



Greater Madaba Municipality



MADABA
Creative city



Strategic Plan for LOCAL ECONOMIC DEVELOPMENT 2019 - 2021



**Strategic Plan for
Local Economic Development
2019-2021**



Royal Vision

Today is an opportunity to affirm our commitment to a comprehensive reform action that seeks gradual and steady progress, built on our previous achievements and on identified national priorities. We consider both municipalities and decentralization laws as a cornerstone for broadening the role and responsibilities of local administrations in our governorates. These laws are also crucial for deepening citizens' participation and empowering them to contribute to identifying their priorities, in addition to formulating a future vision for development plans in their areas' and distributing developmental gains more equally and effectively.

Speech from The Throne, at the Opening the Third Ordinary Session of the 17th
Parliament

Jordan – Amman, November 15th, 2015

Table of Contents:

Topic	Page
Speech by the Mayor of Greater Madaba	3
Madaba: The Journey through Civilization (The City of Mosaics)	4
Executive Summary	6
Introduction	9
Participation in Municipal Work (Steering Committee) (Technical Team)	12
Background and concept of the Local Economic Development and Strategic Planning Phases of Development	13
Stakeholders Matrix	19
Description Document Summary of the Current Economic and Social Status in Greater Madaba Municipality	20
LED Preparation Methodology	34
SWOT Analysis	37
Internal Environment	38
External Environment “PESTEL”	39
Major Components for Local Economic Development Strategic Plan	40
Connecting National Objectives with Strategic Objectives and KPI’s Matrix	45
Development Initiatives	45
Local Economic Development Strategic Plan (LED) 2019-2021	46
Cards of Development Initiatives	53
Annexes	75
References	78
Contact Information	88



Introductory Speech by His Excellency Mayor of Greater Madaba Municipality

I am pleased to place in your hands the, " 2019-2021 Strategic Plan for Local Economic Development" for the next three years, as a service to the people of Madaba, who deserve the intensive hard work and achievements that serve their future aspirations in seeing Madaba as one of the world's sustainable cities. This document would lead us to achieve our strategic development objectives as per the desired results and as per citizens expectations from the municipality.

Since our city is famous for its tourism, agriculture, ancient architectural monuments and the mosaic trade winning the world's first prize for this kind of trade in 2016, we set to prepare the Local Economic Development Plan through the one team spirit by forming a steering team to steer the strategic planning operations in the right manner. Participation included Jordanian universities, international companies, commercial banks, governorate councils, related ministries in addition to representatives from the local councils to realize the concept of knowledge sharing between those sectors. This was done for the first time at the Jordanian municipalities level. This has been considered as a giant leap in developmental strategic planning as the local development unit acts as a facilitator for the team in the preparation of monitoring, evaluation and work progress reports for the plan.

The participatory approach was adopted to integrate the experience of the Municipality's Needs Manual, prepared by the municipality, which included local economic development and investment opportunities as important axes to reflect a clear indicator of Madaba citizens need for employment and realizing a true economic well-being serving people of Madaba. One of the vital outcomes of the plan was the formulation of 22 development initiatives to stimulate local economy and provide resources for the municipality funds to ensure the continuity of providing high quality services to citizens. This plan has been formulated after completing internal and external environmental analyses that might affect the work of the municipality while determining their relative importance rate.

In conclusion, I would like to extend my gratitude to the municipal employees for their efforts, especially the country workers who are bending their backs to collect waste in order to ensure the cleanliness of their city to be one of the most beautiful cities, and to all who contributed to the successful preparation of this document, hoping that this effort will be the title for local development in Jordanian municipalities, and that this plan is clearly recognized by stakeholders and donors to support in achieving all development initiatives.

Eng. Ahmad Salameh Al-Azaydeh
Mayor of Greater Madaba Municipality



Madaba

The City of Mosaics

Madaba: A Journey through Civilization

Madaba a name that indicates comfort, fruits and water; a verse in the Holy Quran says, “and we have made from water every living thing.” Madaba a fragrant past, spark of the present and vision of the future, Madaba is a book which pages began with civilization.

Its modern history dates back to the late Stone ages in 8500 B.C., with the Dolmen stones and monuments present in the fields of Al-Marigat, Al-Faiha’a, Mkawar, Al-Haidan, Al-Mashqar and Husban reaching the valleys area.

In the iron ages, Madaba had its presence during the construction of civilization in the sword and pottery industries in both villages of Iskandar and Thiban. In the year 3000 B.C., the Ammonites came from the Bekaa and established their state in Husban as a step to form a strong Kingdom reaching Thiban that came and occupied the land and displaced its people. A lamentation for Madaba at that time was mentioned in the Torah, in the Book of Joshua, reaching the name of Medba.

Madaba was a flourishing city in the Age of the Moabites, from Arnon Al-Mujib reaching Naour, and was also mentioned in the stone of Mesha. Madaba was the first city to be liberated by Mesha from the rule of the Jewish. Moreover, Madaba castle was a shrine for Kamoush; the lord of Mo’ab, thus indicating that the castle dates back to the era before 3000 B.C.

In 1300 to 12800 B.C. and during the crossing of Prophet Moses from this region to the land of Canaanites; the Prophet made a across from Husban to Mount Nebo, occupied the area and divided it between his followers which remained the same until the area was liberated by King Mesha of Mo’ab in 850 B.C. This has been immortalized in the famous obelisk currently displayed at the Louvre Museum in France.

With the weakness beginning in the Moab State during the second half of the eighth century B.C., the Assyrians from Iraq invaded the region and occupied Madaba and displaced its people. A lamentation was mentioned in the place where Prophet Isaiah stood and lamented Madaba. Additionally, in the fourth century B.C., Babylon conquered the area and occupied the city and prophet Jeremiah stood and lamented Madaba where he said, “The land of the plains has been destroyed”. During this conflict, the Nabatean state was forming its strong foundations in Petra that extended to Syria, Lebanon and the Arabian Peninsula.

In the second century B.C., the Nabataean state extended to the region, Madaba became part of the state, and one of the most famous areas and was given the name, “Madaba, the city of the Nabataeans”. During that time Madaba became a flourishing Nabataean city, a book by Professor Hashim Al-Gharaibeh titled “Awraq Al Kitaba” described the city civilization during that era. Madaba was in the middle of the struggle between the Nabataeans and the Jews especially during the Maccabean revolt in Madaba. During the year 129 B.C., the Jewish Harqan Ben Shimon attacked the area and besieged the city for six months as it was the most vital and invincible Nabataean city in Jordan. The discovered monuments in Jordan showed Nabataean ruins in Madaba.

The Roman rule in the region began in 63 B.C.; the Nabataean state was overthrown in 106 A.D. and Madaba came under the ruling of the Roman Empire, during which the commercial routes

flourished and Madaba was a major part of these, as those routes passed through Madaba, Husban, Zizia and Al-Qastal where ruins are still standing until date.

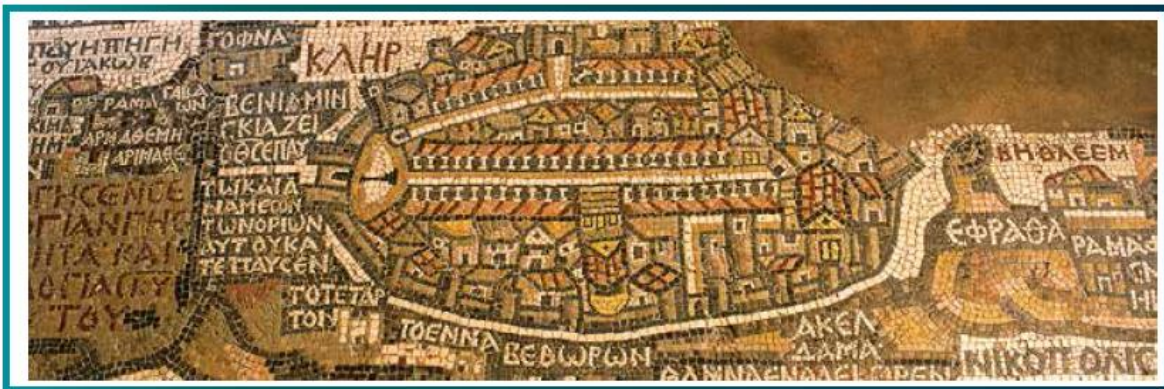
Madaba was an invincible city and a wall was built around the city on the ruins of Moab, and the ruins of the Roman routes are clear and visible in the middle of Madaba. The Romans also renewed the castle (Acropolis), and the city was given the right to mint as some coins were found dating back to the year 192 A.D. After the Roman era, came the golden era for the city of Madaba; which is the Byzantine era when Christianity first came into the city during the first century, and then flourished in the third century as the Ghassanians built the monastery of Dawudin Hbula and bishops participated in international conferences. Madaba ruins of Mosaics are considered the masterpieces of that era, especially the Madaba map, Cathedral and the Church of the Apostles.

After the Byzantine era, Madaba entered under Islamic rule and continued its artistic and social fame in the Rashidi era, through which the Caliph Omar Bin Al-Khattab crossed and the monuments of the Omari mosque in the Khattabiyya existed. Churches were also built in Um Al Rasas and Madaba during the Umayyad rule and Madaba artists participated in the building and decorations of the Umayyad desert castles. Madaba kept quite in the eighth century due to several reasons such as the transition of succession to Baghdad far from Madaba, in addition to the earthquakes that hit Madaba in 746, 1016 and 1023 A.D., until travelers' journeys began in the region and dozens of travelers visited and described the city and its monuments starting from Burckhardt in 1812.

In 1880, Christians migrated to the city from Al-Karak and what was known as the "Old City" was handed over to those migrants to settle and cultivate the land by an official letter issued from Nablus Municipality. Christians lived in the city, worked in agriculture and cooperated with those around them to build it, which resembles ideal examples of shared life and city building.

Modern Madaba is a product of familiarity and love among inhabitants from all origins, for as Madaba Mosaics beautifies the city and gives it fame, yet the inhabitants of Madaba draw the best picture and ideals in cooperation and shared living. Madaba, as in the case of Jordan, has its own uniqueness in the Ammonites, Moabites, Nabataeans and Edumeaian civilizations that provided Jordan with a diversified spiritual and cultural uniqueness with this blend of Assyrian, Babylonian, Persian, Greek, Romanian, Byzantine, Christian and Islamic cultures to formulate a unique source of creeds and legends unmatched with any other area.

By Professor Hanna Al Qunsol



Executive Summary

Jordan faced enormous economic development challenges in the past years and is still facing many of these challenges, especially those posed by the Syrian crisis and the displaced, the development gap between different governorates and municipalities, the high rates of unemployment; particularly among young people, and the percentage of women participation in workforce as it is still considered low due to the economic conditions facing the Kingdom. His Majesty King Abdullah II addressed the government in official speeches and discussion papers to stimulate the economy and pave the road for an economic and social model.

The 2019-2021 Local Economic Development Plan is a participatory document that outlines the future path in the next three years, within the existing inter-relationships between population, place and the economy. This requires the municipality to possess a plan that stimulates local economy in order to speed up the sectors that intersect and integrate with the municipality. The development concept is defined as a participatory process with all sectors to stimulate local economy, providing a roadmap between the main stakeholders from the public and private sectors in the city to benefit from local resources and competitive advantages in order to create a local community that is characterized by flexibility, sustainability, stimulated economy and decent job opportunities for all segments of the society.

As the future needs a vision to serve the city, the current document was based on using strategic planning for the concept of local economic development to come out with a document that serves the local community on one hand and strengthens the work of the municipality on the other. It also reviewed the visions of His Majesty King Abdullah II for reform, and a speech from the Mayor of Greater Madaba municipality regarding municipal work and a historical background on the city of Madaba (The City of Mosaics), the executive summary and the introduction.

The document is also based on the outputs of the Needs Manual, which was developed through a participatory approach with the local community and the relevant stakeholders. The main result of these efforts was the axis of economic development and investment opportunities, which gave an indicator to the higher management that the community is heading towards development. Accordingly, a municipality council decision has been made to start this plan throughout phases, the first of which was the establishment of a steering committee and a technical team, with the steering committee having the responsibility to monitor the whole plan from the beginning until the end.

