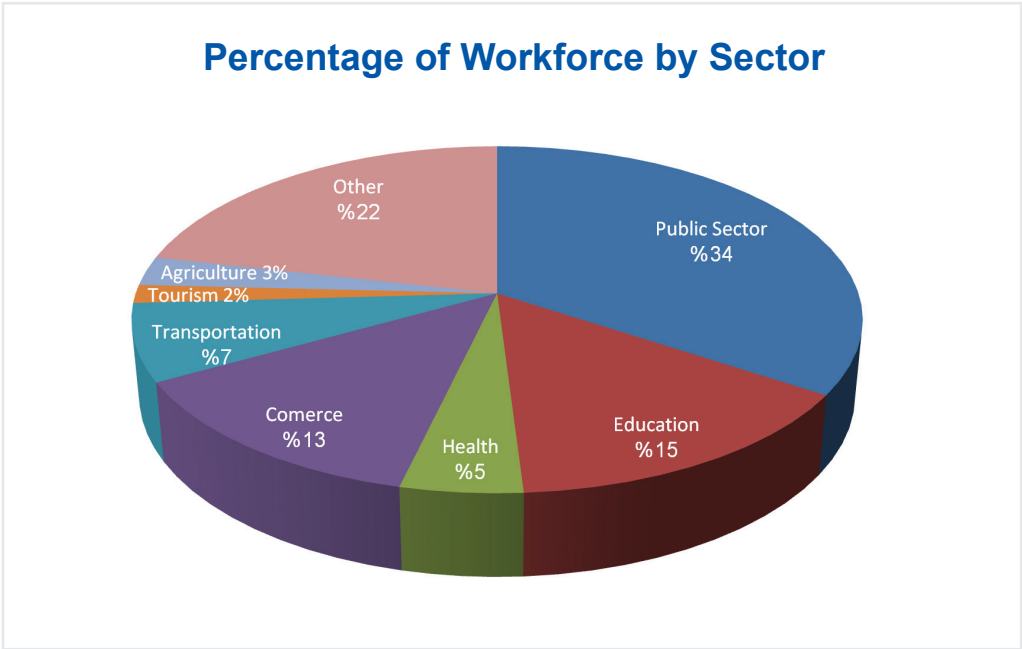


Source: Statistics Department

³³ Impact of Syrian Refugees on Economic and Social Characteristics of Families in Host Jordanian Communities in Irbid and Mafrq Governorates, UNDP, 2013

A study of the relative distribution of workers in the Governorate by sector, and based on the 2013 data from the Department of Statistics, reveals:

Figure (3): Percentage of Workforce by Sector in Mafraq Governorate



- The public sector in the Governorate continues to make up the highest percentage of the workforce at 43.5%, followed by the education, health and social services sectors, at 17.8% and the commerce, transport and storage sectors at 13.3%
- The agricultural sector employs only 3.7% of the total workforce in the Governorate although 68% of the population lives in rural areas. According to a study on the tomato sector, this is due to the low wages in the sector and the difficulty of the working conditions, in addition to social and cultural reasons. ³⁴
- The same applies to the tourism sector, where workers constitute about 2.7% of the total number of workers in the Governorate. Thus the total contribution of these productive sectors does not exceed 6.4%.
- The number of migrant workers in the Governorate constituted 4.4% of the total number of migrant workers in the Kingdom, or approximately 18% of the number of workers in the Governorate in 2012.³⁵ The number of **migrant workers** working in the agricultural sector was around 10,000 out of a total of 14,000 work permits granted by the Labour Directorate in the Governorate in 2012.³⁶
- Additionally, the number of **employment applicants** with the Civil Service Bureau from the Governorate was about 61,198 individuals, or about 22% of the population, while the number **appointed** was only 3.6%. ³⁷
- The high level of employment in the Public Sector raises the salary allocation in the Governorate, where the salary allocation in the public sector constitutes about 60% of the total budget allocated to the Governorate. In some municipalities it rises up to 82% of the total budget allocated for the municipality, the same applies to Balama Municipality, while it constitutes 80% in Hosha and Rahab Municipalities. ³⁸
- Whilst there is one vocational training center in the Governorate, it is far from the population center. Moreover, the quality of the training programs offered does not fit the competing sectors; agriculture and industry. There is also weak demand for these vocational training programs.

Additionally, a field survey conducted by the UNDP in 2013 to assist in analyzing the real needs of the Mafrqa Governorate community indicated the following:

- **Willingness and desire to work:** A look at the willingness of the unemployed to work if an appropriate job opportunity is found revealed that 18.2% are willing to do so (the highest percentage was 27% in Khalidieh and the lowest was 5.9% in Ruweished)
- **Attempts to search for work:** The percentage of individuals actively looking for work was 82.2% (the highest was 98% of the target sample, in Deir Al Kahef, and the lowest was 73.1% in Khalidieh)
- **Main reasons for not searching for work:** The most commonly cited reason was not being able to find a good job, followed by:
 - ✓ Believing that there is no work available
 - ✓ Being tired of looking for work
 - ✓ Lack of academic qualifications
 - ✓ Not knowing how to search for/access work opportunities

³⁴ Market and Marketing Strategy Study for the Tomato Sector in Mafrqa, Excel Consulting Associates, 2014

³⁵ Mafrqa Governorate Development Program, Ministry of Planning and International Cooperation, 2013 - 2016

³⁶ Reluctance of Jordanian Workers to Work in Agricultural Sector in Jordan – Mafrqa, Economic Social Council, 2013

³⁷ Mafrqa Governorate Development Program, Ministry of Planning and International Cooperation, 2013 - 2016

³⁸ Municipality Needs Assessment Report, UNDP, 2014

3.3.2 Impact of the Syrian Crisis

The labour market in Mafrq Governorate was affected by the ongoing flow of Syrian refugees from the start of the crisis in March 2011. This caused an escalation in the unemployment problem in the Governorate, as the Syrian workers occupied a number of job opportunities, which led to competition with the local workforce as indicated in the following table:

Table (4): Mafrq Governorate Labour Market Statistics for 2013

	No. of Economically Active	No. of Workers	No. of Unemployed	Unemployment Rate
Jordanians	72,141	62,469	9,672	13.40%
Syrian Refugees	17,083	6,020	11,062	64.8%

Source: Report on the Impact of the Syrian Refugee Crisis on Labour Market in Jordan, ILO, 2014

The labour market in the Governorate has come to face a range of **challenges**, namely:

Employment of refugees, their acceptance of relatively low wages, and increased competition between them and the local residents for a number of professions: ³⁹

The **Syrian workforce** is characterized by being:

- Less expensive than other migrant labour
- A good competitor in many professions in view of their higher skill level
- A good competitor in craft professions

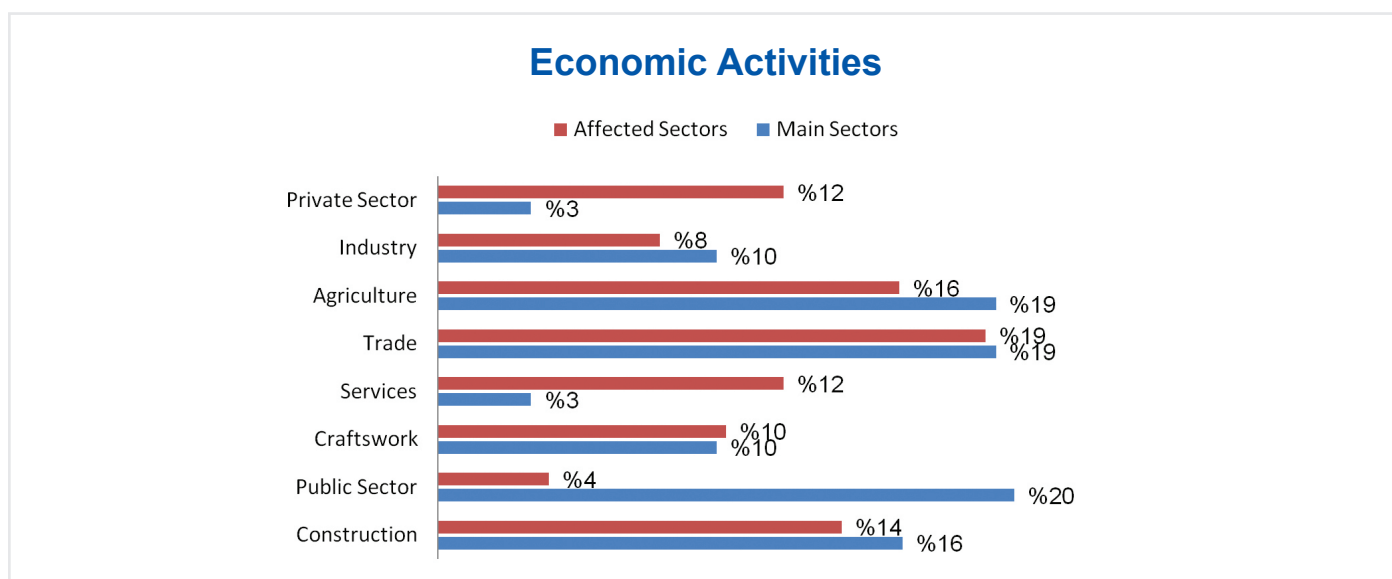
The **spread of the Syrian workforce** in Mafrq Governorate has become apparent in:

- **Professions:** crafts and trade
- **Sectors:** The agricultural and construction sectors and the areas that offer commercial services and goods, such as restaurants, cafes, grocery stores, bakeries, car wash stations, car maintenance and clothing stores, as well as craftsmen, as indicated in the figure below according to the sample targeted in the study below. ⁴⁰

³⁹ Municipality Needs Assessment Report, UNDP, 2014

⁴⁰ Municipality Needs Assessment Report, UNDP, 2014

Figure (6): Economic Activities / Sectors Impacted in Mafrqa Governorate



Source: Municipality Needs Assessment Report, UNDP

Based on the study "**Impact of the Syrian Refugees on the Jordanian Labour Market**" by the ILO and the Norwegian FAFO foundation specialized in research of this nature, the following findings emerged: ⁴¹

- The percentage of Syrian refugees with **work permits** did not exceed 10% of total working refugees, which means that the majority of refugees work in the informal sector and thus are outside the scope of the Jordanian Labour Law, which leads to:
 - ✓ Decline in wages
 - ✓ Increased working hours
 - ✓ Deteriorating working conditions (such as non-contractual labour)
 - ✓ Increased child labour
- The percentage of Syrian refugees earning **wages** below 199 JD per month constituted 44% of the total employed refugees, compared with 15% of working Jordanians who receive these wages.
- The working Jordanians in the **host communities remain** concentrated in the same economic activities as they were at the start of the Syrian crisis, including general administration and defense, commerce, education, industry or transport and storage.
- There was a significant increase in the percentage of working **Syrian refugees** in the construction sector between 2011 and 2014, and a decrease in the agricultural sector when compared to the start of the crisis. The Syrian refugees have forced out a small percentage of Jordanians working in these two sectors (construction and agriculture).
- The percentage of **Syrian refugees** working in the trade sector significantly increased, reaching 23% of the total refugees, which imposes further difficulties for Jordanians searching for work in that sector.

⁴¹ Impact of the Syrian Refugees on the Jordanian Labour Market Report, ILO and FAFO, 2015

Table (8): Distribution of Workers by Economic Activity for Host Communities and Syrian Refugees

2011	Host Communities	Syrian Refugees	2014	Host Communities	Syrian Refugees
	General Administration and Defence	Commerce		General Administration and Defence	Construction
	Commerce	Construction		Commerce	Commerce
	Education	Industry		Industry	Industry
	Industry	Agriculture		Education	Food and Accommodation Services
	Transport and Storage	Transport and Storage		Transport and Storage	Agriculture

Source: Impact of the Syrian Refugees on the Jordanian Labour Market Report

Thus, the working **Syrian refugees** took up a large percentage of craft professions as well as sales and services professions inside the host communities.

It is expected that the **lowering of wages** in the labour market will lead to:⁴²

- Increased job exploitation
- Regressing work standards
- Increased child labour
- Inflated poverty rates

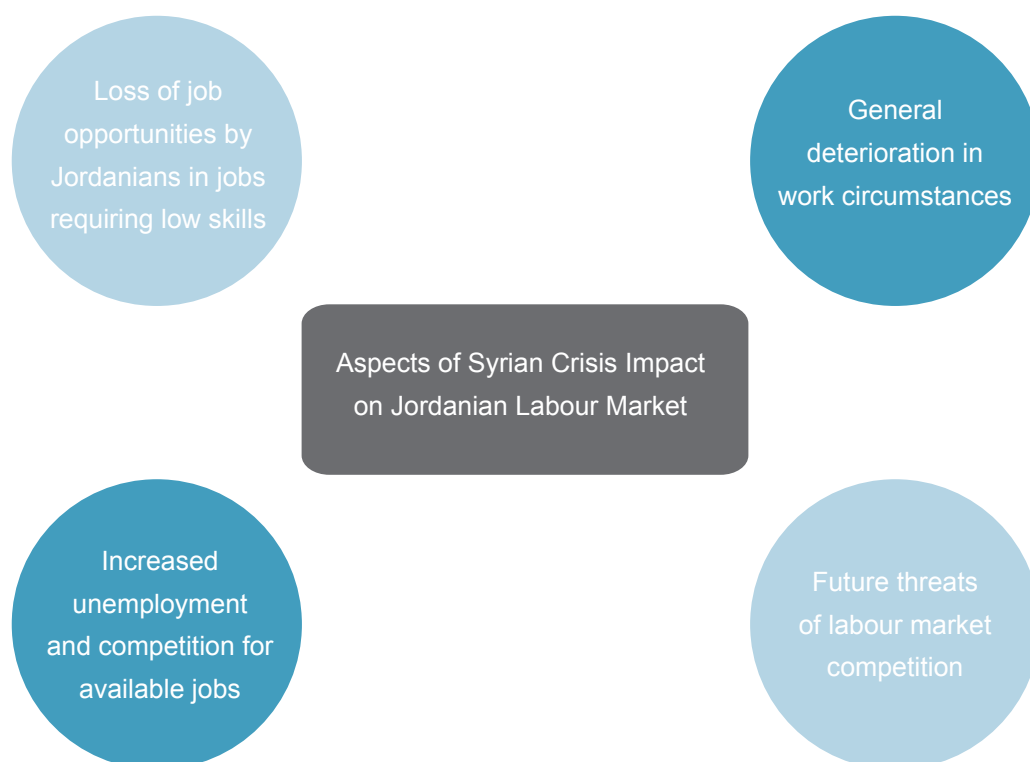
The study "**Syrian Refugee Impact on the Jordanian Labour Market**" offered a number of **recommendations** in this regard, namely:

- To organize the informal sector and reduce employment in this sector
- To encourage the private sector to employ refugees in the sectors that currently allow migrant workers to participate
- To highlight realistic strategies (scenarios) to develop the Jordanian labour market to form the basis of any national employment strategy
- To provide short-term job opportunities to support assistance activities and coordinate measures between the international community and the government
- To link with the National Employment Strategy
- To encourage enrollment in schools among Syrian children and caregivers

⁴² Review of the Needs Assessment of the Syrian Crisis Impact on Jordan, Ministry of Planning and International Cooperation and UN, 2013

Thus, the impact of the Syrian crisis on the Jordanian labour market can be summarized as follows:

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3.4 Education and Skills

3.4.1 Supply in the Labour Market

The size and capacity of human capital is a key component of development in any area, and the illiteracy rate in the governorate is considered relatively high (13.3%) compared with the national average at 7%. University graduates constitute an essential part of the output of the educational process and there is an urgent need to supply the labour market with human resources that are qualified for the work available. Graduates represent an important element in the supply aspect for the labour market. The Mafrq Governorate has the following aspects:

• University Graduate Statistics:

Higher education and scientific research flourished in Mafrq Governorate with the establishment of Al Al-Bayt University in 1995, comprised of 11 faculties teaching 29 specializations with an academic faculty of 285 members, including 76 with an MA degree and 209 with a PhD. The following table details the number of enrolled students and BA graduates from Al Al-Bayt University between 2009 and 2013. These numbers are projected to increase in the coming years, especially if university admission rates are decreased:

⁴³ Syrian Refugee Impact on the Jordanian Labour Market, ILO and FAFO, 2015

Table (5): Number of Enrolled Students and Graduates of BA from Al Al-Bayt University 2009 and 2013

Numbers	2009-10	2010-11	2011-12	2012-13
Enrolled students	11,643	10,449	12,770	14,146
Graduated students	2,731	2,380	2,361	2,418

Source: **Ministry of Higher Education and Scientific Research Statistics**

Regarding **graduate studies**, divided among higher diplomas, vocational diplomas and MA degrees, the figures are outlined the following table:

Table (6): Number of Graduate Study Graduates from Al Al-Bayt University 2009 and 2013

Al Al Beit University	Degree	2009-10	2010-11	2011-12	2012-13
	Higher Level and Vocational Diploma	116	77	148	123
	Masters	241	292	227	121
Total		357	369	375	244