In the data collection and analysis phase, the characteristics and comparative advantages were evaluated using municipality data and some development sectors, and national plans and previous municipal plans were also reviewed. Thanks to this effort; a summary of Madaba economic and social situation was developed, where the municipality geographical location, climate, population and social aspects, institutional organization, technical and financial status, municipality organization, human resources and structures were reviewed. The study concluded that Madaba is characterized by being a tourist and agricultural area.

During the strategy preparation phase, the four-factor analysis of the internal and external environments (PESTEL) was completed and a number of strengths, weaknesses, opportunities and threats were identified. Based on this analysis, the relative importance of the four-factor analysis was also completed, upon which the internal environment rate was 4.37% and the external environment rate was 4.23%. Based on this analysis, the vision was formulated as per the economic and social realities of the city of Madaba which was as follows:

By the year 2035, Madaba will be a smart sustainable city with global tourism services and will use clean energy. In addition, it will be attractive for investments and would work within institutional participation for local economic development. The mission the strategic plan it to create, an independent financial and administrative institution that works to facilitate the follow-up of its works using the latest modern technologies to improve the level of services provided to citizens, seeking to provide an investment environment to create partnerships with the private sector to achieve institutional local development by working with the municipality. The core values established are justice, commitment and loyalty, transparency, accountability and participation, creativity and innovation, employee and service satisfaction, as well as social responsibility and internationalization. The strategic directions established are restructuring the municipality, comprehensive automation of the municipality's works and linking these with all concerned departments, enhancing access to a smart and sustainable city through the GIS system, developing the city of Madaba as a global touristic city, enhancing donors confidence to support the strategic plan for local economic development initiatives and providing internal and external communication to increase international cooperation and partnerships with all sectors.

With regard to identifying development initiatives; 22 were identified with the aim of stimulating local economy and creating new investments. Use is to be made of clean energy and paying due regard to climate change and solid waste management to preserve the environment and ease the burden on the high energy bill and benefiting from the savings in creating development projects and enhancing municipal services. The municipality also paid attention to the organization of markets to facilitate promotion, marketing and display the city products from the commercial, touristic and agricultural aspects to enhance the business environment for local investments and investing in infrastructure, in addition to setting locations and facilities for the creation and establishment of entrepreneurial projects and programs, as a project card has been made for each development initiative that describes all project elements.

While in the implementation phase; an operational matrix for each of the development initiatives and the objectives/ goals connected with this initiative was prepared, KPIs and timeframes were identified, in addition to both the implementing and supporting entities. During the monitoring and evaluation phase, a Dash Board System will be purchased to monitor the plan, and this system will be connected with the Local Development Unit management and the GIS Unit to feed the higher management with continuous reports on work progress in coordination with all municipality departments.

There is a need to set the dues for the success of this plan following its launch and presentation to government entities, the private sector, donors and NGOs, as this plan is considered the first to be issued by a municipality under the Local Economic Development title and it is the first plan that was developed according to the new Municipalities Law No. 41 (for the year 2015, Article 5, Paragraph A, Sub-paragraph 2_ It states, “preparing strategic and development plans, municipality area needs manual, priorities and presenting them to the executive council” and it is also the first plan since the application of the Jordanian Decentralization Law. The document adopted the strengthening of the municipality roles with the thought that the most vital aspect to be sought in the plan; is the contribution to local development and enhancement of basic services and the contribution in stimulating local economy and its reflection on the national economy.

The steering committee, with recommendations of technical team on the preparation of this plan, and with guidance and direct technical support from Middle East University (MEU) which played a distinguished role and exerted efforts in guiding and auditing the plan, places this distinguished achievement in the hands of stakeholders to allocate the needed funds for the implementation of this plan, that offers investment opportunities and economic welfare for the inhabitants of Madaba.

Introduction

Established in 1921, the Madaba municipality is a city characterized by agricultural land with an ancient architectural heritage and successive civilizations. The city is concerned with the culture and exchange of knowledge, improving services, developing municipal works, building capacities and developing the local community in addition to developing the city monuments to market them internationally. Madaba City received the best international craftsmanship award, on mosaic stones, as the city houses the largest mosaic picture in the world with more than one million mosaic stones. For this reason, Madaba was named, “The City of Mosaics”. The municipality's current administration is also interested in transforming the city to a smart and creative city so as to create local, national, regional, Middle Eastern and global investment opportunities to build a local economy that enables the city to better serve citizens and society.

Madaba adopted modern urban development concepts in physical planning of the city, and showing the economic and social status to reach a modern urban planning that would allow the city to become one of the world resilient cities just like Amman. Madaba is a city that is interested in development in all aspects, especially those related to local development and local governance, enhancing the investment climate, local business and the investment in the municipality resources to come up with programs and projects that support this aspect while at the same time supporting investments in micro businesses and SMEs, in addition to stimulating the growth of local businesses to support national economic growth by directly or indirectly supporting the Economic Growth Plan, Jordan Vision 2025 and Ministry of Planning and International Cooperation programs such as the Governorate Development Program and the Enhanced Productivity Program to support the Decentralization experience in Jordan, as it strives to achieve an inclusive understanding of sustainable development.

This plan is called the Strategic Plan for Local Economic Development. In this regard, strategy means all matters under the control of the municipality and development matters are those beyond the control of the municipality, in addition to local economy and business sectors to create job opportunities especially within the local community sector.

Some of the justifications for the preparation of this document are the need to enhance citizens standards of living and create new job opportunities, in addition to develop the business sector through the various development projects. The City Mayor took interest in the development aspect, activated the Local Development Unit at the municipality and started reviewing the current municipality strategy. Some of the important recommendations of the review committee were the uplifting of the local economy, activating the inactive municipality resources, automating the municipality work in addition to the organizational drawings and converting them into electronic, while making sure to include all municipality areas in this service to save time on citizens.

Due to the difficulty of predicting the future, this strategy was prepared as a roadmap for the coming three years and includes a vision, strategic and development objectives, and KPIs of the development initiatives in order to enhance the local development in the city and also the partnerships between the public and private sectors will benefit from investment opportunities. Some members from the municipal council and members from local councils, All Jordan Youth Commission, private sector, representatives from the tourist, commercial, industrial and agricultural sectors, were engaged in the consultations and workshops, as some three workshops and a number of various meetings and conventions were held in this regard.

The municipality was attentive to community participation and engagement through the development of the Needs Manual with the assistance of the International Association of the Netherlands municipalities. The experience in preparing this manual was a model, as consultation sessions were held with the local community in each of Madaba six local councils. Each council came up with a list of priorities for the development projects. The Local Development Unit summarized these needs and projects through a matrix that included four main axes; Local economic development, investment, infrastructure and services, resources and public facilities, and community development. The local economic development and investment axis gained the highest number of projects with 21 out of 46 projects, which serves as an indicator that the community needs to stimulate local economy in order to create jobs. The technical team preparing the plan considered that the needs manual is one of the inputs of the local economic development plan, and as such, the capacity building pillar was added to the plan to become the fifth axis supplementing the needs manual, that is in order to benefit from the National Strategy for human resources and qualifying them through the formulation of a Human Resources Development Plan in the municipality and Human Resources and Area (local councils) Directorates has been established, in addition to other amendments and the adoption of the municipality restructuring including its new organizational chart.

Madaba is a city that attracts residents due to its proximity to Amman, the airport and King Hussein Bridge, it also has a moderate climate with easy topography. There are some neighborhoods in the city that are considered urban with great city specifications, the prices of real estates are competitive as compared with real estate prices in Amman, Zarqa and Irbid, where any citizen can buy an apartment with high specifications at a cheaper price than that in big cities. This is considered a strategic direction for Jordan and for the municipality to motivate population to concentrate in governorates or areas near Amman, as this feature helps in solving traffic congestion and distributing population in a manner that follows urban planning standards and gives the municipality the possibility for creating new organized areas or neighborhoods to expand horizontally rather than the vertical and random expansion.

The municipality is well working on the issue of social cohesion through holding awareness workshops organized by the Local Development Unit in cooperation with related entities, to ensure that all society segments are participating in identifying issues and suggesting solutions and are also part of the municipality decisions in certain cases that affect them. The participatory approach was used in the preparation of this plan.

This document follows a scientific approach in assessing the achieved results and the extent of the linkage between projects and objectives, to bridge the gaps and regional discrepancies in the importance of what was achieved, what was not and what should be achieved. This depends on the monitoring and evaluation plan, where this aspect can be enhanced through the establishment of an electronic system to signal underachievement and support regular reviews.

The concept of competitiveness does not fully apply on the municipality, as it is a civil institution. Also, the municipality does not have any competitors in the provision of its services and obligations as most of its services are being exclusively offered for the majority of Madaba citizens. The Municipality is also an independent organization responsible for providing public services within the relevant laws and regulations.

Therefore, the municipality had a duty to establish the concepts of high-quality performance that would lead to local economic development and better services through the institutional competitiveness concept, where at the time the service recipients can express their satisfaction or the opposite. Therefore, there is a need to work within the concepts of transparency and accountability to ensure sustainability of municipal works.

The Madaba municipality extends this letter of gratitude to the Middle East University administration and its technical team composed of the distinguished professors, Dr. Sana'a Shaqwarah, Professor Dr. Ahmad Ali Saleh and Dr. Wael Al-Azhari for their technical support in the formulation and preparation of this plan, which we consider a favor extended to the local community in Madaba.

Letter of Gratitude

Madaba Greater Municipality extends this letter of gratitude to USAID/ CITIES project for their efforts in supporting the municipality to enhance performance, develop and build capacities and institutionalization.

Participation in Municipal Works

The Plan Steering Committee:

1	Eng. Ahmad Salameh Al-Azaydeh	Mayor of Greater Madaba Municipality	Chairman
2	Dr. Yousef Al-Ghleilat	Chairman of The Governorate Council	Member
3	Mr. Charlie Al-Twal	Deputy Mayor/ Greater Madaba Municipality	Member
4	Ms. Amani Al-Halaybeh	Chairman/ Madaba Local Council	Member
5	Mr. Jalal Al-Masandeh	Executive Director	
6	Mr. Hatem Al-Habahbeh	Ministry of Planning and International Cooperation	Member
7	Mr. Baker Al-Hyari	The Association of Netherlands Municipalities	Member
8	Dr. San'a Shaqawreh	Deputy Board of Trustees/ MEU	Member
9	Prof. Dr. Ahmad Ali Saleh	MEU/ Plan Supervisor	Member
10	Dr. Wael Al-Azhari	MEU	Member
11	Eng. Ismail Al-Masri	Coca Cola Company	Member
12	Dr. Mohammad Al-Awamleh	American University of Madaba	Member
13	Eng. Mohammad Al-Natour	Ministry of Municipal Affairs	Member
14	Eng. Lamia Al-Qawasmeh	Ministry of Municipal Affairs	Member
15	Yacoub Mohammad Naser	Manager of Islamic Arab Bank / Madaba	Member
16	Mohammad Abu-Qaoud	Local Development Unit Director	Facilitator

The Technical Team:

1	Mr. Jalal Al-Masandeh	Executive Director	Team Head
2	Mohammad Abu-Qaoud	Local Development Unit Director	Plan Supervisor and Liaison Officer
3	Dr. Ahmad Al-Ghleilat	Director of Health and Environment	Projects officer
4	Mrs. Taghreed Al-Faouri	Director of GIS Department	Data Collection and Analysis

Background and Concept of Local Economic Development and Strategic Planning Phases of Development:

The Municipalities' law provided the legal status for the municipality, which is a civil institution that enjoys a financial and administrative independence. The law also stipulated that the municipality should prepare a strategic and development plan in addition to a needs manual for the municipal area to enable it to develop projects, improve its services and promote investment and development. The Local Economic Development Unit developed the mentioned manual and held six brainstorming sessions where each local council held a meeting with the local community. The final outcome of this manual was the formulation of 46 projects, 21 of which were investment development projects. This indicates that the municipality needs to work on a development plan that outlines the concept of local economic development.

The Local Economic Development concept is defined as a participatory approach that includes all sectors to stimulate the local economy, provide a road map between stakeholders from the public and private sectors in the city to benefit from local resources and competitiveness to create a local community characterized by flexibility, sustainability, stimulated economy, and decent job opportunities for all segments of the community.

Source: Manual for the preparation and implementation of local economic development strategies and their action plans/ Change Cities/ World Bank

The strategy commences with a number of phases, these are:

First: Identification of Stakeholders (Partners): The interest and influence matrix, which is being used for the first time at the municipal level.

Second: Plan Inputs: the outputs of the Needs manual, available and required resources, development data, economic and social status document for the city of Madaba (the Governorate Development Program for Madaba 2016-2018) at the Ministry of Planning and International Cooperation.

Third: Development tools:

- Supporting SMEs, such as licensing work from home which gives women the opportunity to work and be productive from their houses, as new instructions allowed for this kind of licensing.
- Supporting SMEs, such as, the project for expanding the Industrial Zone to provide more job opportunities, regulating an area for SMEs industries, solar cells farm project that achieve financial savings, preserves the environment and provides jobs opportunities.
- Regulating the Informal sector- a municipal council decision has been made to stimulate unlicensed shops/ licensing work from home/ some projects fail due to the lack of regulation in the sectors they work in, depending on personal relationships such as the establishment of four or five similar shops in the same area or market or within an inactive area the solution is guidance from the Licensing Department.
- Activating partnership between the public and private sector: enhancing the private sector trust in municipalities by undertaking several stimulating procedures/ modifying the organization law.

Fourth: Data collection: work is on-going for the establishment of a comprehensive development database/ preparing a summary for the economic and social status (current situation)/ such as population, family data, economic indicators and others.

Fifth: SWOT analysis and connecting it to factors affecting external environment PESTEL and internal environment analysis to develop strategic results of options and then formulating vision, mission and core value to be connected with the strategic objectives and development objectives and their KPIs.

Sixth: Strategic development programs and projects (Development Initiatives): the outcomes of the Needs Manual and the plan programs, initiatives, actions and projects.

Seventh: Monitoring and evaluation: Purchasing a Dash Board System programmed to include strategic and development and sectorial goals, KPIs and projects card details.

What does being acquainted with implementation of local economic development mean?

Currently, the success of local community depends on its ability to adapt with the dynamic economic market mechanisms at the local, regional and international levels. There is an increased use of strategic planning in local economic development by local communities to consolidate local economic abilities for a certain area and enhancing the investment climate, in addition to increasing productivity and competitiveness abilities for local activities and projects and for investors and workers. The ability of communities to enhance their standards of living, create new economic opportunities and eliminate poverty depend on the extent of their understanding of local economic development process in addition to their ability to strategically deal with the changing market economics and competitiveness.

How to build a strong local economy?

The community is characterized by a unique set of local conditions and circumstances that may increase or decrease the chances of achieving local economic development. These conditions determine the comparative advantage of a given region in terms of its ability to attract, generate and maintain investments. The design and implementation of the local economic development strategy depend on the economic, social and financial conditions of the society. In order to build a strong local economy; experiences in this field demonstrated that society must exert a cooperative effort to understand the nature and structure of its local economy as well as analyzing strengths, weaknesses, opportunities and threats in the region. This will help to shed light on the key issues and opportunities that exist in the economy.

Who is responsible for achieving local economic development?

Successful private companies, as well as other forms of productive partnerships between the public and private sectors, are responsible for generating wealth within local communities. However, private companies need a positive and supportive business environment to achieve prosperity. Local governments play a key role in providing a productive supporting environment for the development of economic activities and achieving success. Because of its particular nature, local economic development is a partnership between the business sector and community stakeholders as well as local governments, where usually local governments, in cooperation with public and private sector partners, develop strategic plans for local economic development, while the public, private and the non-governmental sectors implement these according to their capacity and strength.

Why resorting to Local Economic Development?

Local Economic Development Initiative was launched as a policy approach in the early 1970s as response to local governments that ran economic projects at the time when capital moved between different locations in search of competitive advantages. By analyzing their economic potentials, communities can understand and recognize the opportunities and constraints that stand in the way of growth and investment. Thanks to this new understanding, communities have tried to increase and expand the economic base and employment opportunities by devising and implementing strategic programs and projects to remove obstacles and facilitate investment procedures.

Local economies are currently facing major challenges, including:

Municipalities:

Activities and projects, whether large or small, from urban areas usually take advantage of economies of scale, such those that can be gained from sharing the use of markets, basic environment and employment communities in addition to information. The economic advantages of urban areas largely depend on the efficiency of urban management and policies that affect the availability or lack of electricity, transport, communications, sanitation and lands in urban areas that can be developed. Factors affecting labor productivity in the local economy include the availability and quality of housing, health and education services as well as skills, security, training opportunities, and public transport. These infrastructure or basic service factors largely determine the comparative advantage of society, as the efficiency and scale of these structures or services are the cornerstones of a successful local economy. Urban areas and cities can provide increased opportunities through economies of scale and efforts made as a result of the large capital and human resources available, as well as the size of services and markets. However, the lack of coordination and divergence between institutional frameworks and planning bodies in urban areas can hamper economic growth in the region, which could reflect on the region overall economic growth.

In this regard, commissions, associations and business networks can be established in field of local economic development in the cities to remedy and eliminate these obstacles. These proposed institutional frameworks, which represent the different localities, municipalities and joint commissions' interests in the same urban area, can bring benefits to the main parties in the municipality, local public administrations, business organizations, and civil society organizations. These institutional frameworks can help to unify the efforts of local authorities as well as increasing benefits of local economic development and can also enhance the representation opportunities of these localities at higher levels of decision-making institutions. This type of cooperation has proven to be successful for cities that are involved in common market agreements, and those with a network of stakeholders such as European cities, the African and Indonesian cities network and the southern cities network. The most important and effective step municipalities can take to achieve local economic development is to improve the efficiency of regulatory and supervisory processes and procedures imposed by the local authorities themselves on economic activity. Conducting a field research will show that most localities suffer from a number of problems such as the complexity of procedures and poor management, as well as the adoption of costly, non-essential systems to register projects or activities. Local authorities can address these problems and achieve rapid improvement in the domestic investment climate of these localities.

Marginalized Groups and the Informal Economy:

In many countries, economic growth does not only depend on the formal economy which is the legally registered economic sectors that pay taxes on their activities, but also on the informal economy, which consists of activities that are not legally registered. In some cases, the size of informal economy is larger than the formal economy, and the formal economy deals with specific products and services. There is a need to understand the relationship between the formal and informal sectors of the economy, so that the nature of this relationship is considered when preparing a strategy for local economic development. Local communities and companies are increasingly realizing that the local economy requires a renewal of the social and economic in addition to environmental and financial structures. Many low-income households in many cities work in the informal economy, but these informal activities are often activities relevant to low growth rates due to the lack of adequate infrastructure and services such as electricity, water and roads, as well as difficulty in accessing the usual sources of finance, information and skills. Therefore, the development of a local economic development strategy must be taken into account and adapted with the constraints and opportunities in the informal economy and thus increase the attractiveness of resorting to a strategy for local economic development. It should also encourage the achievement of significant social benefits for all sectors of society, both economic and social, formal and informal, and those who are disabled and marginalized.

Strategic Planning Phases of Local economic development:

These phases were implemented according to the reality of the municipality through the technical team, and were presented to the plan steering committee, municipality partners and the local community:

Phase One: Preparation and Planning

In order to successfully start planning within the framework of local economic development, a decision from the local council must be taken to approve launching of the plan and set the timeframe for it to be an institutional work that organizes the efforts and identifies stakeholders. A participatory approach has been adopted in which a steering committee for the plan was formed, and for the first time in municipalities; this committee included members from the private sector such as banks, universities, international companies, governorate council, ministries and international organizations with influence in the municipality to harmonize projects with each other and support development needs, as well as organizations with a role in municipal work and experiences in strategic development planning. The committee is also responsible for monitoring the implementation of the projects mentioned in the plan and approving them within programs and priorities. It also assists the municipality in providing sources of funding for implementing the plan projects, supporting partnerships with the private sector, periodic revision of the plan, making amendments if necessary and supporting the investment aspect in the municipality and local development unit programs. The unit manager assumes the role of the facilitator for the committee and is the coordinator for the plan preparation.

One of the recognized successes of the plan is the concerted efforts by public and private entities and local and international organizations. The plan stakeholders/ partners are identified according to the interest and influence matrix prepared by the Local Development Unit. The implementation and adaptation of these phases are done according to the municipality status through the technical team that has been presented to the steering committee, municipality partners and local community.

Phase Two: Evaluation of city characteristics

The characteristics of Madaba city should be recognized; the city is considered touristic and agricultural, upon which data should be identified and analyzed. Here a benefit can be gained from the Governorate Development Program Document for Madaba Governorate or the Economic and Social Reality Document from the Ministry of Planning and International Cooperation where we can identify the backward linkages and connect them with the front linkages to formulate the Local Economic Development Strategic Plan for Madaba, which serve as city characteristics and activate the local economy. The evaluation process should not be connected with administrative or territorial divisions for the city or municipality, and projects should be directed according to the project reality/ status if it needs urban or rural development. At this stage, the projects should be from those identified in the Needs and Priorities List, and at this stage an analysis for the status quo is required in addition to the SWOT analysis according to the PESTEL effect factors. This process is considered as an important input to the creation of a comprehensive development database that will be used in conducting national, regional and international comparisons.

Phase Three: Preparing the Strategy:

Strategic development planning objective is to reach an integrated approach for the city and employ it in local economic development to achieve developmental balance and meet environmental and social requirements.

- Elements of the Local Economic Development Strategy
 - Vision: Represents the long-term reality that is currently intangible, which we may or may not reach, but it is a future state that we strive to reach.
 - Mission: An explanation for the vision but it is more realistic and helps us in identifying the means and methods that lead to the realization of the vision, it includes: who we are? What do we offer? To whom? And why?

Phase Four: Strategy Implementation:

It is a goal-oriented plan through short, medium and long-term indicators. This strategy is implemented through a project operational plan, and usually there is an action plan for each department according to the required goal that seeks to achieve the objectives. Such action plan is prepared on an annual basis to serve the municipality in the better and effective use of its budget to acquire the needed funding.

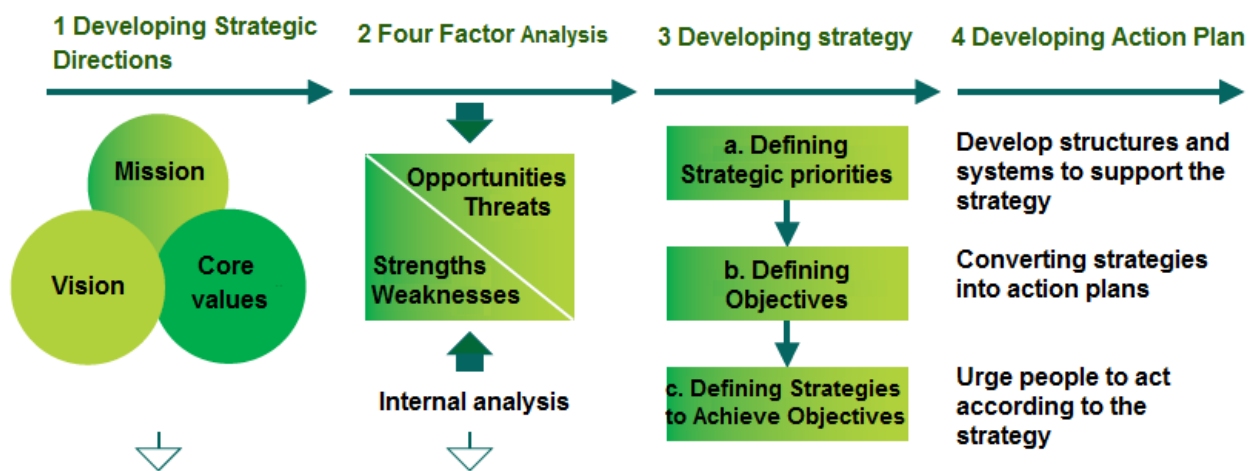
Phase Five: Strategy Monitoring and Evaluation

The Local Development Unit in the municipality has reviewed again the previous plan and issued a report that provides for the need to conduct a comprehensive review for several reasons including: economic conditions Jordan is going through and their reflection on municipalities and political variables such as Syria and Iraq Crises in addition to the effects of border closure with Syria and Iraq.