Source: **Ministry of Higher Education and Scientific Research Statistics**

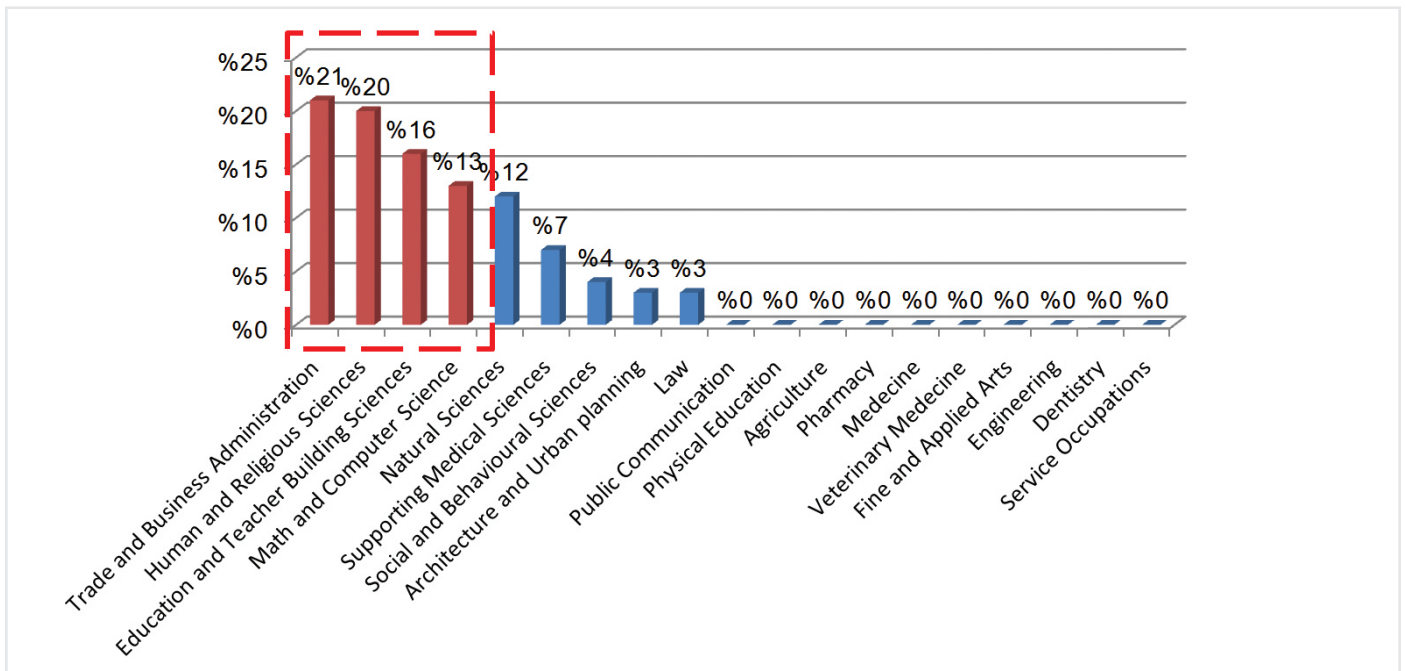
The percentage of Al Al-Bayt graduates from Mafrq's residents compared to the total university graduates for all degrees, including BA, higher diploma, vocational diploma and MA, exceeded 41% of the total graduates in 2013. ⁴⁴

The distribution of **specializations** of Al Al-Bayt University graduates between 2009 and 2013 was as follows:

- Graduates of the Business Faculty constituted the highest percentage, 21% of total graduates, followed by Humanities and Religious Studies at 20%, Education Faculty and Teaching Qualifications at 16%, and Mathematics and Computer Science at 13% of the total graduates.
- Graduates of the Architectural Engineering and Urban Planning Faculty constituted the lowest percentage at 3% of the total graduates, in addition to the graduates of the Law Faculty, producing the same percentage of the total graduates.
- There were no graduates in a number of specializations, including agriculture, pharmacy, fine arts, service professions, medicine, veterinary medicine, sports, communication and documentation.

⁴⁴ Al Al Beit Statistical Report, 2014

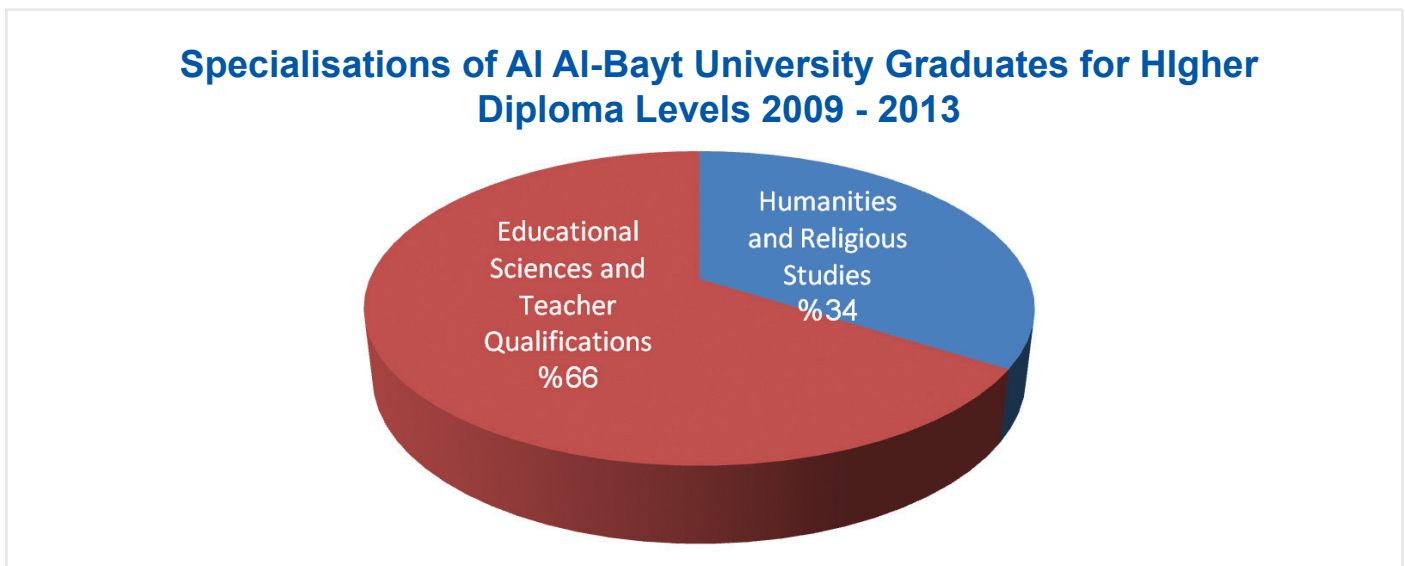
Figure (7): Graduating Student Specializations from Al Al-Bayt University for the BA Level 2009 - 2013



Source: Ministry of Higher Education and Scientific Research Statistics

The specializations of Al Al-Bayt graduates between 2009 and 2013 were as follows:

- Higher and Vocational Diploma:

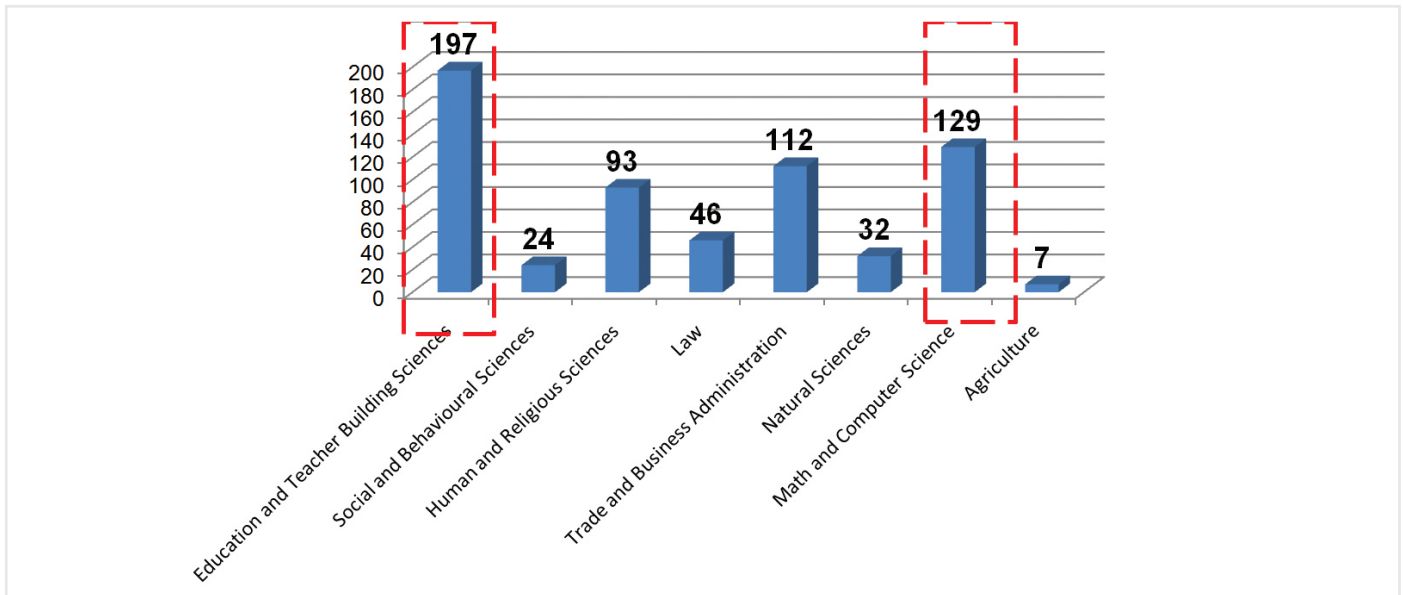


The graduates of the Education and Teaching Qualification specializations constituted the highest percentage at 66% of the total graduates, followed by graduates of the Humanities and Religious Studies specialization, at 34%.

- Masters Level Qualifications:

Graduates of the Education and Teaching Qualification Faculty again constituted the greatest number, totaling 196 graduates, followed by graduates of Mathematics and Computer Science who totaled 129 of the total graduates between 2009 and 2013.

Figure (8): Specializations of Students Graduating from Al AlBeit for the MA Level 2009 - 2013



Source: Ministry of Higher Education and Scientific Research Statistics

• Community College Graduation Statistics:

The Governorate has one women's community college, Mafraq Private College, with the number of graduates between 2010 and 2012 were as follows:

Table (7): Number of Private Mafraq Faculty Graduates 2010 - 2012

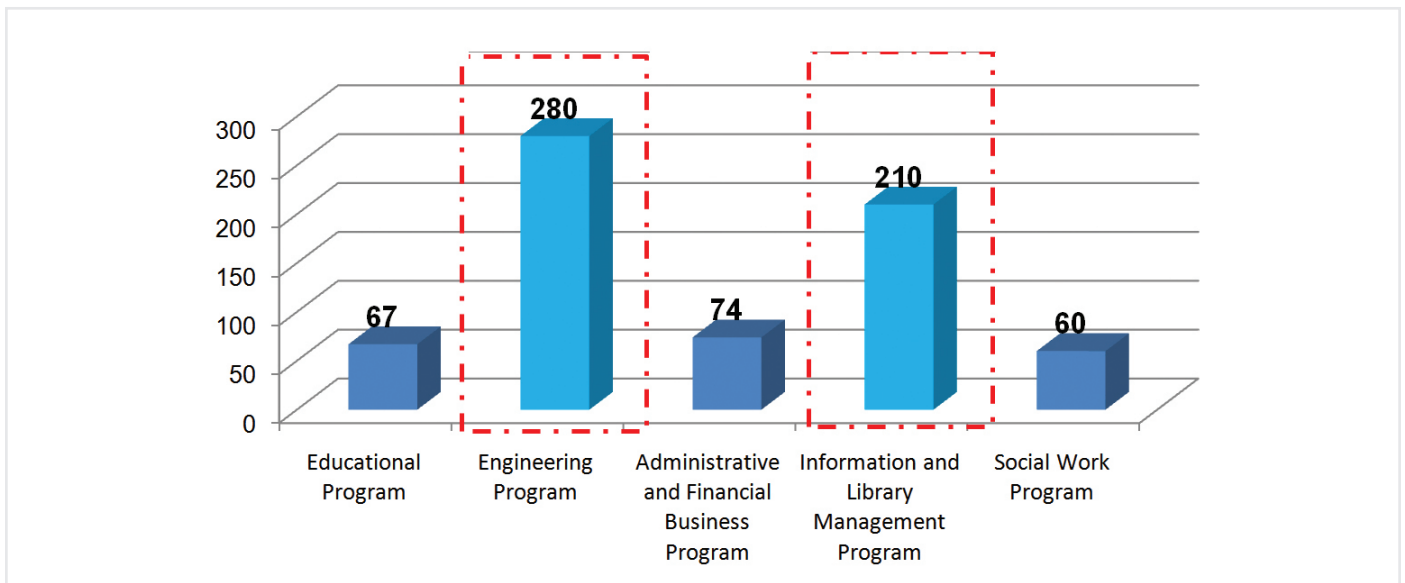
Community Colleges	2010	2011	2012
Mafraq Private College	201	230	260
Total	201	230	260

Source: Ministry of Higher Education and Scientific Research Statistics

The specializations of Mafraq College in over the period 2010-2013- were as follows:

- The engineering program constituted the largest number of graduates with 280, in addition to the Information Management and Libraries program, with 210 graduates between 2010 and 2012.

Figure (9): Private Mafraq College Graduates Specializations



Source: *Ministry of Higher Education and Scientific Research Statistics*

• Vocational Training Institute Graduation Statistics:

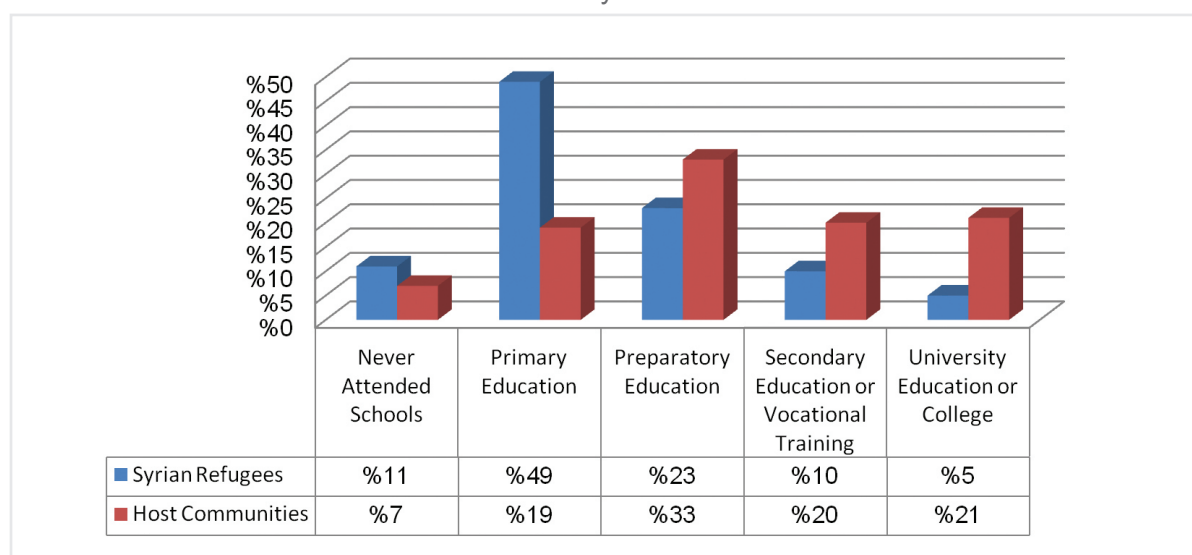
The Governorate has one vocational training center with a capacity to manage 235 trainees, however it is far from the population center. The quality of the training programs offered do not fit the competing sectors, namely industry and agriculture, and therefore the percentage of apprenticeship remains low in the Governorate as the level of demand is weak. The number of trainees at Mafraq Vocational Training Center was 510 in 2014, while the graduates totaled 181. ⁴⁵

⁴⁵ Vocational Training Institute, 2014 Annual Report

3.4.2 Impact of Syrian Crisis

The recent study by ILO and FAFO revealed that in view of the educational level of Syrian refugees outside the camps, detailed in the figure below, the majority have completed **primary education**(49%), while the percentage of having completed **secondary education** or **vocational training** was 10%. The percentage of **university graduates** or **community college** graduates did not exceed 5%.⁴⁶ This indicates a **significant weakness** in the education level of Syrian refugees, especially when compared with the educational level of the host communities, as outlined in the figure below. In spite of this, they were able to compete in the labour market and obtain job opportunities in those communities, which highlights the availability of low-skilled job opportunities in host communities, paying relatively low wages.

Figure (10): Educational Level of Syrian Refugees Compared with Educational Level of Host Community Members



Source: *Syrian Refugee Impact on the Jordanian Market Report, ILO and FAFO*

⁴⁶ Impact of Syrian Refugees on the Jordanian Labour Market Report, ILO and FAFO, 2015

4. Priority Development Sectors in Mafraq Governorate

4.1 Sector Selection Criteria

This section aims to identify priority development sectors in Mafraq Governorate which are able to attract an increased number of local workers from the communities hosting Syrian refugees, create job opportunities for them and contribute to fulfilling the strategic goals of economic development for the Governorate at large, and specifically the host communities affected by the Syrian refugee influx.

The priority sector selection criteria were drafted in view of the following methods:

- 1- Calculating the employment resettlement coefficient index
- 2- Examination of the average growth of economic sectors and the rate of their contribution to the GDP
- 3- Feedback from the local development committee members in the Governorate

Method (1): Calculating the employment resettlement coefficient index

The following indicators are considered relevant in the selection of priority sectors:

- 1- Economic sectors/activities with the highest percentage of workers
- 2- Economic sectors/activities generating job opportunities and able to attract workers

These are relied upon to calculate the "**employment resettlement coefficient**", which is: ⁴⁷

The coefficient shows the extent to which economic activity is centered in the area to be analyzed, and is the activity considered most attractive or repellant for workers. It can be measured based on the following formula:

Employment resettlement coefficient in a particular economic sector/activity =

$$\frac{\text{No. of workers in the sector in the governorate}}{\text{Total number of workers in the governorate}} \div \frac{\text{No. of workers in the sector in the Kingdom}}{\text{Number of workers in the Kingdom}}$$

- If the employment resettlement coefficient is < 1 the economic sector/activity is attractive for workers and can accommodate more
- If the employment resettlement coefficient is > 1 the economic sector/activity is repellant for workers and cannot accommodate more

⁴⁷ Basic Concepts on Nature of Investment, Dr. Ihab Maqableh

Method (2) Study of the rate of growth of economic sectors and their rate of contribution to GDP

Examination of growth rates of the economic sectors, calculated based on the GDP and the personal income of individuals, as well as investment rates, to determine if they are increasing, decreasing, or remain steady compared with previous years, are an indicator for the selection of priority sector, in addition to the contribution of those sectors to the GDP.