Today, the community in Madaba seeks economic solutions that would create an investment environment to provide employment opportunities for citizens in order to stimulate the local economy. The municipality is seeking to rely on its self through expanding investment and activating partnership with the private sector to furnish its high quality services. Usually, the review process is through three to eight years in addition to the annual review, to be in line with internal and external developments or changes that happen in the municipality.

The strategy is developed according to a structured methodology to ensure its effectiveness

Strategic Planning Process



The Needs Manual has been considered as an input for this strategic development process, as it has been included after finishing the participatory sessions with the local community and targeted groups. The result of this manual was around 46 projects divided across the following four axes:

1. Local Economic Development and Investment Opportunity Axis - 21 projects
2. Infrastructure and Organization Axis - 13 projects
3. Services, public utilities and resources Axis - 9 projects
4. Local Development Axis - 3 projects

Thus, the largest indicator that requires an action plan according to these needs and development projects is the highest axis (Local Economic Development and Investment Opportunity Axis).

Stakeholders Matrix

Based on the strong participatory relation with all relevant parties for the execution of this strategy; an analysis was performed by Greater Madaba municipality for its stakeholders from a strategic development perspective according to their strengths, influence and interests, as follows:

High	<p style="text-align: center; color: red; margin: 0;">Large Interest/ Low Influence</p> <p style="text-align: center; margin: 0;">A strategy to ensure their satisfaction</p> <ul style="list-style-type: none"> Amman Greater Municipality Electricity Company Miyahuna Royal Jordanian Geographic Center Ministry of Environment The Jordanian Engineers Association Jordanian Construction Contractors Association Vocational Training Center Jordan Telecom Company Media Tourism Sector Agriculture Sector JEDCO 	<p style="text-align: center; color: red; margin: 0;">Large Interest / large influence</p> <p style="text-align: center; margin: 0;">A strategy to ensure their participation, influence them and consider them as strategic partners</p> <ul style="list-style-type: none"> Prime Ministry Royal Court Ministry of Municipal Affairs Ministry of Planning and International Cooperation Ministry of Interior/ Madaba Governorate International Cooperation Agency of the Association of Netherlands Municipalities (VNG) The United States Agency for International Development (USAID) French Development Agency (AFD) and Embassy of France World Bank European Union The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) Japan International Cooperation Agency (JICA) The Center for Mediterranean Integration (CMI) Kuwaiti Development Fund Swedish Embassy Land and Survey Department 	
Power	<p style="text-align: center; color: red; margin: 0;">Low Influence/ Low Interest</p> <p style="text-align: center; margin: 0;">Monitoring and Follow up Strategy</p> <ul style="list-style-type: none"> Ministry of Foreign Affairs Ministry of Political & Parliamentary Affairs The Hashemite Fund for the Development of Jordan Badia The Higher Population Council Independent Election Commission of Jordan Ministry of Youth Ministry of Justice Drivers and Vehicle License Department Royal Medical Services Royal Scientific Society Jordan's Universities National Council for Family Affairs 	<p style="text-align: center; color: red; margin: 0;">Low Influence/ Large Interest</p> <p style="text-align: center; margin: 0;">Strategy to keep them informed</p> <ul style="list-style-type: none"> Ministry of Tourism and Antiquities Ministry of Public Works & Housing Ministry of Finance Integrity and Anti-Corruption Commission Ministry of Agriculture Ministry of Transport Ministry of Industry and Trade Transport Regulatory Commission Housing & Urban Development Corporation Charities Jordan Investment Commission Local community (commissions, charities, initiatives, unions, clubs, associations, gatherings) Social and Economic Council 	
low	Interest		high

Summary of Economic and Social Status Document of Greater Madaba Municipality

Geographical Location and Municipalities Areas

The city of Madaba is located 33 Km to the south of the Capital Amman, close to the Dead Sea, raises around 740-840 meters above sea level, with a Mediterranean climate that could be described as semi-humid to dry sometimes, with north western winds. The city has an area of 939.7 Km, which represents 1% of the Kingdom area of 88793.3 Km.

Source: Madaba Governorate Development Program 2016-2018

Municipality Areas (Local Councils):

Madaba Municipality is a class A municipality, and is the center of Madaba Governorate, with five other municipalities merged with it in the year 2001, according to the Municipalities Law and the Decentralization Law. Accordingly, the Greater Madaba Municipality follows the following divisions:

1. Madaba Local Council: (Seven members) the one with the highest number of votes, becomes the Chairman of the local council.
2. Jraineh and Alwsiyeh Local Council: (Five members) the one with the highest number of votes, becomes the Chairman of the local council.
3. Granada and Al-Arish Local Council: (Five members) the one with the highest number of votes becomes the Chairman of the local council.
4. Al-Faisalia Local Council: (Five members) the one with the highest number of votes, becomes the Chairman of the local council.
5. Ma'en and Al Manshyyeh Local Council: (Five members) the one with the highest number of votes, becomes the Chairman of the local council.
6. Al Mrijmat and Al-Hawieh Local Council: (Five members) the one with the highest number of votes, becomes the Chairman of the local council.

Population and Social Reality in Madaba Governorate

According to the Population and Housing Census in 2015, Madaba population reached 189,192 inhabitants, with an estimation that this population will reach 199,500 inhabitants in 2017 representing about 2% of the total population in the Kingdom. The City of Madaba population was 149,648 inhabitants in 2015 and is expected to reach 161,900 in 2017. Madaba population is comprised of 51.1% males and 48.5% females, and 28.8% of the population live in rural areas. The number of households is about 28,271, with an average of 4.9 persons per household compared to 4.8 persons in the Kingdom. The demographic dependency ratio in Madaba governorate is 61%, which is also higher than the general ratio of 61.4% in the Kingdom. The percentage of the population under the age of 15 is also higher than the general ratio in the Kingdom. More than half of the population is between the age of 15 - 64 years.

Source: Madaba Governorate Development Program 2016-2018

Table (1) Population Indicators in Madaba Governorate

Administrative Divisions	Population No.	No. of Households	Household Size	Demographic dependency ratio	Age Groups		
					Under 15	15-64	65+
Madaba Governorate	189192	38271	4.9	61	34.4	62.1	3.4
Qasabet Madaba Sub District	127511	25660	5	60.4	34.3	62.3	3.3
Jraineh District	9616	2069	4.7	62	34.9	61.7	3.4
Ma'en District	9055	1967	4.6	63.7	33.9	61.1	4
Al-Faisalia District	6578	1369	4.8	58.2	33.4	63.2	3.4
Kingdom Level	9531712	1977534	4.8	61.4	34.3	61.9	3.4

Source: DOS 2014

Poverty Indicators

According to the latest report issued by the Department of Statistics on the poverty conditions in Jordan which is based on the, "Household Expenditure and Income Survey 2010," the poverty rate in Madaba was estimated at 51.1% compared to the 14.4% in the Kingdom. The number of the poor in Madaba governorate stands at 23,347 individuals, representing 2,6% of the total poor in the Kingdom. Moreover, the number of poor households reached 2,704 households, representing 2.2% of the poor households in the Kingdom.

Source: Madaba Governorate Development Program 2016-2018

Household Expenditure and Income Indicators

The "Household Expenditure and Income Survey 2010" report issued by the Department of Statistics indicated that the average annual household income in Madaba governorate was 6912.3 JD compared to the average rate of 8823.9 JD in the Kingdom. The average annual household expenditure of 8027.2 JD in Madaba governorate is also lower than the average JD9626 in the Kingdom. However, the average annual expenditure at the governorate level exceeded the average income by around 1114.9 JD. When analyzing annual household expenditure trend, it was noted that 44.6% is spent on food, 23.2% for housing and accessories, 11.8% for transport and telecommunications, and the remaining 15.7% for clothing, alcohol, tobacco and cigarettes in addition to education and health. One important observation was the low household expenditure on education and healthcare which does not exceed 4.5% of the annual household expenditures.

1. Increase in the household size in the governorate, estimated at 9.4 persons / household compared to the average throughout the Kingdom.
2. Increase in the percentage of population in the age group below 15 which is estimated at around 34.3% in Madaba governorate that is higher than the Kingdom's level of 34.3%. This serves as an indication to the need for more capital expenditure to improve the quality of services provided to this category in health care and education sectors.

Source: Madaba Governorate Development Program 2016-2018

General Education:

- The number of schools in Madaba is (137) schools, of which (30) schools are rented, the number of students is (34268) with (2634) teachers.
- Student/ Teacher ratio in the governorate is (13.01), which is less than the Kingdom ratio of (16.12).
- Dropout rate is (0.18%), which is less than the Kingdom average of (0.25%).
- High school pass rate is (30.6%), which is less than the Kingdom average of (36.3%).
- Percentage of rented schools is (21.8%), which is less than the Kingdom average of (23.7%).
- Illiteracy rate is (9.6%), which is higher than the Kingdom average of (7%).

Source: Madaba Governorate Development Program 2016-2018

Table (2) Education Sector Indicators

	No. of schools	No. of Students	No. of Teachers	Student/Teacher Ratio	Student/Class Ratio	High school pass rate	Dropout rate
Madaba	137	34268	2634	13.01	21.63	30.6	0.18
Kingdom	3716	1268614	78720	16.12	16.26	36.6	0.25

Source: Madaba Governorate Development Program 2016-2018

Agriculture Sector

- Data and indicators from the agriculture sector in the governorate indicate a developmental component as this sector represents 0.048% of the cultivated areas in the Kingdom. The percentage of areas cultivated with fruits is estimated at around 0.05% of the total cultivated areas in the Kingdom, while the percentage of areas cultivated with vegetables is estimated at around 0.017% of the total areas cultivated with vegetables in the Kingdom.
- Data also indicate that 0.8% of the Kingdom's total livestock is located in Madaba governorate. The percentage of sheep in Madaba governorate is 0.8% of the total number of sheep in the Kingdom, the percentage of cows is 0.01% of the total number of cows in the Kingdom, and the percentage of goats is 0.09% of the total number of goats in the Kingdom.

Main challenges facing the Agricultural sector in Madaba governorate:

- Dependency on foreign labor for agricultural works.
- Lack of available water resources and not benefitting from the existing dams to increase agricultural production.
- Outdated water pumps being used which also increases the electricity bill.
- Inadequate machinery/ vehicles available at the Agricultural Directorates to provide services to farmers.
- Low farmers awareness in agricultural management.
- Lack of available capital and dependency on loans.
- Urban expansion at the expense of fertile agricultural lands.
- Poor agricultural guidance and inadequate number of qualified specialists in agriculture.

Source: Madaba Governorate Development Program 2016-2018

Main Tourism Indicators in Madaba are as follows:

- According to MoTA statistics for 2013-2014, tourist visiting the sites reached 415,980 total .There were 207,021 tourists in 2013 and 208,959 in 2014, which is an increased rate of 0.9%.
- The number of touristic activities in the governorate reached 106 activities representing hotels, offices, touristic restaurants and car leasing agencies, which a total workforce of 654 workers.

Source: Madaba Governorate Development Program 2016-2018

Table (3) Summary of Activities and Workers

Services	Hotels	Tourism Offices	Touristic Restaurants	Car leasing agencies	Oriental Antiques Shops	Total
No. of Activities	11	10	19	1	65	106
No. of Workers	286	37	144	2	185	654

Source: MoTA/ Madaba Governorate Development Program 2016-2018

Investments

The total value of investment projects that applied to benefit from the Investment Promotion Law during the years (2013-2014) reached (140,73) JD Million.

Table (4) Size of investments that applied to benefit from the investment promotion law in the governorate

Governorate	2010	2011	Total
Madaba	3.9	3.075	6.975
The Hashemite Kingdom of Jordan	1309.6	1164.5	1886.1

Source: Madaba Governorate Development Program 2016-2018

The number of investment opportunities for Madaba governorate, as one of the outcomes for the Kingdom investment map, was (7) opportunities with a total value of (77.1) JD Million, which provided (410) job opportunities.