Method (3): Feedback from the local development committee members in the Governorate

The methodology adopted in the selection of priority sectors relied on upon collecting continuous feedback from members of the local development committee on all results of the approaches adopted, for the purposes of consensus and seeking their guidance and ideas on the sectors that can attract additional workers if developed.

4.2 Sectors Selected for the Local Economic Development Strategy

According to Method (1): Calculating the Employment Resettlement Coefficient Index

Based on the criteria selected to calculate the "Employment Resettlement Coefficient", the results for the Mafrq Governorate were as follows:

Table (9): Employment Resettlement Coefficient for Economic Activities in Mafrq in 2013

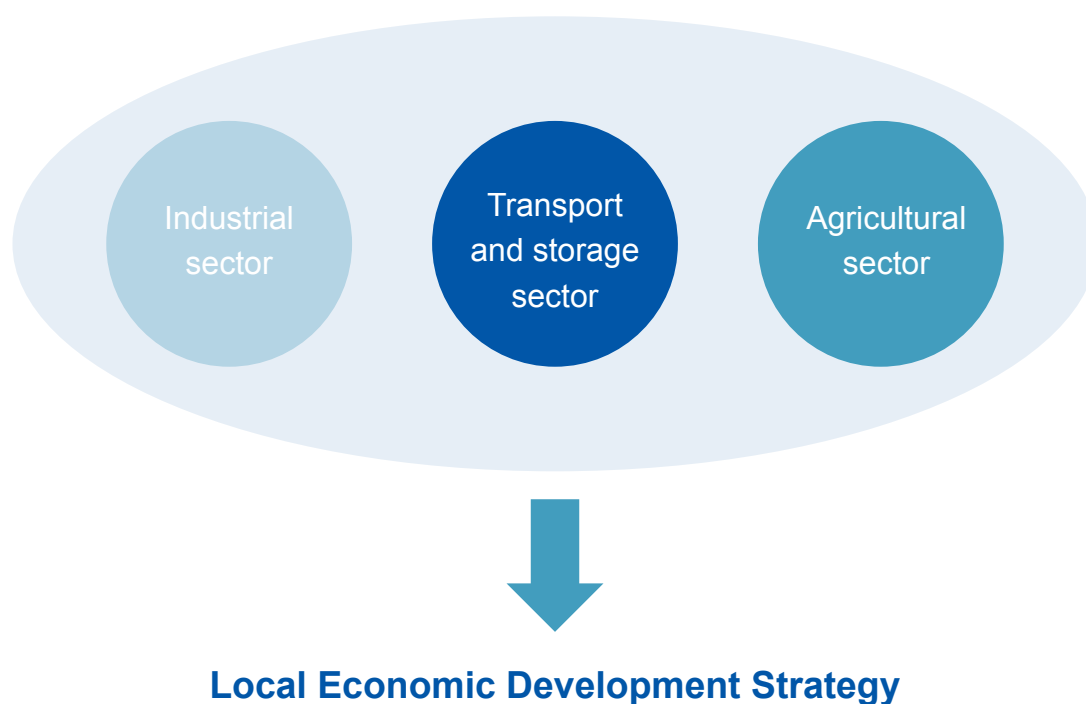
Percentage	(1) Percentage of number of workers in sector in governorate to total number of workers in governorate	(2) Percentage of number of workers in sector in Kingdom to total number of workers in governorate	Employment Resettlement Coefficient	
Agriculture, forestry, hunting and grazing lands	3.70%	1.70%	2.18	1
General admin, defense and social security	43.50%	24.80%	1.75	
Education	17.80%	12.80%	1.39%	
Other service activities	2.80%	2.60%	1.08	
Construction	3.20%	6.00%	0.53	
Transport and storage	5.50%	7.80%	0.71	2
Human health and social service activities	4.10%	5.00%	0.82	
Wholesale and retail commerce, and vehicle maintenance	9.10%	15.40%	0.59	
Family livelihood activities to produce non-competitive goods and services	0.20%	0.50%	0.40	
Administrative and support service activities	1.70%	1.50%	1.13	
Art, promotion and entertainment activities	0.10%	0.40%	0.25	
Accommodation and food service activities	0.50%	2.40%	0.21	
Industries	5.30%	10.20%	0.52	3
Mining and quarry exploitation	0.30%	0.90%	0.33	
Electricity, gas, steam and air-conditioning supplies	0.40%	0.90%	0.44	
Information and communications	0.10%	1.80%	0.06	
Real estate activities	0.30%	0.50%	0.60	

Source: Mafrq Governorate Development Program, Ministry of Planning and International Cooperation, 2013/2016-

Therefore, the sectors that attract workers and are able to accommodate more workers within them, among the productive sectors, with the exception of public and administrative jobs, were as follows:

- 1- Agricultural sector:** This had an employment settlement coefficient that came to 2.18%
- 2- Transport and storage sector:** This sector accommodated a high percentage of workers in the Governorate at 5.5%, and at the Kingdom level it accommodated around 7.8%
- 3- Industrial (manufacturing) sector:** This sector accommodated a high percentage of workers in the Governorate at 5.3%, whilst Kingdom-wide it stood at 10.2%.

Therefore, the preferable sectors to take focused in the local economic development strategy, according to method number 1, are:



According to Method (2): The study of the rate of growth of economic sectors and the rate of contribution to GDP: ⁴⁸

The national economy in 2014 was able to achieve GDP growth of around 3.3%, compared to 3.1% in 2013 and 3.0% in 2012. The **growth rates** were distributed among the following sectors:

Table (10): Growth Rate for the Economic Sectors 2012 - 2014

Economic Sectors/Activities	2012	2013	2014
Agriculture, forestry and fishing	-9.4%	-3.5%	7.5%
Mines and quarried	-17.1%	-10.9%	27.6%
Transformational industries	2.3%	1.9%	1.5%
Electricity and water	6.6%	0.8%	3.3%
Construction	-1.0%	8.7%	6.8%
Wholesale and retail trade	6.9%	3.2%	3.9%
Hotels and restaurants	6.2%	3.0%	2.9%
Transport, storage and communications	4.1%	4.0%	1.6%
Financial services and insurance	8.6%	5.9%	2.7%
Real estate services	2.2%	2.2%	2.2%
Social and personal services	5.9%	5.7%	4.7%
Total	3.0%	3.1%	3.3%

Source: Statistics Department

⁴⁸ Statistics Department

Based on these findings, the main sectors to achieve **significant growth** in 2014 were:

1- **Agricultural sector**

- Growth rate of 7.5%

2- **Industrial sector**

- Growth rate of 3.7%. This sector consists of three **subsidiary sectors**:
 - Transformation industries
 - Electricity and water
 - Extraction industries
- Growth in the output of the industrial sector was a result of the increase in output of the **extraction industries** in particular, and the producers of phosphate and potash, at about 27.6%

3- **Construction sector**

- Growth rate of 6.8%

The main sectors that saw **marked deceleration** during 2014 were:

1- **Transport, storage and communications sector**

- Growth rate of 1.6%

Regarding the **economic contribution of the sectors to GDP** in 2014, we find the following:

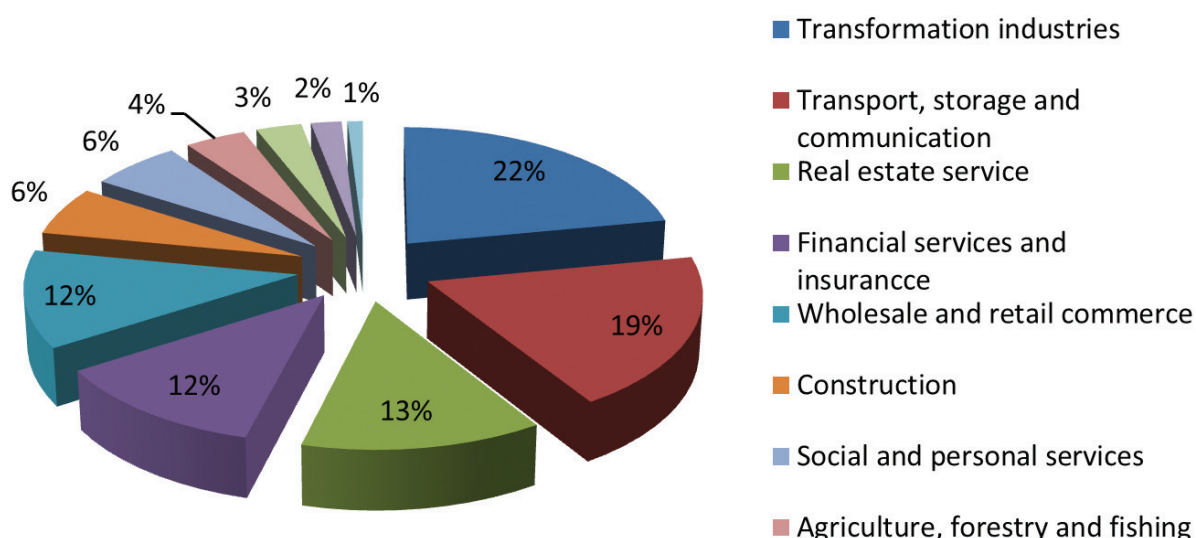
1- **Transformation industries** contributed the most to the GDP, at 22%

2- The **transport, storage and communication** sector come in second place with a contribution of 19%

3- **Real estate, finance, insurance and commerce** services come in the following places with their contributions constituting 13%, 12% and 12% respectively

4- The total contribution of the **remaining six sectors** (construction, social and personal services, agriculture, electricity and water, mines and quarries, and hotels and restaurants) did not exceed 22% of the GDP

Sector Contribution to GDP 2014



By arranging the economic sectors according to the proportion of workers (sector growth rate and economic contribution to the GDP during 2014), we find the following:

Table (11): Economic Sectors Ranking during 2014

Ranked Economic Sectors / Activities		
	Highest sector contribution	Highest growth rate
Highest ↓ Lowest	Transformational industries	Mines and quarries
	Transport, storage and communications	Agriculture, forests, hunting and fisheries
	Real estate services	Construction
	Financial services and insurance	Social and personal services
	Wholesale and retail trade	Wholesale and retail trade
	Construction	Electricity and water
	Social and personal services	Hotels and restaurants
	Agriculture, forests, hunting and fisheries	Financial services and insurance
	Electricity and water	Real estate services
	Mines and quarries	Transport, storage and communications
	Hotels and restaurants	Transformational industries

Therefore, the preferable sectors to concentrate on in the local economic development strategy according to Method 2 are:

1- Industrial sector(high growth rate, high sector contribution)

2- Construction sector (high growth rate)

3- Agricultural sector (high growth rate)

4- Transport and storage sector (high sector contribution)

When comparing the results of Method 1 and Method 2 we find a match in the following priority sectors, for which opportunities and challenges will be discussed in the following section:

1- Industrial sector

2- Agricultural sector

3- Transport and storage sector

According to Method (3): Feedback from members of the local development committee in the Governorate

When collecting feedback from members of the local development committee on the results of Method (1) and method (2), the following was agreed upon:

- 1- Consensus was reached on the outputs of Methods (1) and (2) in accrediting the priority economic sectors to be the focus of the Governorate's local economic development strategy.
- 2- Consensus was reached on the inclusion of the tourism sector as an additional sector, as the committee believes it is possible for the sector to contribute to development and attract a large number of workers if developed, especially in view of the Governorate's enjoyment of a number of historical **archeological sites and desert castles**, such as Um Al Jmal archeological city, Um Al Sarb, Sabha, Buru Castle and Jawa Castle.

5. Opportunities and Challenges of Priority Development Sectors in Mafraq Governorate

5.1 Agricultural Sector

5.1.1 Opportunities

- The **amount of arable land** in the Governorate in relation to the total amount of agricultural holdings in the Kingdom qualifies it to be an important agricultural centre if all opportunities for the exploitation of those lands are utilized in increasing agricultural investment and enhancing self-sufficiency and food security support, as well as providing production inputs for agricultural industries.
- The governorate maintains significant **livestock**, constituting 22% of the total in the Kingdom.
- There are a number of **investment ideas** that can be utilized to link agricultural or animal production to the food production sector.
- The Governorate enjoys a relative advantage in the production of **high quality agricultural crops** including tomatoes and apples, giving it a competitive advantage and facilitating entry into Arab and international markets, especially if that relative advantage is exploited in the production of all goods that require apples or tomatoes, thus creating a number of **investment opportunities** in a number of production areas, including:
 - ✓ Juices, jams, dried apples, various types of vinegar, sweets, apple chips, flavors, etc
 - ✓ Tomato paste, tomato juice and dried tomatoes
- The Governorate has fertile soil making it appropriate for the production of all types of **medicinal herbs required** by various sectors, such as the food industry, pharmaceutical industry, beauty products industry and chemical industries.
- The sector's ability to create high value **job opportunities**.
- There are a number of **investment ideas** that can take advantage of **lower quality crops** to maximize on their value, such as dried, canned, frozen and cooked vegetables or dried or frozen fruits.

5.1.2 Challenges

- There are strong challenges and a clear shortage in the availability of **agricultural support services**, such as:
 - ✓ Low levels of technology use in the post-harvesting phase, such as primary **cooling** operations, washing, sorting, grading, storage and **transportation**, which leads to a high percentage of wastage
 - ✓ The governorate lacks investments in technologies used in the processes of **filling and packaging** despite the importance of this process in accessing local, regional and international markets
 - ✓ Weaknesses in the **marketing and marketing process** related to agricultural and livestock production, as well as weaknesses in the marketing process for food industries relevant to these products, thus limiting the ability to access internal and external markets
- Poor **cooperative relationships between the farmers** who must unify their efforts, especially in marketing, promotion, and accessing agricultural and livestock production inputs at the best prices and terms through private **cooperatives** with the participation of women in the governorate. There is also a need to encourage partnership building between the private and public sectors.
- Inadequate **provision of specialized training programs** to prepare youth for practicing agricultural professions by failing to adopting training programs and on-job training to guarantee their continued development and acquisition of the required skills.
- Absence of **agricultural guidance** between research centers on one hand and farmers on the other, which has led to adoption of traditional agricultural patterns that in many cases do not match the area's climate.
- Absence of sufficient **information** on the available job opportunities in the sector and the absence of specialized guidance staff.
- Fragmentation of agricultural **property** and urbanization at the expense of agricultural lands, as well as the degradation of lands due to poor rotation practices.
- **High cost** of agricultural production requirements, high cost of **energy** and high cost of **animal fodder**.
- Spread of **agricultural pests** and difficulties in their control.
- Lack of agricultural, water and environmental **research** on an ongoing and in-depth basis through specialized units.
- **Deteriorating volume of the capital** of registered agricultural companies over last years, poor financial capacity of farmers in **reclaiming** their lands, and the **difficulty** in accessing low interest **loans**.
- Water scarcity and the **depletion of ground water** which is heavily relied upon, and the escalating problem of shortage in rainwater harvesting machinery and technologies.
- Increasing number of **migrants** from agricultural villages in search of private sector jobs.

After the **Syrian crisis**, a number of new challenges arose in the Governorate's agricultural sector, most notably:

- ✓ High cost of transport of agricultural products, particularly after the closure of the Syrian territories
- ✓ High cost of accessing seeds, fertilizers and other agricultural requirements which previously came from Syrian cities at low cost
- ✓ Inflation in product prices as a result of increased demand
- ✓ Decreased volumes of agricultural exports to Syria by 25%
- ✓ Government failure to exert sufficient force to protect Jordanian workers from migrant workers who have now taken over the majority of job opportunities in the agricultural sector

5.2 Transport and Storage Sector

5.2.1 Opportunities

- The distinctive **border location** of Mafraq Governorate enhanced the active movement in this sector and increased its strategic importance Kingdom-wide. Additionally, an **extensive road network** linking Mafraq Governorate to the neighboring governorates and the bordering Arab countries (Saudi Arabia, Iraq and Syria), is considered an important element for the movement of individuals, services and products in different directions, which can be used for many investment purposes.
- **Expansive area** of the Governorate qualifies it for investment projects that require vast spaces such as **logistical facilities** relevant to planning, executing and monitoring the efficient and effective flow and storage of goods and information, from point of origin to point of consumption.
- There is a need to establish a **transport union** to regulate the transportation services, improve its quality and achieve an increase in commercial growth rates.
- The utilization of **market research and studies** to improve the transport system, which requires ongoing marketing of the network.

5.2.2 Challenges

- Low levels of use of modern cooling techniques
- Shortage in qualified personnel to manage logistics (gap between supply and demand) in the Governorate
- Lack of regular bus movement
- Weakness in existing transport lines

After the **Syrian crisis** began, a number of new challenges arose in the Governorate's agricultural sector, most notably:

- ✓ The closure of roads and a number of border passages
- ✓ Decreased security on the roads

5.3 Industrial Sector

5.3.1 Opportunities

- The Governorate contains the **King Hussein bin Talal Development Zone**, one of five development zones in Jordan aimed at attracting industrial, logistical and community service investments. It is characterized by its strategic geographic location for industrial production and transport, which could turn it into a commercial exchange center in the region if utilized correctly, in view of its presence on a large road network that links Jordan, Syria, Iraq and Saudi Arabia. Work is underway to **construct a free zone** to advance the investment environment in the development region to provide a strong economic motive to settle investments and attract even more.
- The **majority of investments** in the development zone are centered around the industrial sector, such as manufacturing of cartons, plastic bottles, soft drinks and cables.
- The Mafrq Governorate's location near **Zarqa Governorate** which is leading in the industrial sector has contributed to the creation of unified and complementary movement between the two governorates.
- There are a number of **advantages** granted by the development zones for enterprises, such as the 5% tax rate for income subject to tax, exemption for the tax on goods and services that the enterprise purchases or imports, and exemption from the tax on all materials, equipment, machinery and internal outfitting in the construction and equipping of all projects established in the zone.
- The Governorate's **expansive area** qualifies it for investment projects that require vast spaces such as renewable energy, industry and logistical facilities, in addition to the availability of a number of other resources such as natural gas, zeolite tuff, zeolite, and limestone, which can be utilized.
- Availability of an **entrepreneurial incubator** that can be utilized.

5.3.2 Challenges

- **The high interest rates** offered by banks on loans, which stands in the way of financing new investments and expanding existing investments in the industrial sector.
- General stagnation, especially with regard to **export** markets, and the inability of craftspeople to **market** their products locally and regionally.
- Low percentage of those registered in the **vocational training** sector places pressure on the availability of technical skills that are required by productive projects. Therefore, there is no matching between vocational training and local market requirements.
- **Weak demand for work** in the industrial cities by Jordanian workers as a result of **low wages** offered and the absence of incentives.
- **Weak industrial and agricultural** investments and the low number of small and medium industries.

5.4 Tourism Sector

5.4.1 Opportunities

- The Governorate has a number of historical **archeological sites**, including: Um Al Jmal archeological city, Um Al Sarb, Sabha, Buru Castle and Jawa.
- The existence of a **solid base** for the establishment of an advanced tourism industry if all opportunities are taken advantage of through investment in the touristic infrastructure and the development of industries that support the tourism sector, including entertainment activities, promotion and guidance campaigns, and development of summer destinations and craft industries.
- The Governorate needs **rated accommodation centers** (hotels) including 3, 4 and 5 star hotels.
- Establish a **union for crafts people** which would form a committee specialized in traditional arts and heritage, in addition to establishing a heritage market or complex.

5.4.2 Challenges

- Weakness in terms of **capital investment** in the tourism sector and low number and distribution of restaurants, craft stores and entertainment outlets compared with the number of touristic and archeological sites.
- **Limited provision** for developing the tourism sector in the Governorate, especially the financing available to maintain and restore archeological sites.
- **Clear hesitance in the banking sector** to finance small and medium sized projects in the tourism sector for reasons related to lack of information/research, weak solvency, and high loan risks in view of their inability to provide sufficient guarantees.
- **Poor tourism promotion** in the Governorate, especially in the Rehab area, and the lack of **comprehensive tourism programs** to tourist sites in the Governorate.
- **Lack of awareness** of the importance of the tourism sector, emphasized by the fact that the Governorate's tourism sites are not listed as part of Jordan's tourism programs, in addition to the poor tourism culture among citizens and workers in this field.
- **Poor provision of tourism services** to fulfill the needs of tourists, and limited tourism and entertainment investments to lure tourists to reside in the Governorate for long periods of time.
- The Governorate suffers from a **shortage in vocational training** for tourism and hospitality sectors, which impacts the quality of the human capital and skills available in this sector.
- Low production of **tourism products**, including crafts, gifts and local souvenirs.

(Part Two):

**Mafrq Governorate Local Economic Development
Strategy Report**

6. General Definitions ⁴⁹

The following terms in this report take the meanings outlined below, unless the context indicates otherwise:

A mechanism Benchmarks: A mechanism and style for learning that aims to learn from others through observing distinctive performance models and styles of entities with expertise in specific areas or from the same sector in order to access new ideas that contribute to development.

Vision: A long term outlook of the future state which the Governorate aims to achieve, based on values and beliefs, usually in the form of a short phrase that responds to four specific questions: where does the Governorate see itself after years, what does it provide, for whom, and in what area?

Basic Guiding Principles: The main principles that govern processes (creating strategic plans and then implementing them, ending with follow-up and assessment operations) representing the original and true motives that will be the basis of operations, policy making, process design, procedures and initiatives.

Strategic Pillars: General details of strategic platforms, under which strategic objectives appear, representing a host of long term goals that are sought out for achievement.

Strategic Goals: A host of long term objectives that fall under the banner of a strategic pillar, constituting general details for it, under which come the objectives. The goals represent the endings that are sought out for achievement.

Strategic Objectives: These fall under the strategic goals and are short term. The achievement of a number of objectives means the achievement of a purpose and achieving a number of strategic goals contributes to fulfilling the Governorate's vision.

SMART Strategic Objectives: These objectives are specific, measurable, achievable, realistic and time-bound.

- **Specific objective:** The objective identifies what is sought out for achievement
- **Measurable objective:** An objective whose achievement or lack thereof can be measured
- **Achievable objective:** An objective that can be achieved
- **Realistic objective:** An objective that can be achieved with the available resources
- **Time-bound objective:** An objective with a specific time line for its achievement

Initiatives: A number of projects/ideas necessary to achieve the listed goal.

Indicator: Unit of measurable information for a specific period of time which helps highlight the changes in that case, and represents a qualitative or quantitative variable that provides the basis for assessing achievement or change in performance.

⁴⁹ From the definitions in the distinction criteria of the European Quality Management Institute

7. Introduction

7.1 Mafraq Governorate Local Economic Development Strategy Goals

With the Syrian crisis entering its fifth year, the number of Syrians in Jordan has risen to 1.4 million, including 628,175 registered refugees residing throughout the Kingdom, according to data from UNHCR. A total of 134,900 have dispersed throughout Mafraq Governorate, constituting 10.48%⁵⁰ of the total estimated population of refugees in the Kingdom.

As a result the burden on the Governorate has increased, particularly in regard to the financial standing of the Governorate as a result of the increased government spending to provide for the needs of the refugee population, as well as the increased negative economic effects of inflation, limited community resources and labour market competition.

The impact on the labour market has been significant in the Governorate, especially in the host communities where unemployment rates increased to become higher than the Kingdom's average.⁵¹

This work to develop the "**Local Economic Development Strategy for the Mafraq Governorate**" has come as a response to the Governorate's need to address the impact on the labour market especially in the host communities as a result of the Syrian crisis. This includes the following main objectives:

1. Review all former development strategies, national plans and policies, from an employment perspective.
2. Systematize approaches oriented towards development of the most affected host communities for the next three years to create job opportunities, increase productivity, and ensure the growth of businesses in those communities, through a system of strategic directives and goals that are based on a clear vision.
3. Develop an action plan for the following year with a number of initiatives aimed at unifying all local efforts represented by the Private Labour Committee at the Governorate level to fulfill the strategy and enhance its ability to adapt to the crisis and achieve the dimension of sustainability.
4. Create a methodology to sustain the work of the local development committee to guarantee its continuity and guidance in the matters relevant to development, specifically the utilization of resources and building relationships and partnerships.

⁵⁰ Jordanian Syrian Crisis Response Plan, Ministry of Planning and UN, 2015, and UNHCR data

⁵¹ Impact of the Syrian Refugee Crisis on the Economic and Social Characteristics of Families in the host Jordanian communities in the Irbid and Mafraq Governorates, UNDP, 2013

7.2 Development Methodology for Mafraq Governorate Local Economic Development Strategy

The drafting of the "**Local Economic Development Strategy for Mafraq Governorate**" was based on an academic methodology that is used to create the vision, trends and strategic goals for the process of building the economic capacity of the local communities hosting Syrian refugees to better cope with the circumstances resulting from the effects on the labour market in those communities, through focusing on the needs and expectations of those communities. These will be applied through a specific system of community operations and initiatives, and will be delivered to all stakeholders to unify efforts and create opportunities for sustainable local economic development. The process of drafting the "Local Economic Development Strategy" depended on the following **methodology**:

- ✓ Collecting all data and verifying its validity
- ✓ Reviewing and analyzing the content of the relevant national and local strategic planning documents
- ✓ Meetings and discussions with the Private Labour Committee that consists of representatives of relevant institutions in the Governorate with a focus on the use of all available ideas, and benefitting from the experiences of the participants
- ✓ Building on past experiences and utilizing best practices in strategic planning

The advisory team, using the applied methodology, ensured that the target strategic goals are at the forefront of the joint efforts between the advisory entity and the local development committee team. The work required the organization of **workshops (strategic retreats)** by the advisory entity with the local development committee team on 12th and 13th August 2015 at the Dead Sea, attended by 23 members. These workshops aimed to:

1. Build the capacities of the local development committee in the process of strategic planning to enable them to build their future plans and strategies.
2. Present the main national projects and plans that intersect with the Governorate's development strategy.
3. Establish the Governorate's vision for the next five years, through drafting a system of basic guiding principles and setting the strategic pillars, goals and objectives for the next three years (2016 - 2018).
4. Offer training on the action plan for the teams of the local development committee so that they may utilize it independently after the workshop.

The local development committee team ⁵² participating in the drafting of the strategy included members representing a number of local official entities such as Municipalities, Ministries of Interior, Agriculture, Industry and Commerce, Social Development, and Environment, the Development and Employment Fund, Agricultural Loan Corporation, National Center for Agricultural Research and Guidance, Chamber of Commerce, ERADA Center and Development Bank, in addition to members of the local community. Moreover, special teams were formed from among the committee members to draft an executive action plan after the conclusion of the workshop, according to specific meeting agendas which produced parts of the executive action plan later adopted by all members of the local development committee in its final format presented in this document.

The **phases of drafting** the "local economic development strategy" included the following:

- Part One: Overview and analysis of the current economic reality of Mafraq Governorate

- Analysis of growth drivers in the Governorate:
economy, workforce, education and skills, business environment
- Analysis of the impact of the Syrian crisis on the growth drivers in the Governorate
- Study and select the main sectors in need of development to contribute to the achievement of the strategic goals
- Overview opportunity elements and challenges for the select sectors

- Part Two: Strategy Formulation

- Draft the vision, basic guiding principles and strategic pillars
- Draft the strategic goals and objectives
- Draft the executive plan for the first year to outline the initiatives to be implemented during the first year of the strategy
- Link the plan's themes and strategic goals to the compatible national strategies

⁵² Attachment A (records of participant attendance at strategy drafting workshops)

The **process of formulating the strategic plan** included the following steps:

- 1- Drafting the **vision of the Governorate** for the next five years.
- 2- Drafting the **basic guiding principles** based on the fundamental values or principles that are expected to govern the process of drafting and implementing the strategy, ending with the processes of follow-up and assessment.
- 3- Creating the **strategic pillars, objectives and goals** for the next three years (2016-2018-) based on the vision and basic guiding principles drafted, and the meetings held with the members of the local development committee, as well as the holistic analysis of the socio-economic reality of the Governorate.
- 4- Drafting the **executive plan** for the first year of the strategy including the type of activities/ initiatives required.
- 5- Developing a **set of indicators** at the strategic level for the system of strategic objectives that were set for the purpose of following up the achievement of those goals.



Figure (1): Steps for Process of Drafting Mafraq Governorate Local Development Strategy

8. Vision and Basic Guiding Principles for the Strategy

8.1 Mafraq Governorate's Vision for Economic Development

The Mafraq Governorate vision drafted by the members of the local development committee was based on their long term view of the future state for the Governorate, particularly from an employment perspective. Based on this rationale, the **following vision** was produced:

"Improve social prosperity in the Governorate by reducing unemployment through creative job opportunities for youth, and encouraging investment in all productive areas in cooperation with development partners."

8.2 Basic Guiding Principles

The process of drafting the basic guiding principles was based on the basic values/principles and true motives necessary to ensure the success of the strategic plan which would govern the processes of drafting and implementation, ending with processes of follow-up and assessment. The processes of policy making, designing processes and procedures, and drafting initiatives will depend on these principles. The principles included the followings:

- 1. Participatory principle:** Activating the principle of participatory work which enhances group work and effective participation, in bearing responsibilities, and the ideal utilization of resources.
- 2. Empowerment:** Ensuring empowerment as a developmental and interactive process aimed at building the capacities of individuals and qualifying them in achieving key development aspects.
- 3. Realism in ideas proposed and taking account of the local community:** Commitment to realism of establishment of goals, initiatives and projects, created in harmony with the needs of the local community, so that they may be achievable.
- 4. Sustainability:** Emphasizing the need to continue with all aspects (economic, social and environmental) and comprehensive regulations in order to improve the quality of life for all community groups at present and in the future.
- 5. Equity in distribution:** Ensure equity in economic and social development through initiatives and projects that are equitably directed to all parts of the Governorate.
- 6. Citizenship:** A sense of loyalty and conviction in the work to develop the local community.
- 7. Innovation and creativity:** Focusing on supporting creative thinking and innovative solutions in offering services for increased ability to address challenges, guarantee survival and continuity, develop the quality of services offered, and develop community effectively.

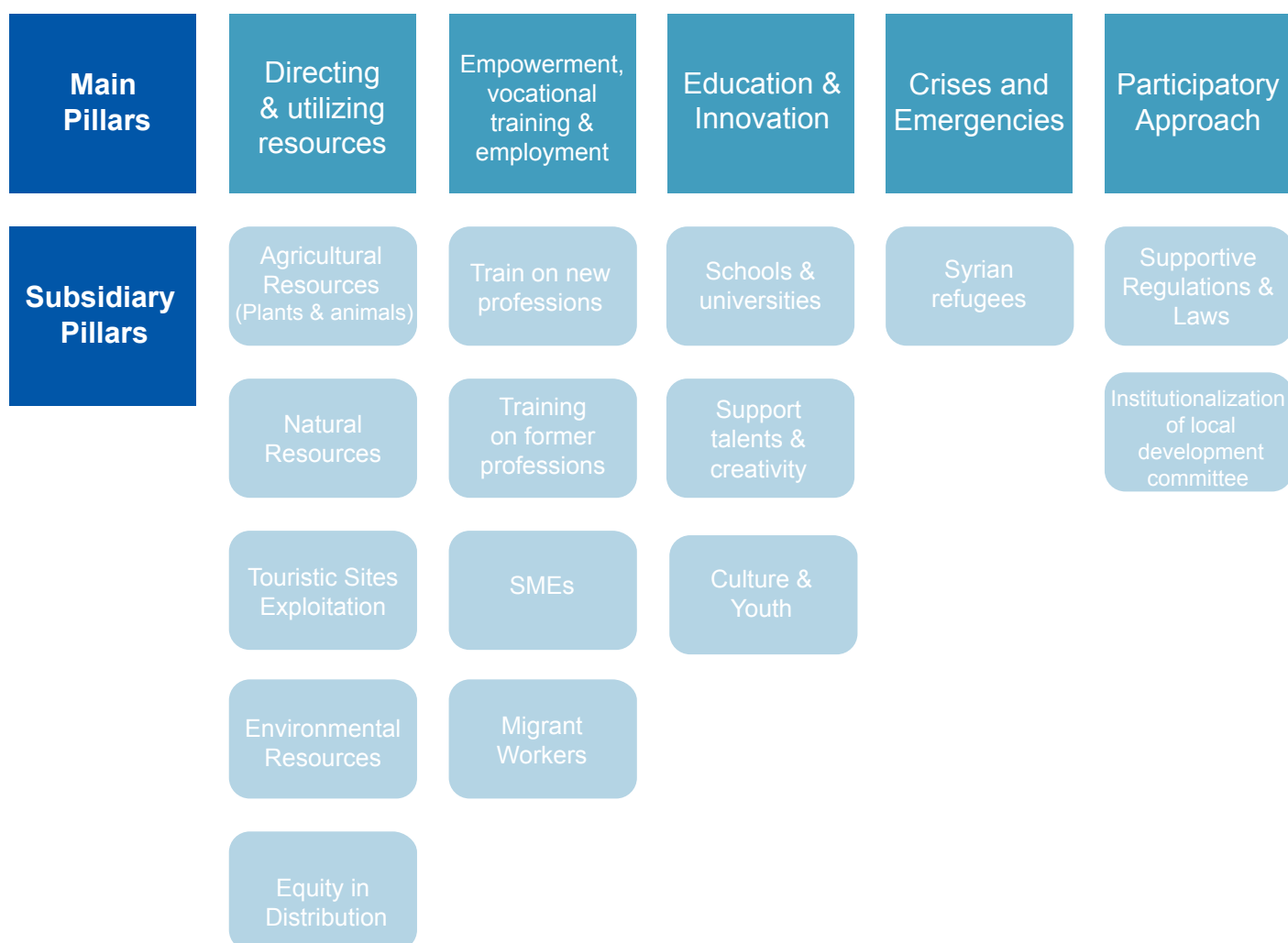
- 8. Transparency and accountability:** Activating the principles of serious work, credibility, and neutrality without bias that could undermine the pillars of community development, as well as taking the initiative and developing a sense of responsibility when undertaking duties and work.
- 9. Economic diversity and competitiveness:** Emphasizing the strong connection between economic diversity in all sectors, improving the economy's ability to generate productive wealth, and enhancing the standards of living for society.
- 10. Values of work:** In order to ensure distinguished services and enhance added value, there must be commitment to mastering services at the highest levels of professionalism, which would help achieve leadership and distinction.
- 11. Decentralization:** Seeking to achieve the principle of public participation in the decision making process and identifying development priorities, so that they are drafted by the local community to achieve social justice and equal competition for opportunities.
- 12. Institutionalism:** Seeking to achieve the principles of institutional governance represented by equitable treatment of all stakeholders, transparency and accountability in relationships, to attain the goals that are in the Governorate's best interests and facilitate effective monitoring, thus helping the Governorate utilize its resources effectively.