Historical background:

- Year 1921: Establishment of Madaba Municipality.
- Year 1925: First Municipalities Law No. 8 was issued in the Emirate of Eastern Jordan.
- Year 1947: Jordan's first constitution was officially issued. Article 7 stated that municipal affairs in the Kingdom's cities and municipalities are administered by municipal councils according to a special law.
- Year 1955: Municipal Law No. 29 was issued in accordance with the Constitution.
- Year 1965: The Ministry of Municipal Affairs was established under the name of the Ministry of Interior for Municipal and Rural Affairs.
- Year 2001: Municipalities have been merged thus the municipality of Madaba included five municipalities (Jraineh, Granada, El Arish, Al-Faisalia, Ma'en, Al-Marigmat), and was named as Greater Madaba Municipality.
- Year 2007: Amendments were made to the Municipalities law under number (14) to add the developmental role to municipalities, decreasing the voter age to (18) and allocating (20%) of municipalities council memberships for women.
- Year 2013: Municipal elections (100 municipal councils).
- Year 2015: Municipalities Law No. 14 for the year 2015 was issued.
- Year 2017: Elections of municipality councils, local councils and governorate councils were made at the same date, as per the Decentralization and Municipalities Laws.

Population Structure:

The Department of Statistics data indicates that the Kingdom population growth rate for 2017 was about 2.6%, which is considered relatively high as compared to the rest of the world, however, it is considered relatively within average as compared to Arab and developing countries. High rates of population growth in Jordan are due to the following factors: increase levels of life expectancy which is estimated at 71.6 for males and 74.4 for females and the low rate of infant mortality. This increase can also be attributed to the level of health. Population density in the Kingdom was 71.9 individuals/km.

Population and Social Facts:

- Total population of Madaba Governorate for the year 2017 has been estimated at 1995000 inhabitants.
- Total population of Madaba City for the year 2017 has been estimated at 161900 inhabitants.
- Unemployment rate in Madaba is 29.5% as compared to 18.5% at the Kingdom level, with 29.8% unemployment rate among males and 28.1% among females.
- Poverty rate is 15.1% in Madaba as compared to 14.4% at Kingdom level.
- Madaba Population is 51.1% for males and 48.5% for females, 28.65% of Madaba inhabitants live in rural areas.
- Population density: (201.3) inhabitants / Km².
- Household size is 5.7% as compared to 5.4% at Kingdom level.
- Demographic dependency ratio in Madaba is 70.1% which is higher than the Kingdom average at 68.4%.
- Number of Syrian refugees in Madaba governorate was 14669, and 13242 in the municipality for 2015, making around 17%.

Source: Madaba Governorate Development Program 2016-2018

Table (5) Major Economic and Labor Market Indicators in Madaba

Indicator	Madaba	Kingdom
Number of economic establishments	3629	156322
Percentage of total number of establishments in Madaba to total number of establishments in the Kingdom	% 2.3	
Number of the employed	37609	1286688
Percentage of number of the employed in Madaba to total number of the employed in the Kingdom	% 2.9	
Number of the unemployed	5206	173649
Percentage of number of the unemployed in Madaba to total number of the unemployed in the Kingdom	% 3	
Number of applicants to the Civil Service Bureau	8988	299370
Number of applicants to the Civil Service Bureau in Madaba to total number in the Kingdom	% 3	
Percentage of female applicants to the Civil Service Bureau	% 74.9	% 74.5
Number of those appointed in the Civil Service Bureau	124	4673
Percentage of those appointed in the Civil Service Bureau in Madaba to total in the Kingdom	% 2.7	
Percentage of those appointed to applicants at the Civil Service Bureau in Madaba	% 1.4	
Number of foreign workers/ labor	6691	324410
Percentage of foreign workers / labor in Madaba to total number of foreign workers/ labor in the Kingdom	% 2.1	
Total economic participation rate	35.2	36.4
Economic participation rate of males	56	59.7
Economic participation rate of females	13.7	12.6
Unemployment rate in 2014	12.2	11.9
Unemployment rate of males in 2014	10.1	10.1
Unemployment rate of females in 2014	18.7	20.7
Inflation rate 2014	1.85	2.81

Source: Madaba Governorate Development Program 2016-2018

Municipality Organizational Information:

Table (6) Municipality organized and unorganized areas

Municipality Name	Municipality Area Km ²	Total Organization Area Km ²	% of Municipality Area	Area Name	District Area Km ²	Organization Area in District Km ²	% of Municipality Area	% of Municipality organization
Greater Madaba Municipality	380.481	50.779	20%	Qasabet Madaba	27.290	24.725		
				Jraineh	17.625	3.43		
				Granada	1.888	1.80		
				Al-Faisalia	67.850	2.97		
				Ma'en	183.363	4.054		
				Al-Mreijmeh	5.217	2.90		
				Al-Faiha'	77.24	10.04		

Source: Greater Madaba Municipality/ Organization Department

Table (7) Land Uses

Planning Unit Madaba Municipality	Residential Usage M ²				Commercial and Offices Usage M ²	Squares, Gardens and Parks M ²	Light Industrial M ²	Craft M ²	Grave yards M ²	Administrative and Community Services M ²	Roads and Streets M ²
	A	B	C	D							
Qasabet Madaba	-	1.727.398	2.249.211	61.504		43.336	For All 366617	Craft Areas 101770	32.698	32.698	10.301.294
Al-Mreijmeh	-	1.106.355	1.712.468	1.505.052		-			1.730	15.432	515951
Granada	231.692	295.273	165.178	94.054		12.225			2.129	27.003	327554
Al-Faisalia	10.812	925.319	542.779	231.576		48.067			3.200	28.715	594543
Ma'en	-	1.001.552	1.035.305	215.389		3.767			3.362	61.622	783444
Jraineh	576.612	952.849	631.651	267.239		15.904			2.455	94.928	586816

Source: Greater Madaba Municipality/ Organization Department

Municipal Institutional, Administrative, Financial and Structural Framework

Municipality roles and responsibilities as per the Municipalities Law:

According to the Municipalities Law No. 41 of 2015, the municipality functions, powers and authorities can be summarized as follows:

The preparation of balance sheet and the annual budget, strategic and developmental plans, guide the needs and priorities. The preparation of programs and follows ups on their implementation to achieve sustainable development with the participation of the local community, the management of public utilities and approval of local and development projects. Municipalities can also establish affiliated company or companies. The municipality plans opens and closes/ eliminates streets and all street specifications. It also coordinates with the relevant authorities the location of schools, houses of worship, monitors open lands, manages water and gas distribution and manages electricity and sanitation distribution. The municipality follows on the collection mechanism, the organization of markets, crafts and industries, license plates and advertising, controlling weights and quantities in the public markets, taking care of infrastructure and transport networks, managing risks and disasters, public health, solid waste management, monitors markets and food, and manages its properties and investments, providing an investment environment, encourages competitiveness in the practice of economic activities and is in charge of tourism and heritage facilities and the organization of restaurants, cafes, baths, museums, public libraries and cultural, sports, social and art clubs, determines the sites of grave yards and the hearse transfers. The Municipality is also responsible for the recycling, treatment and disposal of waste. The Municipality takes precautions to prevent fires, floods, flash floods, snow, disasters, public health and epidemics. The municipality builds public shelters, slaughterhouses, animals, livestock and bird markets.

Data on Human Resources Current State:

Table No. (8) Number of Employees According to Educational Level

Number of Municipality Employees According to Educational Level/ Lump Sum Salaried / Classified/ Contract			
1	PhD.	3	0 %
2	Masters Degree (MA)	3	0 %
3	Bachelor's Degree (BA)	105	17 %
4	Diploma	22	4 %
5	Secondary Certificate (Tawjihi)	86	14 %
6	Below Secondary Level	276	44 %
7	Jordanians working on a per diem basis / Below Secondary Level	131	21 %
	Total	626	100 %

Source: Greater Madaba Municipality/ Human Resources Department

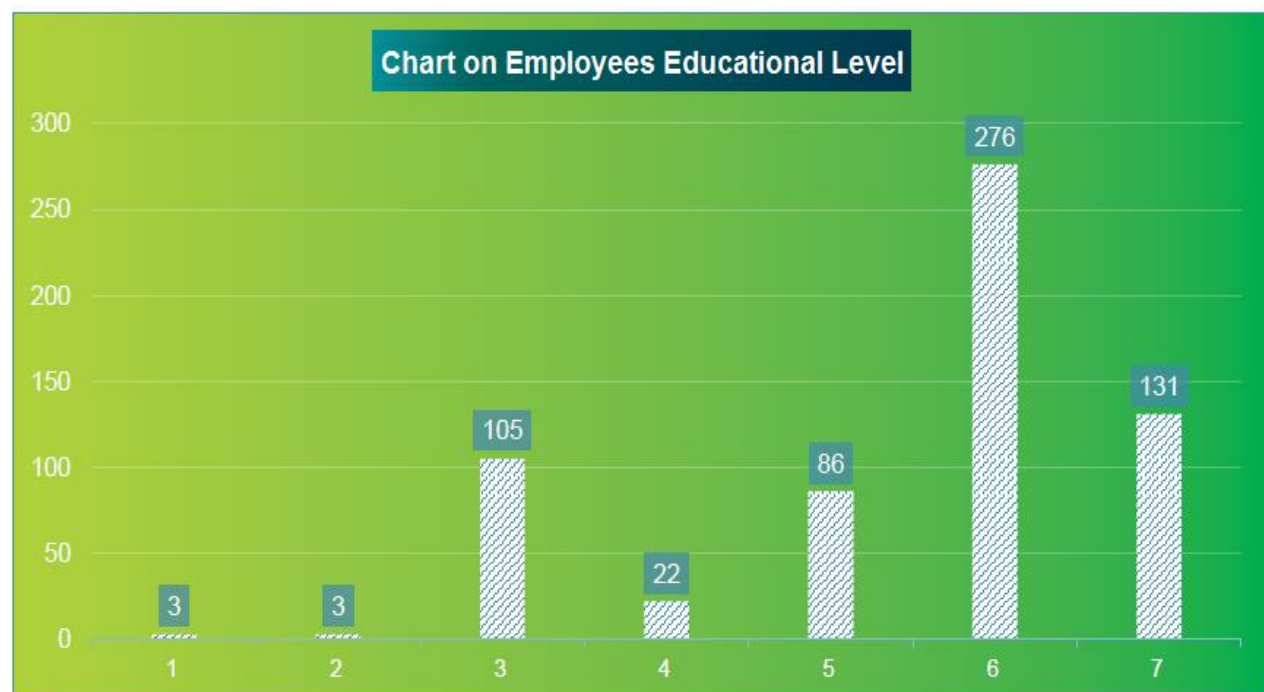


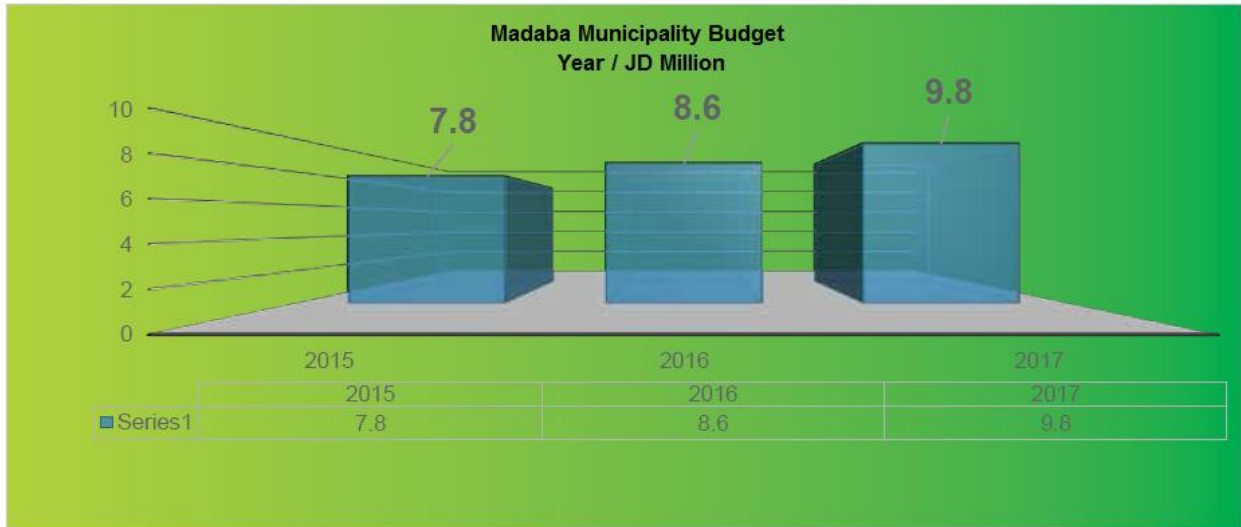
Table No. (9) Number of Municipality Employees