9. Structure of the Mafrq Governorate Local Economic Development Strategy

9.1 Strategic Pillars

The local development committee adopted a number of strategic pillars as platforms for work and for strategy development. These pillars were taken into account when designing and listing the strategic goals and objectives, to ensure that they constitute a holistic umbrella that enables the successful implementation of the strategy with all its priority sector details, components, opportunities and challenges in the Governorate, they are as follows:

Figure (2): Strategic Pillars of the Mafrq Governorate Local Economic Development Strategy



9.2 Strategic Objectives and Goals

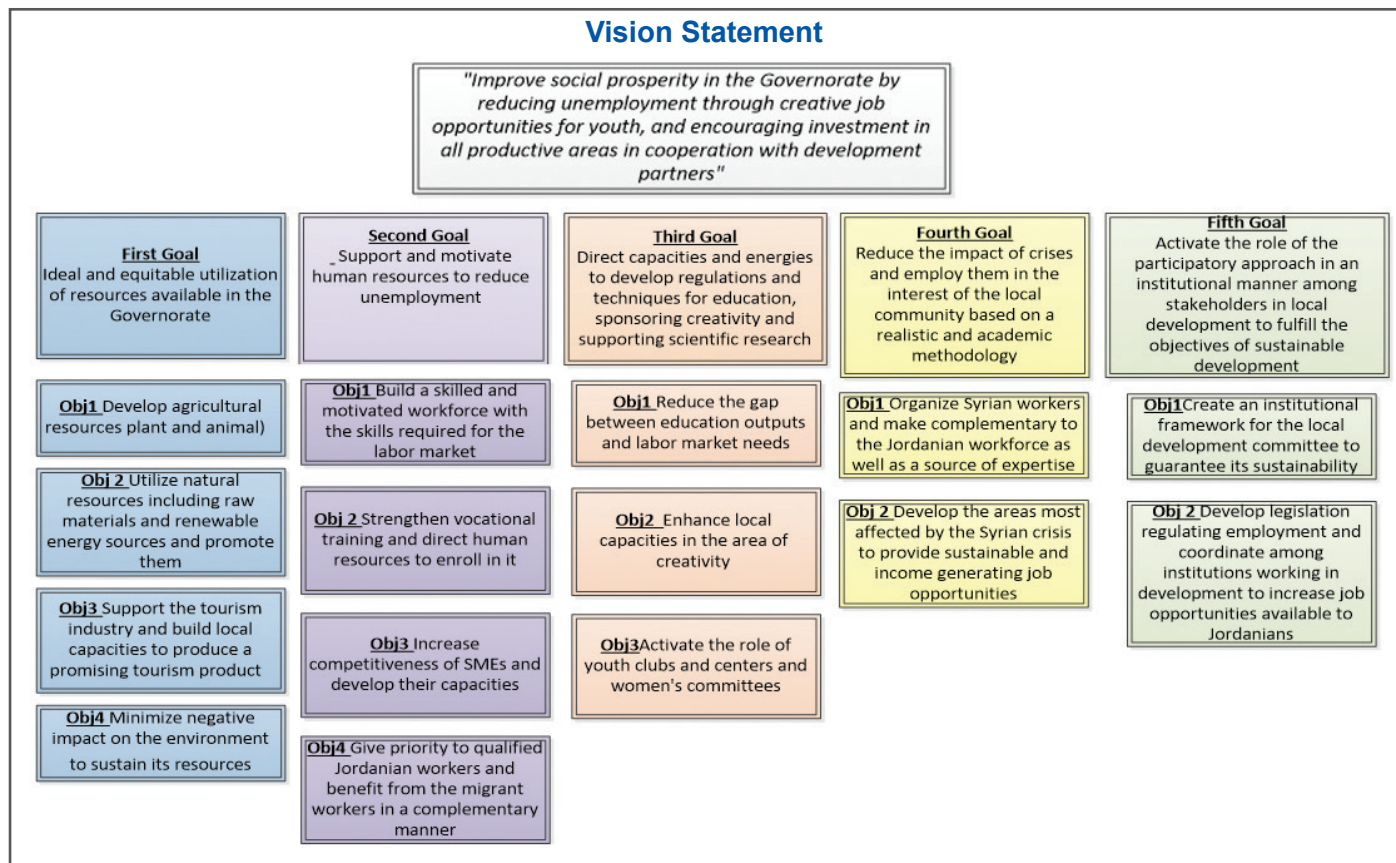
The local development committee relied on the vision and basic guiding principles drafted for the strategy and the strategy pillars, as well as the analysis of the priority sector opportunities and challenges, as basic inputs for the process of drafting strategic objectives and goals, as follows:

Strategic Goals		Strategic Objectives
<u>First goal:</u> Ideal and equitable utilization of resources available in the Governorate	Objective 1	Develop agricultural resources (plant and animal)
	Objective 2	Utilize natural resources including raw materials and renewable energy sources and promote them
	Objective 3	Support the tourism industry and build local capacities to produce a promising tourism product
	Objective 4	Minimize negative impact on the environment to sustain its resources
<u>Second goal:</u> Support and motivate human resources to reduce unemployment	Objective 1	Build a skilled and motivated workforce with the skills required for the labour market
	Objective 2	Strengthen vocational training and direct human resources to enroll in it
	Objective 3	Increase competitiveness of SMEs and develop their capacities
	Objective 4	Give priority to qualified Jordanian workers and benefit from the migrant workers in a complementary manner
<u>Third goal:</u> Direct capacities and energies to develop regulations and techniques for education, sponsoring creativity and supporting scientific research	Objective 1	Reduce the gap between education outputs and labour market needs
	Objective 2	Enhance local capacities in the area of creativity
	Objective 3	Activate the role of youth clubs and centers and women's committees
<u>Fourth goal:</u> Reduce the impact of crises and employ them in the interest of the local community based on a realistic and academic methodology	Objective 1	Organize Syrian workers and make complementary to the Jordanian workforce as well as a source of expertise
	Objective 2	Develop the areas most affected by the Syrian crisis to provide sustainable and income generating job opportunities
<u>Fifth goal:</u> Activate the role of the participatory approach in an institutional manner among stakeholders in local development to fulfill the objectives of sustainable development	Objective 1	Create an institutional framework for the local development committee to guarantee its sustainability
	Objective 2	Develop legislation regulating employment and coordinate among institutions working in development to increase job opportunities available to Jordanians

9.3 Logical Framework Matrix

Following is a presentation of the logical framework matrix of the project and the structuring of the strategy's goals:

Figure (3): Logical Framework Matrix for the Mafraq Governorate Local Economic Development Strategy



10. Executive Plan for the Mafraq Governorate Local Economic Development Strategy

The local development committee drafted an executive plan for the **first year** of the Governorate's local economic development strategy, with all its components including:

- **Initiatives** (group of projects or ideas necessary to achieve the listed goals)
- **Financial resources** expected to be necessary for undertaking the initiative

Following is a presentation of this plan:

Goal (1): Ideal and equitable utilization of the Governorate's available resources

Objective (1): Developing the agricultural resources (plant and animal)

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Establish a rotating fund to finance small and family-based agricultural projects	The proposal entails financing and establishing a fund to finance small income generating projects to be undertaken by rural families with simple terms so that the sustainability of the rotating fund is guaranteed, and area equity is maintained in financing projects to include all areas	Start implementation in 2016 and continue for three years	- No less than 1 million JD - An entity to manage the proposed fund
Project to develop and use olive harvesting/ picking techniques and production of olive by-products	The proposal entails supporting and financing a project to develop techniques of harvesting olives, training a number of unemployed persons to work on these projects, and supporting projects related to olive by-products such as soap making and peat production	Start implementation in 2016 and continue until end of 2017	200,000 JD
Project to develop non-traditional agriculture such as planting flowers, roses, etc.	The project entails supporting unemployed agricultural engineers (male and female) to establish non-traditional agricultural projects such as planning flowers, roses, etc, and supporting the project by providing their own artesian wells or looking into the possibility of linking them to existing purification plants in view of the need for large quantities of water	Start implementation in 2016 and continue for three years <i>This project can be implemented through the rotating fund / project number 1</i>	300,000 JD

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Undertake feasibility study to establish a project to plant new crops such as pistachios/ palm	Undertake an economic feasibility study for the project idea to develop new crops in the area such as planting pistachios and palm, study the feasibility of the project, the chance of success for these crops in the Governorate, the financial needs of the project (costs expected for the proposed crop projects)	Start implementation in 2016 and continue for three years	8,000-10,000 JD
Project to develop veterinary services to serve livestock farmers	The project entails providing mobile and equipped veterinary clinics, as well as building the capacities of veterinary nurses and training members of the local community on veterinary services to serve their livestock	Start implementation in 2016 and continue until the end of 2017	100,000 JD
Project to qualify and empower agricultural societies	The project entails conducting a <u>diagnostic assessment</u> for existing agricultural societies to create <u>development plans for them</u> so that they can be effective, and then select a number of the best to <u>qualify them to offer agricultural support services</u> and strengthen the relationship with small farmers. For example, assisting in filling and packaging operations, assisting in the marketing of products, networking with others to obtain agricultural and livestock production inputs at the best prices. Additionally, offer agricultural guidance and guidelines on the use of modern technology, as well as provide specialized training programs to prepare the youth to practice agricultural professions through ongoing training programs, and on-job training, etc.	Start implementation in 2016 and continue for three years	A study is required to identify the expected cost of the project

Objective (2): Utilize natural resources including raw materials and renewable energy sources and promote them

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Project to promote the culture of solar energy use in homes and population centers	<p>Assist in and encourage <u>promoting the culture</u> of solar energy use in homes and population centers, as well as urging families in the villages to utilize solar energy for the production of electricity in homes and population centers, thus reducing energy costs.</p> <p>Work to <u>establish an office (private company)</u> in the Governorate to install solar panels for homes, in addition to <u>training youth from the Governorate</u> to work in this field and provide them with the necessary skills for this.</p>	Start implementation in 2016	200,000 JD
Project to utilize volcanic pulp for agricultural purposes	<p>Support and finance a project to utilize volcanic pulp in the eastern desert areas so that the pulp is utilized, ground, packaged and transported for agricultural purposes, thus utilizing this natural resource, creating job opportunities, and training in professions connected to its value added chain (collection, grinding, packaging, agricultural industries, etc.)</p>	Start implementation in 2016	500,000 JD to build a crusher and its additional components, including machinery, transport vehicles, and packing equipment

Objective (3): Support the tourism industry and build local capacities to produce a promising tourism product

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Establish a comprehensive tourism resort in Mafraq city	The comprehensive project includes building a <u>hotel</u> , <u>motel</u> , four archeological and heritage <u>museums</u> , and a children's museum on 20 dunums. Additionally the project includes <u>training</u> of the local community to build their capacities on matters related to tourism investment, heritage and conference. It also includes building Turkish <u>baths</u> , an <u>entertainment park</u> and a <u>bazaar</u> for traditional handicrafts. It is comprehensive project through which a large number of job opportunities can be created	Start implementation in 2016 and continue for three years	2,000,000 JD
Project to restore the archeological sites in Raham and Um Al Jmal	Restore the archeological sites and qualify them from a tourism standpoint to highlight the heritage and archeological identity of these sites	Start implementation in 2016	1,000,000 JD
Project to create tourism paths in Mafraq Governorate and tourism promotion	Create a tourism map for the archeological and touristic sites in the Governorate so that it attracts tourists and fulfills tourism requirements. Conduct tourism promotion regarding all archeological sites in the Governorate	Start implementation in 2016	100,000 JD

Objective (4): Minimize negative impact on the environment to sustain its resources

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Establish sanitation projects for large population centers and utilize the water produced in fodder, planting ⁵³	The project includes sanitation projects in large population centers in the Governorate to reduce environmental pollution and utilize treated water in agriculture	Start implementation in 2017 and continue until the end of 2018	12,000,000 JD
Project to support and utilize grey water in homes to plant aromatic plants and other crops in home gardens ⁵⁴	The project entails implementing small projects in the homes for sanitation and utilizing grey water in establish family gardens to benefit the family by improving their standard of living and employing family members	Start implementation in 2017 and continue until the end of 2018	1,000,000 JD
Treat agricultural and livestock waste to produce organic fertilizers and methane gas	The project entails benefitting from animal waste (from several chicken and cow farms) or even benefit from dead animals, so that they are turned into organic fertilizer or methane gas (bio gas) which can be used later to produce energy. Work will be done to benefit from and build upon past experience (Khalidieh Plant for Salination Studies)	Start implementation in 2016	1,000,000 JD

⁵³ These initiatives will not be part of the First Year Executive Plan 2016

⁵⁴ This initiative will not be part of the First Year Executive Plan 2016

Goal (2): Support and motivate human resources to reduce unemployment

Objective (1): Develop a skilled and motivated workforce with the skills required for the labour market

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Build local capacities through new and specialized training courses	Undertake a study to identify the training needs in order to determine the training courses required to provide the youth with the skills required by the labour market, and offer a number of the required courses throughout the year in coordination with specialized entities in those fields, including courses in logistics management, tour guiding, marketing, and equipping youth with skills to practice agricultural professions, etc.	Start implementation in 2016	A study is required to identify the expected cost of the project

Objective (2): Strengthen vocational training and direct human resources to enroll in it

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Undertake a survey to identify the required professional specializations in the Governorate and offer them as part of the vocational training programs	Undertake a comprehensive survey to identify the required professional specializations (new and former professions) in the Governorate and offer the required specializations as part of the vocational training programs. Additionally, strengthen the existing specializations and come up with recommendations for improvement and encourage the youth to enroll in vocational training.	Start implementation in 2016 and continue until the end of 2017	A study is required to identify the expected cost of the project
Special incentive program (apprenticeship)	This program aims to increase the commitment of students enrolled in vocational training and motivate them to continue with the training through a special student incentive system. Additionally, accreditation should be sought for the certificates offered.	Start implementation in 2016 and continue until the end of 2017	A study is required to identify the expected cost of the project

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Provide existing vocational training centers (VTCs) with necessary equipment required for each training course	Provide existing vocational training centers with modern equipment and necessary outfitting for each profession and work to stimulate engagement in under-utilized workshops.	Start implementation in 2016	Cost is identified according to equipment required
Project to build capacities of VTC trainers	Conduct an assessment of the performance and capacities of VTC trainers and identify their training needs based on the results of the assessment, then offer training courses to build their capacities	Start implementation in 2016 and continue until the end of 2017	A study is required to identify the expected cost of the project

Objective 3: Increase competitiveness of SMEs and develop their capacities

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Networking with donor agencies	Call to select a number of entrepreneurial ideas or projects in the Governorate (to be nominated by institutions such as VTCs, university, ERADA, etc.) after which networking will be done between the donor agencies, institutions and entrepreneurs with the ideas in the Governorate, through introductory workshops about the type of support and terms offered by those entities. Meetings will be arranged with donor entities to provide a number of grants to support SMEs in the Governorate	Start implementation in 2016	A study is required to identify the expected cost of the project

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Assist in marketing the products of these projects	Conduct a <u>survey</u> to learn about the types of SMEs that can be assisted in marketing, with a focus on a maximum of two sectors, study the marketing problems facing the projects in the select sectors, offer training courses in marketing, offer advisory services in filling, packaging and improving the look of the product as well as advertising and promotion, organizing of exhibitions to market the products of those SMEs, both inside and outside the Governorate, organizing a number of weekly local markets and convening meetings among owners of SMEs	Start implementation in 2016	A study is required to identify the expected cost of the project

Objective (4): Give priority to qualified Jordanian workers and benefit from the migrant workers in a complementary manner

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Benefit from the available skills of migrant workers	Undertake a <u>study to identify the skills</u> of migrant workers (specifically Syrian refugees) and then work to <u>fine tune them into productive project ideas</u> to be utilized by both Jordanians and Syrians	Start implementation in 2016	A study is required to identify the expected cost of the project

Goal (3): Direct capacities and energies to develop regulations and techniques for education, sponsoring creativity and supporting scientific research

Objective (1): Reduce the gap between education outputs and labour market needs

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Focus on business skills inside universities and activate effective job counseling	Organize a specialized training program inside Al Al-Bayt University on business and professional skills in cooperation with specialists, to include presenting success stories from the local community, as well as activate the counseling office to offer effective services in job counseling	Start implementation in 2016	A study is required to identify the expected cost of the project
Young entrepreneur competition	Arrange an annual competition for students of secondary and university levels to encourage them to think about starting a business as a professional option. The participants will be asked to establish small businesses on a temporary basis to be run over several days in local clubs with a market to display products, so that they can acquire experience on planning for businesses, visualizing products or services, marketing, and product selling.	Start implementation in 2016	A study is required to identify the expected cost of the project

Objective (2): Enhance local capacities in the area of creativity

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Direct the Academic Research Deanship to conduct studies according to the reality of the Governorate and increase allocations to academic research	Direct the Academic Research Deanship to conduct studies that serve the Governorate with a focus on the agricultural and industrial sectors and benefit from the results of these studies by linking them to agricultural operations in view of the importance of developing agricultural techniques	Start implementation in 2016	A study is required to identify the expected cost of the project
Coordinate with Al Al-Bayt University to contribute to enhancing the capacities of the Governorate residents and look after creative individuals	Design a program to raise awareness on entrepreneurship in the Governorate in cooperation with Al Al-Bayt University, support distinguished individuals in the agricultural and industrial sectors, and connect with a business entrepreneurship incubator by sending these individuals for follow-up		

Objective (3): Activate the role of youth clubs and centers and women's committees