Number of Greater Madaba Municipality Employees			
1	Classified	4	1 %
2	Lump Sum Salaried	471	59 %
3	Contract	20	3 %
4	Jordanians working on a per diem basis	131	16 %
5	Expatriate workers	170	21 %
	Total	796	100 %

Source: Greater Madaba Municipality/ Human Resources Department



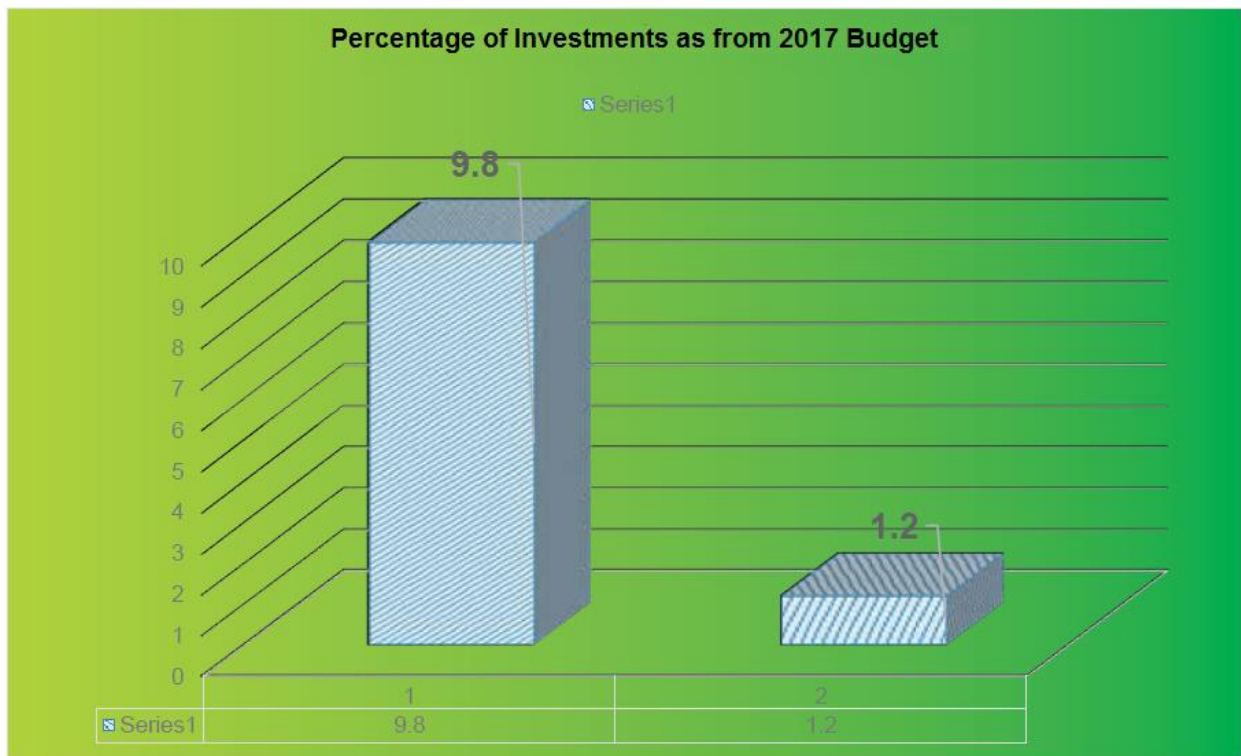
Current Financial State:



Source: Greater Madaba Municipality/ Finance Department



Percentage of Salaries as from 2017 Budget was about 39%, as compared to 45% in 2016, and 42% in 2015



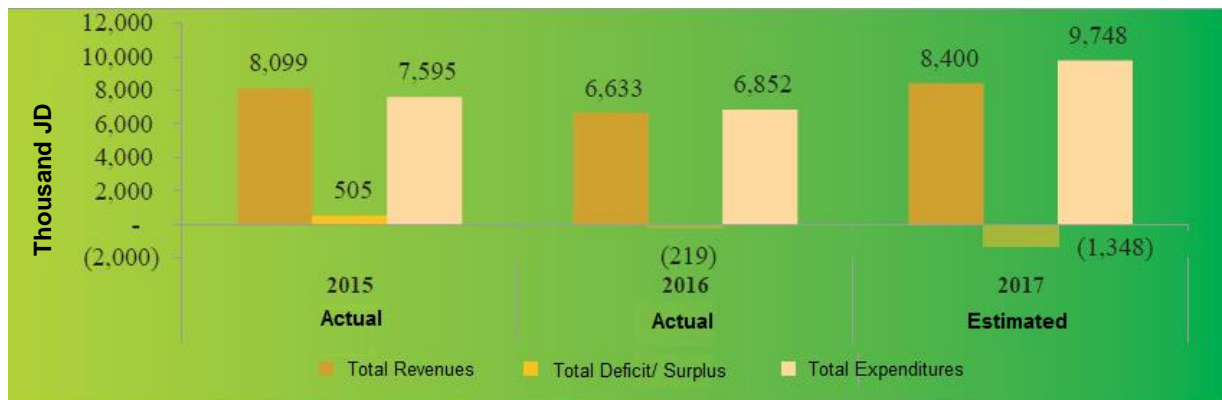
Source: Greater Madaba Municipality/ Finance Department

Percentage of Investments as from 2017 Budget was about 12 %

Percentage of Investments as from 2016 Budget was about 10 %

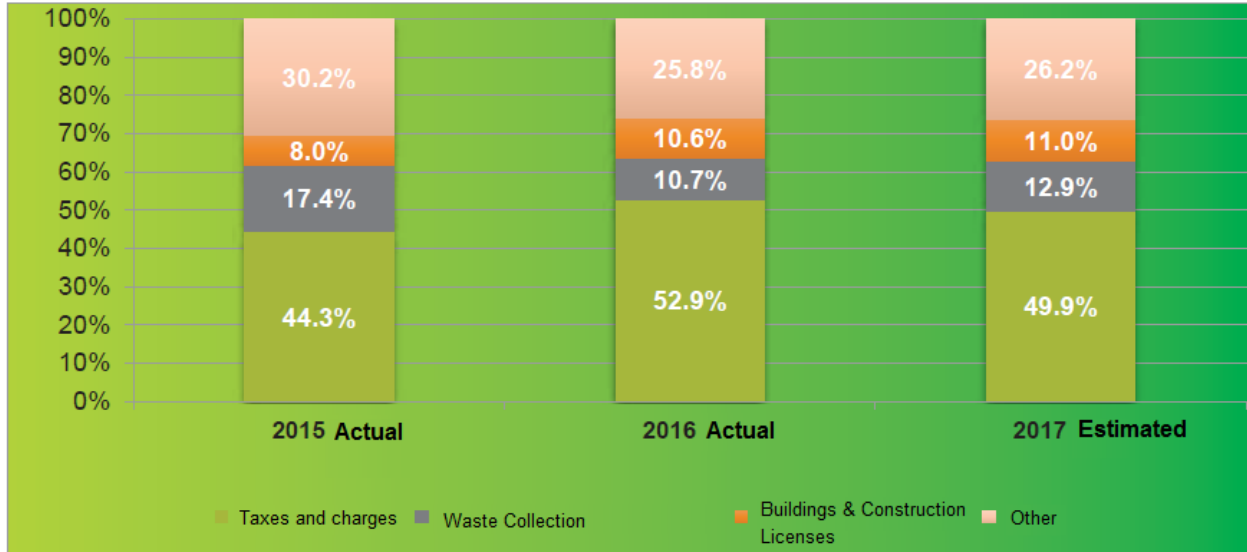
Percentage of Investments as from 2015 Budget was about 22 %

Summary of Madaba Municipality Budget for the years (2015-2017)



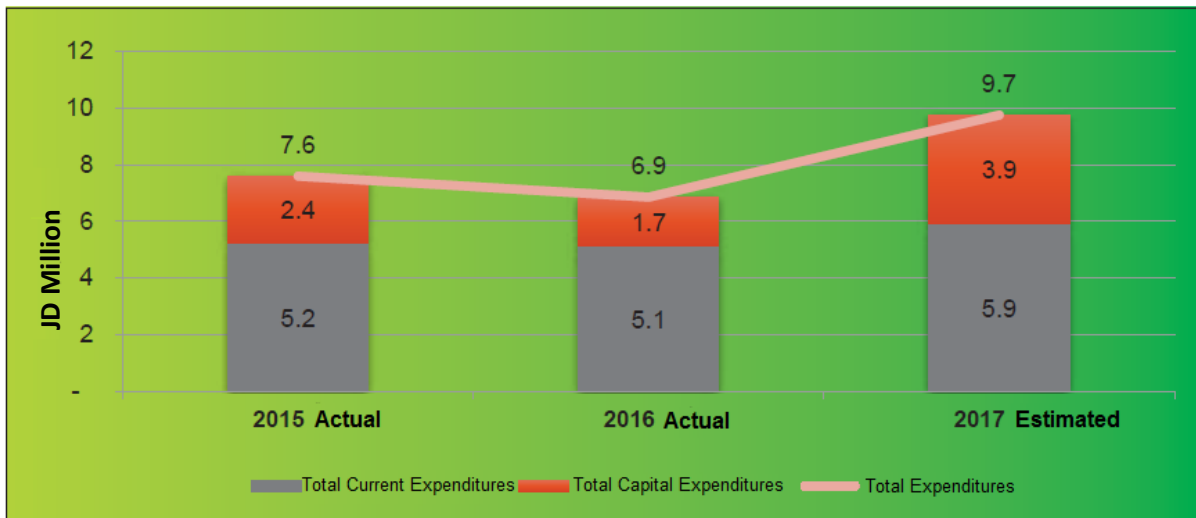
Source: Greater Madaba Municipality/ Finance Department

Relative Weighted Average of Madaba Sources of Total Revenues for the Years (2015-2017)



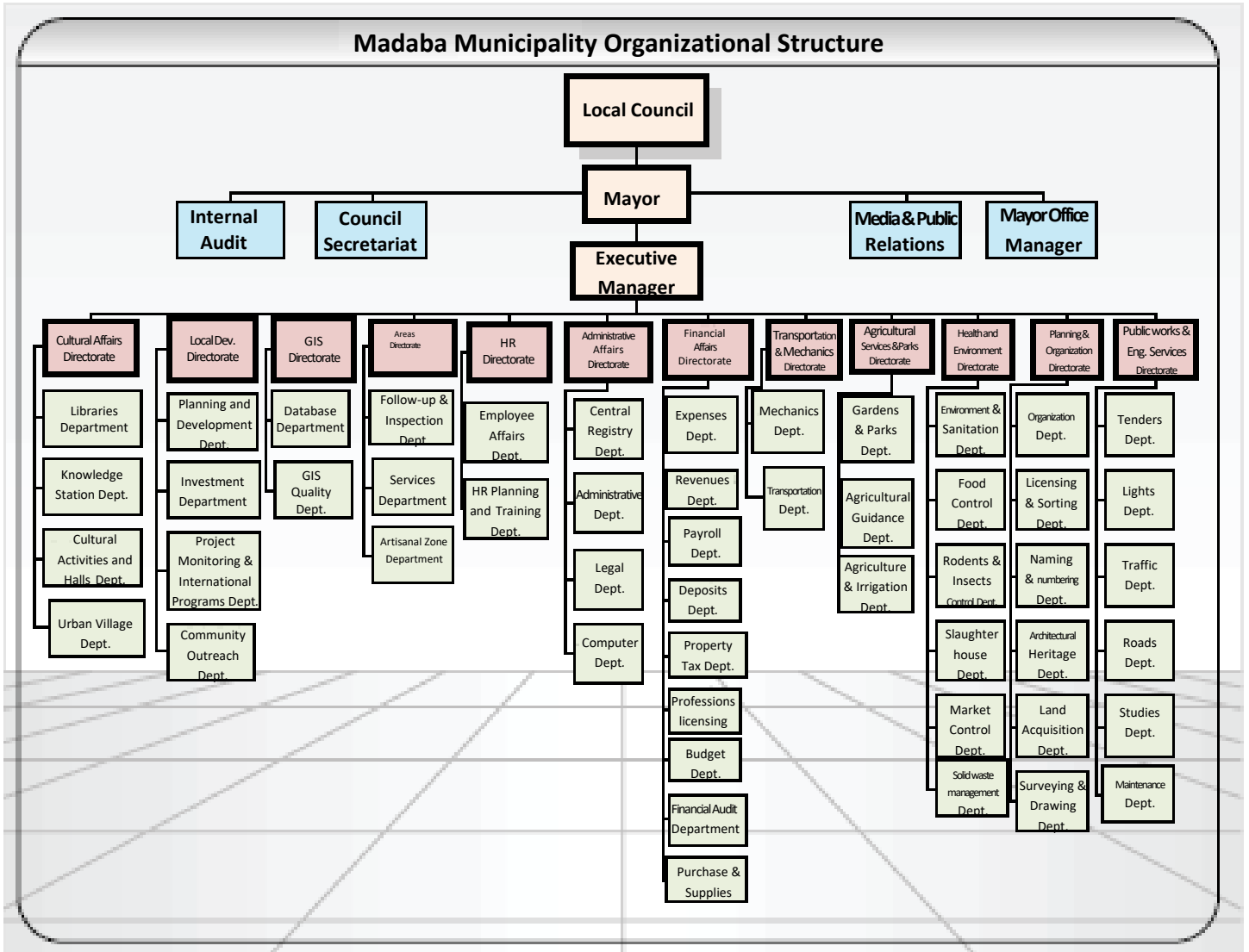
Source: Greater Madaba Municipality/ Finance Department

Sources of Madaba Total Expenditures for the Years (2015-2017)



Source: Greater Madaba Municipality/ Finance Department

Organizational Structure



Plan Preparation Methodology

The Local Economic Development Strategic Plan for 2019-2022 is based on the documentation and analysis of all matters under the municipality control and considering them as strategic while all matters beyond the municipality control are considered developmental for all sectors. The municipality will have backward and forward linkages that are realized in the use of policies and municipal work guidance that are also linked with the Municipalities Law. The Local Development Unit at the municipality used a participatory approach in holding workshops with stakeholders to support the analysis of the economic and social reality, four-factor SWOT analysis, the development of a vision that expresses the touristic and agricultural identity of Madaba and a mission that explains the municipality and its work. The Local Economic Unit was interested in including stakeholders in the preparation of the interest and influence matrix to ensure having a participatory plan that realizes transparency and comprehensiveness concepts.

The plan has been constructed based on research studies and justifications for the use of guideline planning, and the employment of strategic planning in the local development plan. The Local Development Unit held workshops, meetings and surveyed stakeholders during the analysis of the internal and external environments using the reference paper for the identification of the economic and social realities and link these with the municipality forward linkages that resulted in the four-factor SWOT analysis and an annex that includes the relative importance and a summary of the economic and social realities. Accordingly, the strategic directions have been identified and thus the drafting of the strategic map commenced (vision, mission, values, strategic and development goals, objectives and development initiatives) in addition to the identification of KPIs for all strategic development objectives. The plan identified a number of development initiatives that should be linked with the budget, loans and donors in order to be easily re-monitored and evaluated, and this required an action plan to be prepared based on the strategic development objectives.

This methodology is characterized by a twinning project with Ramallah Municipality for cooperation in the preparation of the plan. The process was completed by a peer-to-peer cooperation for a learning program, held by learning networks in hosting municipalities on local economic development as supported by the Center for Mediterranean Integration, where the exchange of information used the internet as a medium, and benefits were realized from the scope of actions being followed by neighboring municipalities. This was considered as the first experience for cross border exchange of information in municipalities.

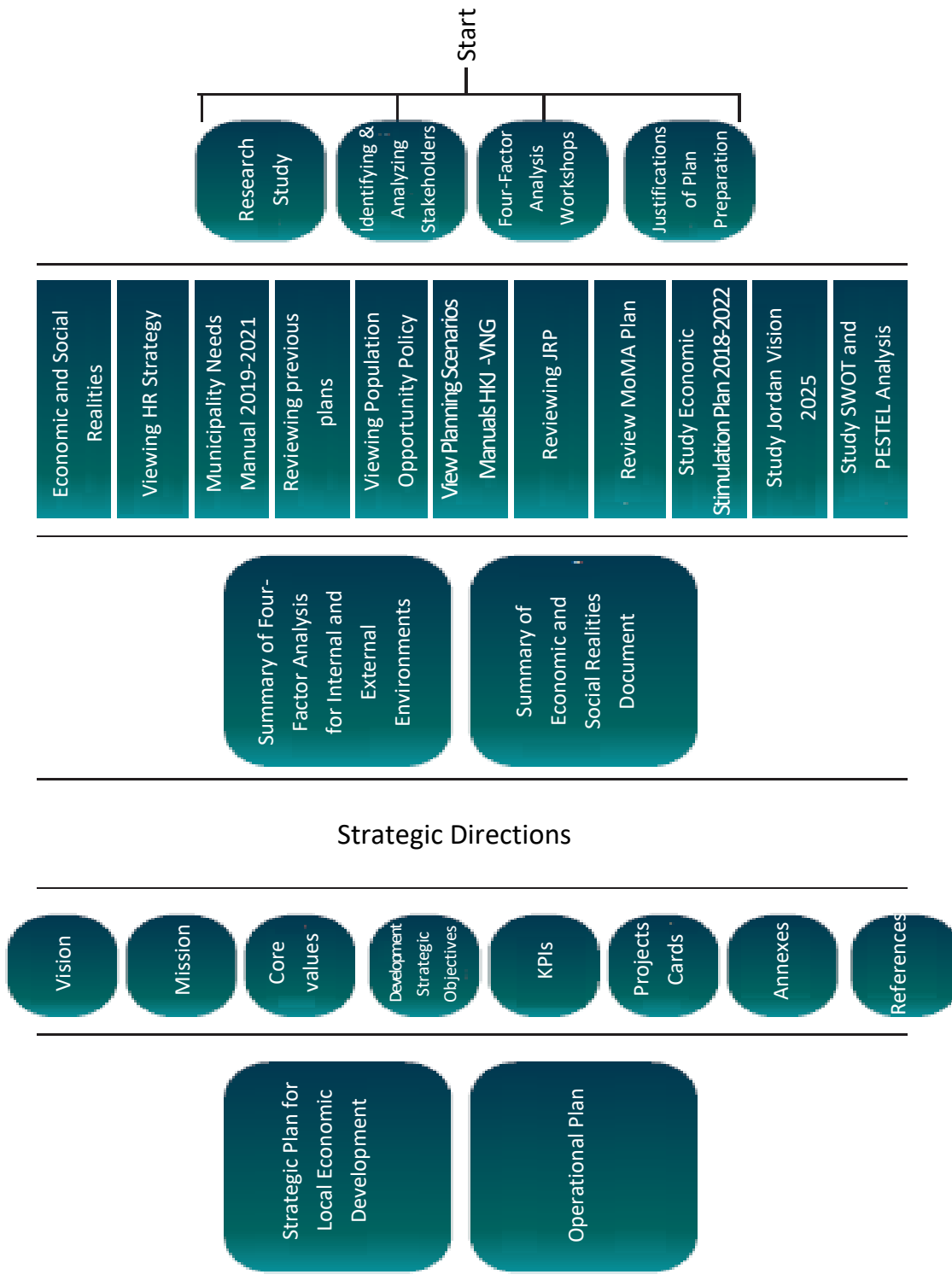
Specific analysis processes were performed to show the work of the municipality towards the identification of strengths and their support to become stronger, identifying weaknesses to address them and turn them into opportunities and strengths, in addition to identifying the opportunities and enhance their benefits, identifying the threats to stand steady against them and developing a mechanism to benefit from them after turning them into positive points. Thus, the questionnaire was analyzed and resulted in the identification of the relative importance of both internal and external environments.

Based on the above mentioned procedures and analyses of the reality of development challenges and the city citizens interest in the need to direct local economy growth; comes this time-bound document titled (Strategic Plan for the Local Economic Development 2019-2021) with the efforts of Mayor of Greater Madaba Municipality, its employees and stakeholders, through the Steering Committee guidance and an audit performed by several university professors.

This development strategy will also seek to achieve the plan's development initiatives and supporting MSMEs to realize and achieve a local economy, even a partial economy. What is important in this stage, with all the challenges the municipality is facing, is to ensure the provision of job opportunities for the marginalized and the unemployed who need assistance and guidance to benefit from available opportunities.

At the end of its plan, the municipality seeks to become an electronically automated municipality that accomplished a lot of the electronic transformation, where all operations are electronically automated, while contributing to the establishment of a comprehensive database at the governorate level, and then at a national level to become a smart sustainable city by the end of 2035.

The Following Diagram Summarizes the Plan Preparation Methodology



Launching the Strategic Plan for Local Economic Development 2019-2021 for Greater Madaba Municipality

Four- Factor Analysis

An analysis of the internal environments strengths and weaknesses have been completed, in addition to the external environment opportunities and threats to reach and understand the institutional performance gaps and different resources, taking into consideration the diagnosis of the current situation and the economic and social realities in the municipality, in order to diagnose and analyze them to come up with a development vision and mission that stipulate municipality roles, in addition to employees coming up with values, which lead to real conclusions and strategic development directions and objectives that realize development programs and projects.

Of the success factors of strategic development planning are the availability of the higher political will, analysis of the work environment, cooperation and partnerships with others, the setting of policies within executive action plans, setting performance indicators, monitoring and evaluation mechanisms. Local strategic development planning strategies includes four axes: where are we? Where do we want to go? How to get there? Did we achieve what we wanted? The strength factors of the plan are the place, people, local economy and the needed timeframe.

The municipality has identified its future strategic directions, and then its strategic development objectives through a comprehensive analysis that included stakeholders and municipality employees, each according to interest and influence in the municipality.

During the internal and external environments analysis; the technical team specialized in the preparation of the strategy, after the brainstorming session with participants, summarized the strengths, weaknesses, opportunities and threats using relative weight average based on determinants that control the municipality's internal and external environments, which are:

Table (10) Four-Factor Analysis

Internal Environment	External Environment
Strategy	Political Variables
Skills	Economic Variables
Staff	Social Variables
Structure	Technological Variables
Shared Values	Environmental Variables
Style	Legal and Legislation Variables
System	

The Four-factor analysis is considered a key step in strategic planning. Here, the Guideline Planning Model was selected for a number of justifications; one of them is the Local Development Unit report in achieving 8 of 11 projects from the current plan 2016-2020, where the technical team have identified a development vision and mission, sub-institutional objectives in addition to programs and projects. The team also performed an evaluation of programs and projects that have not been implemented and identified a mechanism for their readjustment and arrangement for the coming years. The team suggested the adoption of alternative plans, most importantly, the local economic development plan.

Internal Environment Analysis:

After reviewing the economic and social realities of Madaba city, a group of numbers, facts and values have been identified regarding the city status. These findings were shared with the majority of stakeholders, municipality employees, municipality areas, official and non-official departments, women and youth sector, organizations, and commissions and charities. Moreover, brainstorming sessions and participatory meetings were held so as to identify the four-factor priorities in using the relative weight averages matrix and its importance using the measure from (1-5). Annex 1 includes all strengths, weaknesses, opportunities and threats. The four-factor analysis for the internal environment can be summarized as follows:

Strengths:

The strategic geographical location of Madaba city in the middle of the Hashemite Kingdom of Jordan and its proximity to the airport, Jerusalem, Um Al-Rassas, Husban, Ma'en Spa and the Baptism site is considered a source for attracting investments and investors to benefit from the relative competitiveness advantage of Madaba city as a touristic and agricultural city. There are historical monuments and antiques that date back to the old ages. The Pope's visit to Mount Nebo and his adoption of the Christian pilgrimage route has enhanced tourism and accommodation services. Madaba enjoys a Mediterranean moderate climate and fertile soil with the possibility of developing aquaculture. Civil defense services are well distributed across the city. Madaba has a strategic vision as it enjoys a flexible organizational structure and established a GIS unit to support reaching a smart city. Madaba has also activated the Local Development Unit to re-assess investment and international relations to be able to access support and assistance to implementing development projects.

See Annex (1) for strengths, weaknesses, opportunities and threats and the identification of relative importance of the municipality.