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Provide financial support to the clubs, youth centers and women's committees	Direct financial support to build a comprehensive cultural center that benefits clubs, youth centers and women's committees so that they can practice their cultural or drama activities or hold meetings	Start implementation in 2016	1,500,000 JD
Network between clubs, youth centers and women's committees on one hand and VTCs and universities on the other	Convene a number of workshops and training courses in cooperation with clubs, youth centers, women's committees, VTCs and universities	Start implementation in 2016	A study is required to identify the expected cost of the project
Establish award for best youth initiative award	Launch an award for the best youth initiative to develop the local community. The ideas should be creative, distinguished, modern, implementable and measurable. The initiative should also include the idea, goals, mechanism of work, estimate budget, target group, outputs and expected results, as well as basic factors for success and the means for measuring them. The winning ideas and other good ones will later be presented to a number of entities to be adopted and implemented.	Start implementation in 2016	A study is required to identify the expected cost of the project
Launch Mafraq job guide	Prepare a job manual and counseling system for job seekers, which provides for the local companies an opportunity to employ promising candidates	Start implementation in 2016	A study is required to identify the expected cost of the project

Goal (4): Reduce the impact of crises and employ them in the interest of the local community based on a realistic and academic methodology

Objective (1): Organize Syrian workers and make them complementary to the Jordanian workforce as well as a source of expertise

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Establish joint projects between local workers and Syrian workers, so that experiences and skills can be exchanged	Prepare <u>action plans for productive project ideas</u> that can be implemented to benefit both Jordanians and Syrians so that the available skills of the Syrians are utilized and transferred to Jordanians, thus serving both sides of the community	Start implementation in 2016	150,000 JD

Objective (2): Develop the areas most affected by the Syrian crisis to provide sustainable and income generating job opportunities

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Establish craft zones for light industries in the following areas: <ul style="list-style-type: none"> - Mafraq city - Sarhan and Hosha area - Balama and Rahab 	As a subsequent step for the former initiative, work on supplying the zones with the necessary equipment and machinery to enable the trainees to learn about the required industries and professions in the listed communities, offer the required support for those projects including equipment and machinery, administrative counseling and training courses	Start implementation in 2017	450,000 JD

Goal (5): Activate the role of the participatory approach in an institutional manner among stakeholders in local development to fulfill the objectives of sustainable development

Objective (1): Develop an institutional framework for the local development committee to guarantee its sustainability

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Conduct a diagnostic analysis of the local development committee's work	Conduct a diagnostic analysis of the committee's work in the former phases as well as the performance of its members. Create a special mechanism for assessment and adopt for conducting the assessment and produce a report on the assessment results, proposed recommendations to be adopted and implemented in order to guarantee the right members were on the committee and improve the performance of the current committee. Later, produce a basic document on the work and activities of the former committee and create a detailed action plan for the committee for the coming phases based on the strategy	Start implementation in 2016	A study is required to identify the expected cost of the project
Draft a document to institutionalize the local development committee	Create a document to institutionalize the committee, including scope of work, duties and responsibilities, mechanism of selecting committee members, mechanism for assessing the performance of the committee members, organizational structure, periodic meetings, etc.....)	Start implementation in 2016	A study is required to identify the expected cost of the project
Develop the capacities of the local development committee members	Identify the training needs of the committee and create a training program that facilitates development of their capacities	Start implementation in 2016	A study is required to identify the expected cost of the project

Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Draft concept papers for all proposed initiatives	Draft a concept paper for every initiative to include explanation about the proposed initiative and its needs, ideas, goals, target groups, required resources, implementation timeline, and proposed entities for financing, to be presented to the interested parties which may offer financial support	Start implementation in 2016	A study is required to identify the expected cost of the project
Launch ceremony for the local development committee	Launch the committee through an official ceremony to introduce the members of the committee, their duties and responsibilities, the achievements of the former period and the future action plan	Start implementation in 2016	A study is required to identify the expected cost of the project
Organize a partnership building conference	Organize a special conference to build partnerships and introduce donor agencies to socio-economic development strategy initiatives for the Governorate, for purposes of financing and support	Start implementation in 2016	A study is required to identify the expected cost of the project
Draft a "follow-up and assessment" system for the socio-economic development strategy and the duties of the local development committee	Create a comprehensive system for "follow-up and assessment" of the socio-economic development strategy and the performance of the committee's work to check the results are achieved and progress is on the right track, to include system of performance indicators – strategic and operational, impact indicators, mechanisms of data collection, data analysis mechanisms, quality of required reports, etc.	Start implementation in 2016	A study is required to identify the expected cost of the project

Objective (2): Develop legislation regulating employment and coordinate among institutions working in development to increase job opportunities available to Jordanians

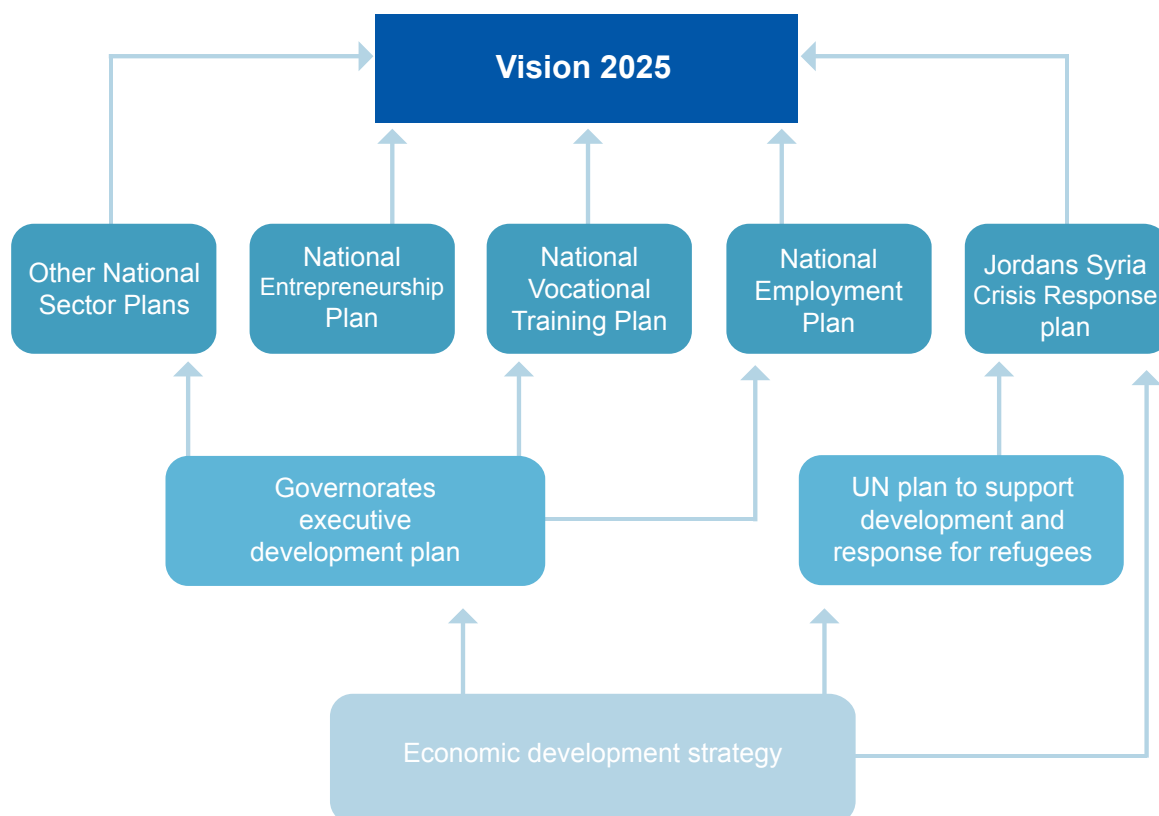
Proposed Initiatives and Projects	Initiative Description	Implementation Period	Required Resources (Financial and non-financial)
Demand a review to the policies regarding wage regulations and work permits for migrant workers	Review the minimum wage so that the local workforce is recruited and replaces migrant workers (requires legislation) in addition to the need to review the work permit fees for migrant workers to increase them	Start implementation in 2016 and continue	None
Activate the duties of institutions by raising awareness on the importance of small and medium enterprises	Activate the duties of institutions in raising awareness on the importance of SMEs with regard to providing job opportunities and improving the income of families, and motivate the unemployed to start establishing their own projects	Start implementation in 2016	50,000 JD

11. National and Strategic Plans Intersecting with the Governorate's Local Economic Development Strategy

The methodology of drafting the local economic development strategy for the Governorate included an inventory process for all former development strategies, national plans and national policies that are aligned in terms of employment, creating job opportunities, and responding to the Syrian crisis, and then presenting the results to the members of the Governorate's local development committee during a special workshops, in order to:

1. Identify the most prominent national goals and initiatives aligned with the strategic pillars of the Governorate's local economic development strategy, where this strategy may contribute to achieving some aspects of them.
2. Study the ideas of similar initiatives that can be included in the action plan of the "Governorate's local economic development strategy" under similar goals.
3. Give ideas about current projects proposed in the Kingdom specifically targeting Mafrqa Governorate, which may be utilized later in supporting the implementation of the initiatives proposed within the plan and that intersect with its scope of work.

Figure (4): Mechanism of linking Mafrqa Governorate's Economic Development Strategy with other national strategies and plans



The national level policy framework consisted of an extensive list of strategies and policy reports developed over several decades. The plan below outlines the mechanism of linking the Governorate's local economic development strategy with the other national strategies and plans. The **Jordan National Vision and Strategy 2025** was considered the umbrella for all other national plans, to which the preparation phases of **Jordan's Syrian Crisis Response Plan** were linked, which in turn was based on the **UN Plan to Support Development and Refugee Response**. Moreover, the **National Employment Plan, Vocational Training National Plan, National Entrepreneurship Plan and the other national plans of the various sectors** were also linked to Vision 2025. It is anticipated that this linkage process will continue for all national plans in the coming years. Typically, national plans are based on the **executive development programs** of the governorates. Therefore, the Governorate's local economic development strategy will be aligned and harmonious with these plans, as detailed in the above figure and the intersection matrix of the strategic goals with the other national and strategic plans, and the intersection matrix of executive action plan initiatives of the strategy with other national plan and strategy initiatives.

11.1 Intersection Matrix of Governorate's Local Economic Development Strategy Goals with Goals of Other National and Strategic Plans

		Goal 1				Goal 2			
		Obj.1	Obj.2	Obj.3	Obj.4	Obj.1	Obj.2	Obj.3	Obj.4
National and Strategic Plans		Agricultural Resources Development	Utilisation of natural resources inc. raw materials and renewable energy	Support tourism industry and build local capacities for strong product	Minimise negative impact on environment to sustain resources	Build skilled and motivated workforce with skills suitable to job market	Strengthen vocational training sector and direct human resources toward	Increase competitiveness of SMEs and build capacities	Prioritise Jordanian workers and utilise migrant labour in complementary way
UNDP Project to reduce impact of refugee crisis in HCs									
Create job opportunities & economic initiatives for Jordanians in HCs	Goal 1	xx	xx	xx					
Improve local ec development through growth & development of SMEs	Goal 2							xx	
Jordan's Syrian Crisis Response Plan									
Create more/better job opportunitiesfor vulnerable groups - women & youth	Goal 1	xx	xx	xx				xx	
Revive local economy in areas most affected by crisis	Goal 2	xx	xx	xx				xx	
UN operational framework for assistance 2015-17									
Develop youth capacities and train for employment purposes	Goal 4.2			xx		xx	xx		
Assist host communities to reduce impact of crisis on Jordan	Goal 6.2	xx	xx	xx	xx	xx	xx	xx	xx
Jordan's National Vision and Strategy 2025									
Build skilled/motivated workforce suitable for job market	Goal 1			xx		xx	xx	xx	
Develop employment and career counseling services	Goal 2						xx	xx	
Utilise migrant labourers in complementary not alternative ways	Goal 3								xx
Enhance competitiveness of SMEs and enhance womens contribution	Goal 4							xx	
Provide support to SMEs and enhance access to financial resources	Goal 5							xx	
Create market for SMEs	Goal 6							xx	
Narrow gap between education and vocational tranning output and lab market	Goal 7					xx	xx	xx	
Enhance local capacities in area of academic research and innovation	Goal 8							xx	
National Employment Plan 2011-20									
Develop quality of outputs of education and vocational training sector	Goal 1					xx	xx	xx	
Organise migrant labour to benefit from skills	Goal 2		xx						xx
Direct investment policies/employment progs toward increasing job opps	Goal 3			xx			xx		
National Entrepneurship Plan 2014-2018									
Increase number of SMEs, encourage growth and innovation	Goal 1							xx	
Facilitate access to financing and services to develop business	Goal 2							xx	
National Vocational Training Plan									
Restructure institutional framework and institutions to support VT	Goal 1						xx		
Encourage gradual replacement of migrant labourers	Goal 2								xx
Strategic Plan of the VTC									
Develop VT system that is responsive, qualified, effective, accountable	Goal 1					xx	xx		
Increase participation of public & private sectors & CSOs	Goal 2						xx		
Guarantee training opportunities foe women to increase participation	Goal 3						xx	xx	

		Goal 3			Goal 4		Goal 5	
		Obj 1	Obj 2	Obj 3	Obj 1	Obj 2	Obj 1	Obj 2
National and Strategic Plans		Reduce gap between educational outputs and labour market requirements	Enhance local capacities for innovation	Activate role of youth centers and women's committees	Organise Syrian workforce to be complimentary to Jordanian and utilise expertise	Develop areas most affected by crisis to provide sustainable income generation opportunities	Create institutional framework for local development committees to guarantee sustainability	Develop legislation re coordination between development institutions to increase employment opportunities for Jordanians
UNDP Project to reduce impact of refugee crisis in HCs								
Create job opportunities & economic initiatives for Jordanians in HCs	Goal 1							
Improve local ec development through growth & development of SMEs	Goal 2	xx				xx		
Jordan's Syrian Crisis Response Plan								
Create more/better job opportunities for vulnerable groups - women & youth	Goal 1	xx				xx		
Revive local economy in areas most affected by crisis	Goal 2	xx				xx		
UN operational framework for assistance 2015-17								
Develop youth capacities and train for employment purposes	Goal 4.2	xx		xx		xx		
Assist host communities to reduce impact of crisis on Jordan	Goal 6.2	xx			xx	xx	xx	xx
Jordan's National Vision and Strategy 2025								
Build skilled/motivated workforce suitable for job market	Goal 1	xx	xx	xx				
Develop employment and career counseling services	Goal 2	xx						xx
Utilise migrant labourers in complementary not alternative ways	Goal 3				xx	xx		xx
Enhance competitiveness of SMEs and enhance women's contribution	Goal 4							
Provide support to SMEs and enhance access to financial resources	Goal 5							
Create market for SMEs	Goal 6							
Narrow gap between education and vocational training output and lab market	Goal 7	xx						
Enhance local capacities in area of academic research and innovation	Goal 8		xx					
National Employment Plan 2011-20								
Develop quality of outputs of education and vocational training sector	Goal 1	xx	xx					xx
Organise migrant labour to benefit from skills	Goal 2				xx	xx		xx
Direct investment policies/employment programs toward increasing job opps	Goal 3	xx					xx	xx
National Entrepreneurship Plan 2014-2018								
Increase number of SMEs, encourage growth and innovation	Goal 1	xx						
Facilitate access to financing and services to develop business	Goal 2	xx						
National Vocational Training Plan								
Restructure institutional framework and institutions to support VT	Goal 1							xx
Encourage gradual replacement of migrant labourers	Goal 2				xx	xx		xx
Strategic Plan of the VTC								
Develop VT system that is responsive, qualified, effective, accountable	Goal 1	xx						xx
Increase participation of public & private sectors & CSOs	Goal 2	xx		xx			xx	xx
Guarantee training opportunities for women to increase participation	Goal 3			xx				xx

11.2 Intersection Matrix of Governorate's Local Economic Development Strategy Initiatives with Other National and Strategic Plan Initiatives

	Jordan's Syria Crisis Response Plan	Jordan's National Vision and Strategy 2025	ILO	National Entrepreneurship Plan	National Vocational Training Plan
Establish a rotating fund to finance small and family-based agricultural projects	xx	xx	xx	xx	
Project to develop and use olive harvesting/ picking techniques and production of olive by-products	xx				
Project to develop non-traditional agriculture such as planting flowers, roses, etc.	xx				
Undertake feasibility study to establish a project to plant new crops such as pistachios / palm	xx				
Project to develop veterinary services to serve livestock farmers	xx				
Establish cooperatives to qualify and empower agricultural societies	xx		xx		
Project to promote the culture of solar energy use in homes and population centers		xx			
Project to utilize volcanic pulp for agricultural purposes	xx				
Establish a comprehensive tourism resort in Mafraq city		xx			
Project to restore the archeological sites in Raham and Um Al Jmal		xx			
Project to chart tourism routes in Mafraq Governorate		xx			
Establish sanitation projects for large population centers and utilize the water produced in fodder, planting	xx		xx		
Project to support and utilize grey water in homes to plant aromatic plants and other crops in home gardens ⁵⁵	xx		xx		
Utilise agricultural and animal by-products	xx	xx			
Build local capacities through new and specialized training courses	xx	xx	xx	xx	xx
Conduct surveys to identify the required professional specializations in the Governorate and offer them as part of the vocational training programs	xx	xx	xx		xx
Special incentive program (apprenticeship)	xx	xx			xx
Supply existing vocational training centers (VTCs) with necessary equipment required for each training course	xx				xx
Project to build capacities of VTC trainers	xx	xx	xx		xx
Networking with donor agencies	xx	xx	xx	xx	
Assist in marketing the products of these projects	xx	xx		xx	
Review wage and work permit regulations	xx			xx	
Benefit from the available skills of migrant workers	xx			xx	
Focus on business skills inside universities and activate effective job counseling	xx	xx	xx	xx	
Direct the Academic Research Deanship to conduct studies according to the reality of the Governorate and increase allocations to academic research		xx			
Coordinate with Al Al-Bayt University to contribute to enhancing the capacities of the Governorate residents and look after creative individuals		xx	xx	xx	
Provide financial support to the clubs, youth centers and women's committees		xx			
Network between clubs, youth centers and women's committees on one hand and VTCs and universities on the other		xx	xx		xx
Young entrepreneur competition	xx	xx		xx	
Establish award for best youth initiative award	xx	xx	xx	xx	
Launch Mafraq job guide	xx	xx	xx		
Establish joint projects between local workers and Syrian workers, so that experiences and skills can be exchanged	xx		xx		
Establish craft zones for light industries in the following areas	xx		xx		xx
Conduct a diagnostic analysis of the local development committee's work			xx		
Build capacities of the local development committee members			xx		
Draft a system to follow up and assess the strategy			xx		
Draft document to institutionalize the local development committee			xx		
Organize a partnership building conference	xx	xx	xx		

12. Proposed Performance Indicators for Follow-Up and Assessment of the Governorate's Local Economic Development Strategy

12.1 Third Level Indicators (at the Vision Level)

Governorate's Vision	Impact Indicators
<i>"Improve social prosperity in the Governorate by alleviating unemployment through creating youth job opportunities and encouraging investment in all productive areas, in cooperation with development partners"</i>	<ol style="list-style-type: none"> 1. Degree of social prosperity achieved 2. Unemployment percentage 3. Number of job opportunities created during the strategy implementation period

12.2 Second Level Indicators (at the Strategic Objectives Level)

Strategic Objectives		Strategic Performance Indicators
Objective 1	Agricultural resources development (plant and livestock)	<ul style="list-style-type: none"> - % of growth in local workforce in the agricultural sector - Number of new agricultural projects implemented in the Governorate - Number of families turned into productive families / number of projects benefiting from the rotating fund
Objective 2	Utilization of natural resources including raw materials and renewable energy sources and promoting them	<ul style="list-style-type: none"> - % of growth in local workforce in the natural resources sector - Annual increase in % of home using solar energy to generate electricity in the Governorate
Objective 3	Support of tourism industry and local capacity building to create a promising tourism product	<ul style="list-style-type: none"> - % of growth in local workforce in tourism sector - Annual number of tourists to the Governorate - Total tourism income for the Governorate
Objective 4	Reduce the negative impact on the environment to sustain its resources	<ul style="list-style-type: none"> - Volume of agricultural and animal by-products annually utilized in the Governorate - Volume of water annually treated and utilized for agricultural purposes

Strategic Objectives		Strategic Performance Indicators
Objective 1	Build a skilled and motivated workforce with the skills necessary in the labour market	<ul style="list-style-type: none"> - Number of training courses offered to provide the youth with the required skills in the labour market - Number of those trained on these skills - Number of employed youth who were trained
Objective 2	Strengthen vocational training and direct human resources toward it	<ul style="list-style-type: none"> - Increase in % of those enrolled in vocational training programs - Decrease in % of drop outs from the vocational training programs - Increase in % of those employed from among graduates of vocational training programs - Satisfaction of employers with graduates of vocational training programs
Objective 3	Increase competitiveness of SMEs and build their capacities	<ul style="list-style-type: none"> - Number of SMEs financed based on the networking workshops - Markets organized for SME owners / number of exhibitions - Number of those trained who are owners of SMEs - Number of SME contributions to providing job opportunities in the Governorate
Objective 4	Give priority to qualified Jordanian workforce and benefit from migrant workforce	<ul style="list-style-type: none"> - Number of productive project ideas launched to benefit mutually between Jordanians and Syrians
Objective 1	Narrow the gap between education outputs and labour market needs	<ul style="list-style-type: none"> - Degree of improvement in business skills of university students - % of increase in school student awareness in concepts of innovation and business establishment
Objective 2	Building local capacities in innovation	<ul style="list-style-type: none"> - Number of academic studies / research published - Number of academic studies published and used in the development of agricultural / industrial techniques - Number of those outstanding in the agricultural and industrial sectors who were supported by the University
Objective 3	Activate the role of youth clubs and centers and women's committees	<ul style="list-style-type: none"> - Number of youth initiatives launched - Number of joint activities between youth clubs and centers and women's committees and vocational training centers and universities (number of partnerships)

Strategic Objectives		Strategic Performance Indicators
Objective 1	Organizing the Syrian workforce and making it complementary to the Jordanian workforce while transferring expertise	- Number of action plans "joint projects" drafted
Objective 2	Development of areas most affected by the Syrian crisis to provide sustainable and income generating job opportunities	- Volume of support offered to joint craft areas - Number of beneficiaries from the offered support
Objective 1	Create institutional framework for the local development committee to guarantee its sustainability	- Readiness of the institutionalizing document - Number of training programs implemented by the committee - Number of development partnerships with donor agencies signed to achieve the strategic initiatives - Degree of achievement in the committee's action plan - Number of initiatives successfully implemented - Number of indicators that showed improvement based on strategic initiatives implemented
Objective 2	Develop regulations regulating employment and coordinate among institutions working on development to increase job opportunities available to Jordanians	- Number of laws regulating employment reviewed and amended - Percentage of awareness in the importance of SMEs

13. References

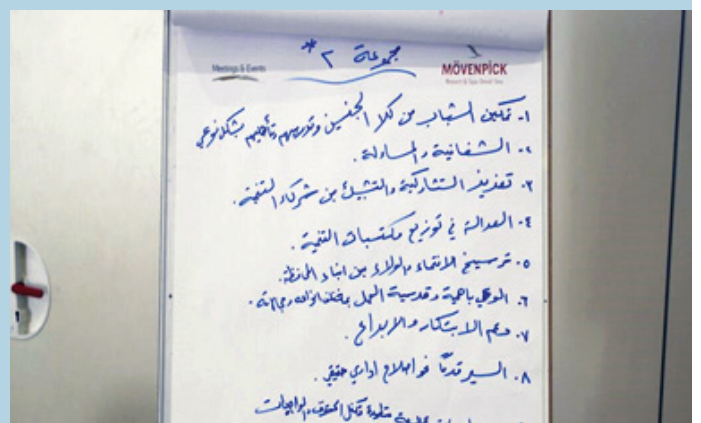
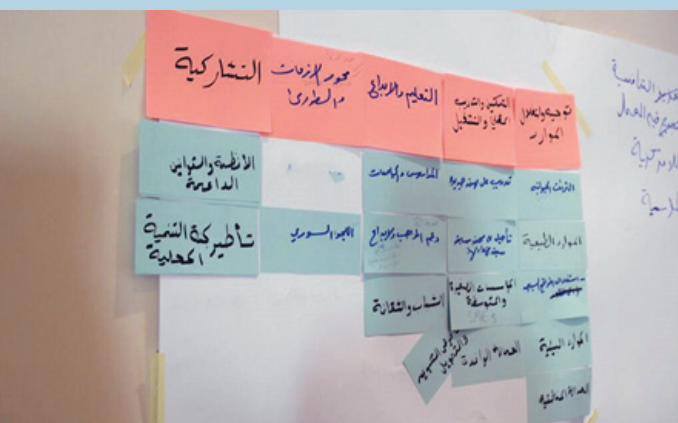
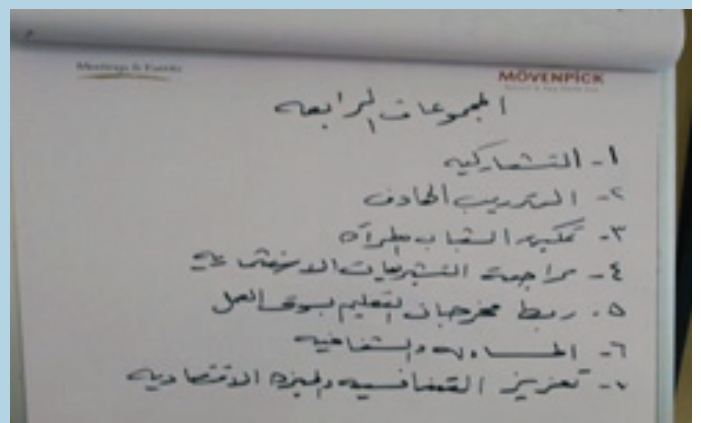
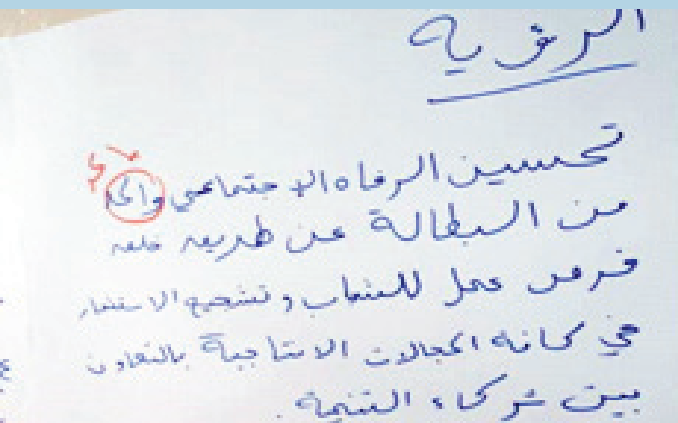
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14. Excellence Criteria for the European Quality Management Institute
15. National Agenda 2006-2015
16. UN Plan to Support Development and Refugee Response
17. Irbid Governorate's Economic Development Strategy, 2007-2012, former program funded by USAID
18. Community Development Strategic Plan for Aqaba Governorate 2013-2020, ASEZA
19. National Employment Plan 2011-2020
20. National Vocational Training Plan 2014-2020
21. National Entrepreneurship Plan 2014-2018
22. Academic Guide for Post-Crisis Local Economic Development, ILO

14. Appendices

A. Participant Attendance Statements in Workshops to Draft Local Economic Development Strategy

Members of ILO's Local Economic Development Committee - Mafraq	
Name	Position
Mohammed Alhamdan	Mafraq governor assistant for development affairs
AbdelMajeed Alharahsheh	Head of the development department for Mafraq governorate
Fadi Alshbeel	Local development unite
Hamad Alsarhan	Head of State Property Department
Ahmad Alhawamdah	Mafraq Mayor
Mohammed Omoush	Head of the development department in the municipality of Mafraq
Abdullah Shdifat	President of the Chamber of Commerce/ Mafraq
Awni Shdifat	Head of Agricultural Department/ Mafraq
Yousef Alshraidah	Vocational Training Center Manager/ Mafraq
Mohammed Alharahsheh	Director of the Cities and Villages Development Bank
Fathi Bashabshah	Director of Industry and Trade/ Mafraq
Hazem Shdifat	Cooperation Director of Mafraq Governorate
Saeed Jaber Saeed	Director of Employment Department
Nabeel Smadi	Head of Marketing Section/ Employment Directorate
Mohammed Albadareen	Irada Center Manager/ Mafraq
Firas Alabdullah	Director of the Development and Employment Fund/ Mafraq
Baker Alkhawaldah	Social Development Manager/ Mafraq
Butros Alkawaleet	Director of the Regional Centre for Retail Research and Guidance
Osama Abu Dalbuh	Regional Centre for Retail Research and Guidance
Khader Hasan	Director of planting the Eastern Badia
Mohammed Dahdal	Director of planting the Western Badia
Ibrahim Odeh	Director of the Agricultural Credit/ Mafraq
Shareef Bany Hani	Director of Environment Department for Mafraq governorate
Eid Alzyood	Local Committee
Mohammed Owaisat	Local Committee

B.Aspects of Exercises and Participation in Workshops to Draft Local Economic Development Strategy



C. Reference Comparisons Consulted and Used as Guidance During Workshops to Draft Local Economic Development Strategy

1- Reference Comparisons of Similar Strategies

	Vision
Irbid Governorate Vision 2007-2012	"Irbid center of economic development in the north with an investment environment that creates job opportunities and enhances productivity based on an advanced infrastructure and knowledge, a clean environment, and qualified human resources"
Kerak Governorate Vision 2007-2012	"Economy with prosperous touristic, industrial and agricultural sectors and investment environment that creates opportunities and enhances productivity, supported by an advanced infrastructure and qualified human resources"
Arab Governorate Vision 2013-2020	"Aqaba Governorate as a model of community work and economic prosperity"
National Agenda 2006-2015	"Improve the quality of life of Jordanian citizens through improving standards of living, providing social prosperity and security and creating new job opportunities"
National Employment Strategy 2011-2020	"Improve the standard of living of Jordanians through increasing employment, wages, benefits and productivity"
National Entrepreneurship Strategy 2014-2018	"Create a conducive environment for SMEs to growth and for entrepreneurship to prosper in all urban and rural areas to contribute to creating job opportunities, reviving the economic resources and achieving socio-economic prosperity"
Ajman Plan 2021	"Happy community that contributes to building a green economy, motivated by a distinguished government in harmony with the spirit of unity"
Local Economic Development Plan for the British Bracknell Province 2011-2014	"The province becomes an excellent place to live and work where sustainable economic prosperity is achieved through innovative and dynamic partnerships between the companies and local communities"

2- Reference Comparisons of Basic Guiding Principles for Similar Strategies

	Basic Guiding Principles
Irbid Governorate Economic Development Strategy 2007-2012	<ul style="list-style-type: none"> • Economic center based on necessary knowledge • Motivating and supportive decentralized decisions to enhance productivity • Develop the agricultural, tourism and support services sectors with high added value • Advanced infrastructure and qualified human resources • Job creating investment environment • Clean environment and renewable energy
Community Development Strategic Plan for Aqaba Governorate 2013-2020	<ul style="list-style-type: none"> • Participatory approach and empowerment: activate the principle of applying the participatory approach which enhance the principle of group work, effective participation, assuming responsibility and the ideal use of resources • Positive work environment: Work to creative a positive work environment in Aqaba by providing job opportunities aligned with market needs without contradicting with the systems of moral values, customs and traditions prevalent in the region. • Commitment and responsibility: Take the initiative and the importance of feeling responsible when undertaking duties and work. • Loyalty and integrity: Genuine sense of loyalty and doing the right thing for developing the local community • Transparency (credibility): Activating the principles of serious work, work credibility, and non-bias towards any side or orientation that may undermine the pillars of development and community development.
UNDP Project to Reduce Impact of Syrian Refugee Crisis in Jordanian Host Communities	<ul style="list-style-type: none"> • Participation • Ownership, accountability, transparency • Capacity building, gender equality, sustainability • Commonalities among the sectors • Supporting policy making • Women and youth empowerment

National Agenda Dimensions

- Financial discipline
- international political stability
- administrative reform
- judicial development
- accountability
- transparency



- Appropriate worker policies
- Quality vocational training
- workforce support
- increase economic competitiveness
- freedom of capital movement
- remove commercial obstacles
- encourage startup companies
- support SMEs
- quality education

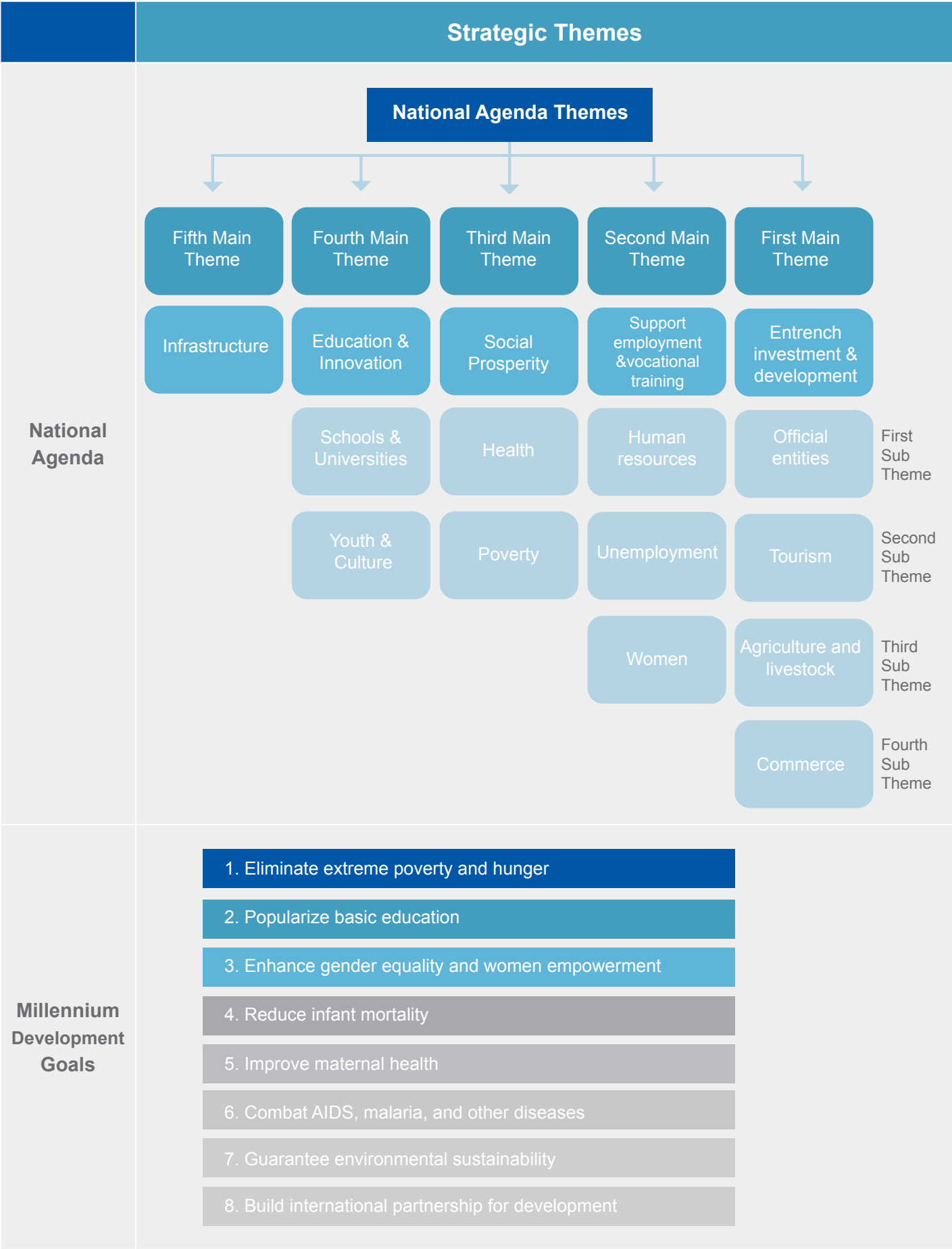
- Social participation
- free and responsible media sector
- political development and engagement
- religious freedom
- support for the unemployed
- equality before the law
- access to healthcare
- minimum wage
- maximum work hours
- freedom of association
- safety of persons and property
- environmental sustainability
- freedom of expression
- citizenship rights

- Appropriate worker policies
- safe and efficient transport network
- ideal use of water
- sustainable agriculture
- economically feasible energy
- opportunity to use ITC technology
- enhance industry
- advanced financial services

At the same time, maintain commitment to financial discipline

	Basic Guiding Principles
Vision 2025	<ul style="list-style-type: none"> • Compliance with the Law • Selection based on merit • Institutionalization • Participation • Sustainability • Distinction • Competitiveness
Ajman Government Strategy 2021	<ul style="list-style-type: none"> • Alignment and complementarity with other national strategies • Partnership with the private sector • Social prosperity achievement • Effectiveness, efficiency and objectivity of legislation • Institutional distinction • Transparency, integrity and good governance • Developing human capacities
Practical Guide for Post-Crisis Local Economic Development ILO	<ul style="list-style-type: none"> • Participation and social dialogue • Partnership between the private and public sectors • Sustainable growth • Social cohesion • Encouraging participation in decision making • Enhance institutionalization operations • Innovation and creativity • Alleviation of poverty severity

3- Reference Comparisons for Strategic Themes of Similar Strategies



	Strategic Themes
<p>Aqaba Governorate Strategy 2013-2020</p>	<p>Theme One: Direct Resources</p> <p>Theme Two: Empowerment and training</p> <p>Theme Three: Complementarity of roles and responsibilities</p> <p>Theme Four: Ease of proposal and implementation</p>
<p>UN Action Framework of Assistance in the Hashemite Kingdom of Jordan 2015-2017</p>	<p>Theme One: Enhance powers of regulations</p> <p>Theme Two: Achieve social equity</p> <p>Theme Three: Social services of a fair quality</p> <p>Theme Four: Investment in youth</p> <p>Theme Five: Environmental protection</p> <p>Theme Six: Response to refugees</p>

4- Reference Comparison for Strategic Objectives of Similar Strategies

		Reference Comparisons						
Aqaba Governorate Strategy 2013-2020								
Strategic Objectives	1st Component: Increase educational level of Aqaba residents	2nd Component: Reduce unemployment and increase diversity of income sources	3rd Component: Develop agriculture and livestock in the area	4th Component: Strengthen local community organizations	5th Component: Build and maintain community's basic infrastructure	6th Component: Enhance healthcare services	7th Component: Manage and implement the plan effectively	
Jordan's Syria Crisis Response Plan		1- Maintain the improvement of food security levels to save the lives of many, provide sources of living, enable adaptation to the impact of the Syrian crisis and recovering from it						
UNDP Project to Alleviate Impact of Syrian Refugee Crisis in Jordanian Host Communities		Strategic Objective: Respond to the urgent needs of those impacted by the crisis, especially host communities, in an effective manner						
UN Action Framework of Assistance in the Hashemite Kingdom of Jordan 2015-2017		1- Draft the necessary policies and mechanisms for the effective participation of youth, male and female, in social, cultural, economic and political life 2- Protect refugees, offer humanitarian assistance and work with refugee host communities to alleviate the impact of the Syrian crisis						
National Employment Plan 2011-2020		1- Prepare qualified and motivated Jordanian workforce to join the labour market and fulfill its requirements 2- Enable the private sector to increase growth in productivity and create better job opportunities for Jordanians						
National Entrepreneurship Plan 2014-2018		1- Enhance the creation of job opportunities and income generation through encouraging the entry of startup companies and improving the growth of existing SMEs to increase the contribution of the SMEs sector to the Jordanian economy						

5- Reference Comparisons for Strategic Goals of Similar Strategies

		Reference Comparisons					
Irbid Governorate Strategy		<div>Strategic Goals</div> <div>Launch an awareness and guidance media agenda to entrench the concept of productivity and economic development</div> <div>Enhance and support academic research and improve its methodologies to benefit from its outputs in developing the agricultural, tourism, education and industry sectors</div> <div>Launch an Establish an economic council that plans, follows-up and monitors the process of economic development to create a supportive environment to enhance productivity and create job opportunities</div> <div>Create and implement a mechanisms guaranteeing and developing human resource and institutional skills and capacities and preparing distinguished entrepreneurial models that support the investment and economic environment</div>					
Aqaba Governorate Strategy 2013-2020							
Strategic Objectives	1st Component: Increase educational level of Aqaba residents	2nd Component: Reduce unemployment and increase diversity of income sources	3rd Component: Develop agriculture and livestock in the area	4th Component: Strengthen local community organizations	5th Component: Build and maintain community's basic infrastructure	6th Component: Enhance healthcare services	7th Component: Manage and implement the plan effectively
Strategic Goals	1.1 Raise awareness on importance of education and its role in community development and income improvement	2.1 Touristic promotion of area (Aqaba, Qweira & Wadi Araba)	3.1 Expand use of agricultural technology and agricultural production	4.1 Build institutional capacities of local community organizations	5.1 Rehabilitate and reform community infrastructure	6.1 Raise health awareness in the area	7.1 Periodically apply systems of follow up and assessment
	1.2 Reduce illiteracy in all areas	2.2 Improve vocational training programs and link to labour market needs	3.2 Develop livestock and dairy production in the area	4.2 Attract financing to support community development	5.2 Establish and activate financial and banking services in rural areas	6.2 Improve quality of health services offered in rural areas	7.2 Create, sustain and update databases for the area in cooperation with all stakeholders
	1.3 Improve quality of basic education	2.3 Develop small projects in the area		4.3 Expand use of rural credit		6.3 Offer care and rehabilitation services for persons with special needs	7.3 Organize periodic meetings with stakeholders and engage them in decision making
	1.4 Increase % of high school graduates for residents over 15	2.4 Improve local level marketing		4.4 Establish women's projects and employment development groups			
	1.5 Improve means of access to universities for all males and females in the Governorate	2.5 Create new job opportunities for university students		4.5 Cultural Development and creativity sponsorship			

	Reference Comparisons																					
<p>UNDP Project to Alleviate Impact of Syrian Refugee Crisis in Jordanian Host Communities</p>	<div> <div> <p>Strategic Objective: Respond to the urgent needs of those impacted by the crisis, especially host communities, in an effective manner</p> </div> <div> <p>Strategic Goal 1: Create job opportunities and economic initiatives for Jordanians in host communities</p> </div> <div> <p>Strategic Goal 2: Improve local economic development through growth and development of SME capacities</p> </div> </div>																					
<p>Jordan's National Vision and Strategy 2025</p>	<table> <tr> <th>Intersecting Strategic Themes</th><th colspan="2">Intersecting Strategic Goals</th></tr> <tr> <td rowspan="8">Employment</td><td>Goal (1)</td><td>Build a skills and motivated workforce armed with the skills required for the job market</td></tr> <tr> <td>Goal (2)</td><td>Develop employment and career counselling services and change the work culture</td></tr> <tr> <td>Goal (3)</td><td>Make migrant workers complementary to Jordanian workforce and not an alternative</td></tr> <tr> <td>Goal (4)</td><td>Support training and employment opportunities for residents of vulnerable, rural and low investment areas</td></tr> <tr> <td>Goal (5)</td><td>Develop labour market information</td></tr> <tr> <td>Goal (6)</td><td>Support equality in labour right between the public and private sectors</td></tr> <tr> <td>Goal (7)</td><td>Reduce negative impact of migration of qualified persons</td></tr> <tr> <td>Goal (8)</td><td>Reduce unregulated workforce</td></tr> </table>		Intersecting Strategic Themes	Intersecting Strategic Goals		Employment	Goal (1)	Build a skills and motivated workforce armed with the skills required for the job market	Goal (2)	Develop employment and career counselling services and change the work culture	Goal (3)	Make migrant workers complementary to Jordanian workforce and not an alternative	Goal (4)	Support training and employment opportunities for residents of vulnerable, rural and low investment areas	Goal (5)	Develop labour market information	Goal (6)	Support equality in labour right between the public and private sectors	Goal (7)	Reduce negative impact of migration of qualified persons	Goal (8)	Reduce unregulated workforce
Intersecting Strategic Themes	Intersecting Strategic Goals																					
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	Goal (7)	Reduce negative impact of migration of qualified persons																				
	Goal (8)	Reduce unregulated workforce																				

	Reference Comparisons		
Jordan's National Vision and Strategy 2025	Intersecting Strategic Themes	Intersecting Strategic Goals	
	SMEs and Entrepreneurship	Goal (1)	Enhance SMEs competitiveness, increase women's participation in them and encourage start-up companies
		Goal (2)	Provide support to SMEs and enhance their chances of accessing financing and various financial and banking services
		Goal (3)	Create markets for SMEs locally and increase their ability to export
		Goal (4)	Create a general framework for cultural and creative industry policies to enhance and expand the scope of their activities
		Goal (5)	Narrow the gap between education and vocational training outputs and market needs, and align with the education and employment strategies
		Goal (6)	Enhance local capacities in academic research and innovation
		Goal (7)	Create a general framework for creativity industry policies
	Decentralization Education	Goal (1)	Issue a decentralization law and draft a national strategy and national plan to implement Decentralization Law applications and the ensuing reforms
		Goal (2)	Expand the network of vocational training and encouraging enrolment
		Goal (3)	Enhance alignment between educational activities and labour market needs

	Reference Comparisons
Jordan's Syrian Crisis Response Plan	<ul style="list-style-type: none"> 4- Create better and more work opportunities for vulnerable groups of women and youth males and females 5- Revive the local economy in the areas most affected by the crisis to provide sustainable and income generating job opportunities
UN Action Framework of Assistance in the Hashemite Kingdom of Jordan 2015-2017	<ul style="list-style-type: none"> 1- Goal 4.2: Develop youth capacities and train them for employment purposes 2- Goal 6.2: Assist host communities to reduce the impact of the Syrian refugee crisis on Jordan
National Employment Plan 2011-2020	<ul style="list-style-type: none"> 3- Develop the quality of outputs of the education, higher education and vocational training system 4- Increase participation rate sin the labour market 5- Organize migrant workers and benefit from migrant minds 6- Direct investment policies and employment programs towards increase job opportunities available to Jordanians
National Entrepreneurship Plan 2014-2018	<ul style="list-style-type: none"> 2- Increase rate of establishing new companies to include youth and women 3- Increase percentage of innovative SMEs with high growth 4- Increase the number of productive SMEs benefitting from the development and quality improvement programs to compete in local and international markets 5- Facilitate access to financing and comprehensive services to develop business in all the governorates
National Vocational Training Plan	<ul style="list-style-type: none"> - Restructure the institutional framework and institutions supporting employment and vocational training - Encourage gradual replacement of foreign workers
VTC Strategic Plan	<ul style="list-style-type: none"> 1. Respond to market and community requirements with guaranteed and sustainable quality 2. Develop a vocational training system that is responsive, connected, qualified, effective, accountable, sustainable and quality controlled 3. Increase participation of public and private sectors and civil society organizations in the VTC's work 4. Guarantee training opportunities to achieve greater participation of women in the labour market

D. Initiatives proposed in intersecting national plans and existing projects consulted when drafting executive action plan initiatives

National Plans	Proposed Initiatives
Jordan's Syrian Crisis Response Plan	<ul style="list-style-type: none"> • Create short term job opportunities for affected Jordanian families in host communities • Training courses on business skills and professional skills (apprenticeship) • Assess the development of Employment Directorates and VTCs and build the capacities of their employees to develop better training curricula and provide effective career counseling services • Improve labour market administration and compliance to national work criteria, in parallel with the Ministry of Labour • Support the establishment and growth of micro, small and medium enterprises (SMEs) targeting vulnerable Jordanian families by offering grants, providing training courses, and convening conferences and introductory meetings • Draft policies to regulate the informal labour market • Facilitate the local economic development based on participation and partnership between the public and private sectors • Support the establishment of cooperatives and societies to enhance local economic activities and social cohesion in host communities • Rehabilitate economic and social infrastructure • Support agriculture and livelihoods based on livestock through home agriculture, agricultural manufacturing and marketing
Mafrq Governorate Development Program	<ul style="list-style-type: none"> • Training and employment program for ICT graduates • Training program in the fuel, restaurants, and textiles sectors and improve the work environment in these sectors • Develop vocational training programs and curricula • Convene training and educational workshops to increase demand for crafts (allocated amount is too small – 2000 JD) • Offer incentives to trainees at the VTC • Improve the work environment in the sectors where migrant workers work to make them more attractive to local workers • Establish a career and business counseling sector at Al Al Beit University • Direct support to loan funds in the agriculture sectors and the industries based on them • Small grants and micro-financing project and SME financing project program • Support agricultural cooperatives • Support the institutional building of specialized agricultural societies

National Plans	Proposed Initiatives
ILO	<ul style="list-style-type: none"> • Design and provide the business programs and vocational training required by the labour market • Facilitate provision of permanent job opportunities through job recommendation and field training • Build capacities of Employment Directorate and VTC staff to develop better training curricula and provide effective services in career counseling processes • Offer a host of support services for start-up companies (means and grants) • Support SMEs with advanced skill courses and access to financing to guarantee sustainability and expand their scope of operation • Enhance coordination among effective entities in the development of SMEs including financial service providers, business development services providers, and government entities, and programs to facilitate information exchange as well as SME access to services • Build local community capacities to update economic and social plans, encourage innovation, draft agreements between the public and private sectors to enhance the provision of basic services and create job opportunities
Vocational Training National Plan 2014-2020	<ul style="list-style-type: none"> • Review all vocational training programs existing by 2020 and amend them • Support every program or group of programs by an advisory team of industry representatives to share in a number of interventions that relate to program design, development, assessment and review • Develop 100% of the new programs as a result of explicit requests by the industry, and build professional criteria as well as other adopted international industry criteria • Design courses to empower unemployed youth to start small commercial business from home • Enhance attractiveness of vocational training • Increase comprehensiveness of the vocational training system for women, youth and disabled persons • Apprenticeship programs designed to enhance job opportunities for women • Effective career counseling services for students and provide students with job searching skills • Allow foreigners to start their own projects on condition Jordanians are appointed in those projects • Employ qualified and experienced refugees to benefit from their experience

National Plans	Proposed Initiatives
<p>National Entrepreneurship Plan</p>	<ul style="list-style-type: none"> • Design awareness programs on entrepreneurship in the governorates in cooperation with universities and organizations • Include "entrepreneurship" in basic school curricula in the primary, secondary, vocational and university teaching systems • Encourage building entrepreneurship centers in universities to enhance the spirit as an option for students and provide information and counseling services for fresh graduates • Develop and offer programs to update and develop SMEs to enhance productivity and growth • Provide the necessary financing to enable more SMEs to participate in administrative training programs • Establish Business Development Units in the governorates to provide a unified platform for information and advisory services • Increase the number of incubators • Offer seed grants for youth and women entrepreneurs who have a difficulty in accessing financing from the banks due to a lack of a credit history and guarantees • Offer support to enable SMEs with high growth to identify available opportunities in export markets and exploit these opportunities

Other Development Projects	Donor Agencies
<ul style="list-style-type: none"> • Project to fulfill immediate development needs in communities hosting refugees 	Canadian Government
<ul style="list-style-type: none"> • Emergency Services Project and Social Response Program 	World Bank
<ul style="list-style-type: none"> • Women's Political and Economic Development Project 	UN Women and EU
<ul style="list-style-type: none"> • Empowering rural women in Mafraq Governorate through Um Al Jmal site administration and maintaining it as an income generating activity 	UNESCO UN Women
<ul style="list-style-type: none"> • World Bank Credit Fund project to provide grants to Jordanian municipalities hosting the largest number of Syrian refugees 	United Kingdom+ DFID
<ul style="list-style-type: none"> • Project to create jobs in the water and energy sector 	GIZ
<ul style="list-style-type: none"> • Project to activate and expand employment and career counseling services and regulations 	JICA
<ul style="list-style-type: none"> • Project to support VTCs 	
<ul style="list-style-type: none"> • Better Work Program 	USAID+ ILO
<ul style="list-style-type: none"> • Jordanian Canadian Partnership Project to Empower Youth and Employment 	Canadian Government + Ministry of Education + Ministry of Higher Education
<ul style="list-style-type: none"> • Small projects assistance project 	USAID
<ul style="list-style-type: none"> • Jordan's Competitive Project 	USAID
<ul style="list-style-type: none"> • Sustainable Credit Facilities Project 	EU
<ul style="list-style-type: none"> • Local Enterprise Support Project 	USAID



International Labour Organization

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