Weaknesses:

As for weaknesses, the municipality gave particular attention to priorities with regard to lack of investments in the city's relative competitiveness and the low number of lands owned by the municipality, in order to establish development projects. That is in addition to the lack of private sector confidence to creating partnerships with the municipality due to bureaucracy, which in turn will lead to increased poverty and unemployment rates that already stands at 29.5%. Adding the lack of financial collections that weaken the municipality services, developmental and social responsibility roles as there are no internal quality systems or procedure manuals to guide employees. This is a major reason for not having a comprehensive database and a development master plan for the city. Health services in the emergency department at Al Nadim Hospital suffer from the lack of supplies and medical personnel and lack of adequate space, as Syrian refugees impacted the quality of offered services. Syrian refugees have also contributed to overcrowding in public school classrooms with families not being able to transfer their children to private schools due to their low income. Equal opportunities can also be one the reasons for the lack of craftsmen and technicians or the lack of support to agricultural and touristic programs and the promotion of tourism sites located in Madaba, as the current tourist visits are concentrated in only two sites.

See Annex (1) for strengths, weaknesses, opportunities and threats and the identification of relative importance of the municipality.

External Environment:



An analysis of the municipality external opportunities and identification of external threats based on the six-factor analysis (influence PESTEL factors) was performed, including analyzing political, economic, social, population, environmental, technological and legal variables with the municipality and stakeholders through a brainstorming session. The priorities of opportunities and threats can be summarized as follows:

Opportunities:

His Majesty King Abdullah II directed the government to enhance the decentralization experience successes to support local development, in addition to the establishment of projects based on the needs of each municipality. The location of Madaba can be beneficial due to its proximity to Amman, the airport and King Hussein Bridge. The Municipalities Law allowed Madaba to establish a company under its name or establish municipalities union. Therefore, it is possible to establish a tourist transportation company or a solar station benefiting from the available donors to support tourism and agricultural sectors in Madaba so as to create employment opportunities using Madaba investment map. There is an opportunity to reach a twinning agreement with international cities to provide alternative budgets for the use of renewable energy program to achieve financial savings and using this technology to start the electronic transformation needed for Madaba to become a smart sustainable city. The city radio station, that will start running shortly can also be used to communicate with the local community, as this is the role of media in solving issues through passing notes and addressing them directly which give a good economic indicator. This station will be used as a mean to promote the city from touristic and technological perspectives to attracting the real-estate sector due to its proximity to Amman, easy living and cheaper real-estate prices.

See Annex (1) for strengths, weaknesses, opportunities and threats and the identification of relative importance of the municipality.

Threats:

A discussion was conducted on the threats affecting the municipality, specifically the following topics: the impact of Syrian refugees and the frequent migrations, the continuity of central decisions that weaken the work of the municipality, laws and regulations that hinder investment, and multiple authorities being responsible for investment, which hinder the private sector desire to create partnerships with municipalities; in turn weakening data on operational and economic variables in the municipality in light of continuity of poverty and unemployment indicators that are related to the mismatch between the education outcomes and labor market outcomes.

In the health sector, the delays in executing works related to the new hospital, which adds to the poor health services in the city, with no electronic connections with the relevant entities that delay works in the one-stop shop, the database and master plan project. The urban sprawl and not complying with organization regulations and the negatives of the new Buildings regulations limit municipality collections, real-estate and economic activities. Culture of dealing with general sanitation and waste by citizens burden the municipality in waste collection, water sources which weaken the agricultural sector with regard to the economic provision of agricultural products.

See Annex (1) for strengths, weaknesses, opportunities and threats and the identification of relative importance of the municipality.

Components of Strategic Plan of Local Economic Development:



MADABA



Smart and Sustainable City

Vision

By 2035, Madaba will be a smart sustainable city with global tourism services, using clean energy, is attractive to investment and working within institutional participation for local economic development.

Mission

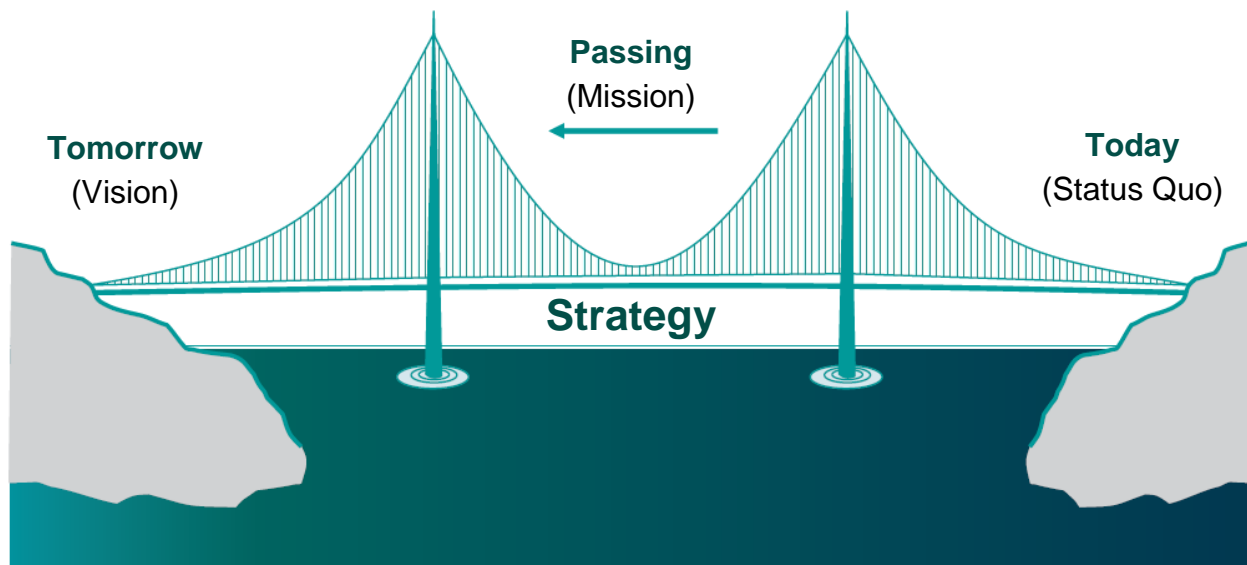
An independent financial and administrative institution that works to facilitate the follow-up of its tasks using the latest modern technologies to improve level of services provided to citizens, seeks to provide an investment environment to create partnerships with the private sector to achieve institutional municipal local development.

Core Values

To achieve the vision, the municipality identified a number of values the constitute incentives to improve performance and work as ethical controls for employees' behavior and as municipality directions in achieving its vision and mission:

1. Justice
2. Commitment and loyalty
3. Transparency, accountability and participation
4. Creativity and innovation
5. Employee and service recipient's satisfaction
6. Social responsibility
7. Internationalization

Strategy is the bridge between Today and Tomorrow – The Vision indicates our visualization of tomorrow and the Mission is our Roadmap.



This strategy is a bridge to transfer the municipality from phase of working on electronic transformation into the phase of smart sustainable city. In order to realize Madaba vision by the end of 2035, there is a need to follow systematic steps in the implementation of the GIS system project that realizes the connections of this electronic transformation. This strategy has exerted continuous efforts in formulating an action plan for the municipality to follow in the coming three years 2019-2021; to realize 22 development initiatives. This strategy is considered a distinguished effort that enhances the municipality ability to implement all development initiatives, as this strategy was formulated by the city citizens themselves without the assistance of any external experts. However, the municipality was assisted by a steering committee tasked with directing and following up on the strategy, which participated according to area of specialty.



The National Objectives the municipality contributes to, and that are connected with the municipality strategic and development objectives are the government Economic Growth Plan 2018-2022:

This economic approach is based on the following objectives:

1. Improving citizens standards of living.
2. Achieving developmental balance, reducing gaps, and fairly distributing development revenues across all the Kingdom's areas (each governorate will have its share from development and its revenues/decentralization project, local development programs and governorate development).
3. Achieving sustainable human development that is based on enablement and equal opportunities at all levels of educations, matching outputs with the labor market and promoting the development and empowerment of the labor force.
4. Increasing the size of the middle class and maintaining the same.
5. Enabling youth in all fields to develop and enhance their potentials and capabilities.
6. Increasing productivity.
7. Providing effective and sustainable transportation system that will position Jordan as a competitive regional hub in the field of maritime, air, land, rail and logistic transportation.
8. Empowering women and increasing their participation in the labor market to activate their economic participation.
9. Maintaining monetary and financial stability.
10. Adjusting public budget and public debt deficit percentage and maintain these within safe margins.
11. Promoting and stimulate business and investment environments, increase their competitiveness and maximize investment opportunities.
12. Raising efficiency of public sector and public-sector employees to provide a better level of services.
13. Increasing the flexibility of labor market.
14. Maximizing Jordan exports, enhancing the position of Jordanian products in international markets, opening new promising markets and activating free trade agreements.
15. Enhancing the potentials of promising economic sectors and stimulating them.
16. Activating the role of private sector as a key driver in the comprehensive and sustainable development process to achieve growth and create job opportunities.
17. Regular evaluation and review of economic procedures to enhance and disseminate successful procedures and amend those that did not attain set objectives.
18. Achieving security of water supply and energy supply.

Source: Economic Growth Plan 2018-2022



Municipality Strategic Directions:

1. Restructuring the municipality.
2. Automating the municipality's work and connect municipality with all relevant entities.
3. Enhancing works to becoming a smart and sustainable City through the GIS system.
4. Developing Madaba City as an international tourist city.
5. Strengthening donor confidence to support Strategic Plan initiatives of Local Economic Development.
6. Providing internal and external communications to increase international cooperation and partnerships with all sectors.

Strategic and Development Objectives of Greater Madaba Municipality 2019-2022:

These objectives were extracted from the future strategic directions, four-factor analysis and the municipality vision, which include:

1. Increasing the effectiveness and efficiency of institutional and municipal performance to enhance local economy.
2. Strengthening and supporting local development and enhancing investment environment.
3. Utilizing natural and water resources.
4. Providing alternative budgets by enhancing donors confidence to support small and medium sized development projects, and enhancing partnerships with the private sector.

Matrix of Linking National Objectives with Strategic and Development Objectives, KPIs and Contributing Departments and Units

Table (11) Matrix of Objectives

No.	National Objective	Strategic and Development Objectives	KPIs	Department/ Unit
1	12. Raise efficiency of public sector and public sector employees to provide a better level of service	1. Increase effectiveness and efficiency of institutional and municipal performance to enhance local economy	<p>Efficiency: utilize inputs without any wastes</p> <p>Effectiveness: realize the planned objectives</p> <p>Productivity: realize larger and better quality outputs as compared to inputs</p>	Local development unit, HR, finance, health and environment, media and PR
2	<p>2. Achieve developmental balance, reduce gaps between them, and fairly distribute development revenues across all the kingdom's areas (each governorate will have its share from development and its revenues / decentralization project, local development programs and governorate development)</p> <p>11. Promote and stimulate business and investment environments, increase their competitiveness and maximize investment opportunities</p> <p>8. Empower women and increase their participation in the labor market to activate their economic participation</p>	2. Strengthen and support local development and enhance investment environment	<p>Local development: Enhance citizens standards of living</p> <p>Investment: provide investment opportunities through incentives and reducing obstacles</p>	Finance, local development, GIS, works, agriculture, organization, health and environment
3	<p>1. Improve citizens standards of living</p> <p>18. Achieve water supply and energy security</p>	3. Utilization of natural and water resources	<p>Resources: best utilization, and provide solutions</p> <p>Alternative budget: size of relationships, networking and international cooperation</p>	Development unit, finance, organization, agriculture, works, health and environment
4	16. Activate the role of private sector as a key driver in the comprehensive and sustainable development process to achieve growth and job opportunities	4. Provide alternative budgets by enhancing donors confidence to support small and medium sized development projects and enhance partnerships with the private sector	Partnerships: number of completed projects	Finance, development unit, media and PR

Development Initiatives:

No.	Project Name	Source of Funding	Allocated Funds			Total
			2019	2020	2021	
1	Expanding Artisanal Zone	Budget Loan	1	2	-	3 Million
2	Municipality Infrastructure Projects (annual)	Budget Loan / Grant	1,5	1,5	2	5 Million
3	Renewable Energy and Rationalize Efficiency of Energy	Loan/ Partnership	2	2	2,5	6,5 Million
4	Livestock Market	Grant	250	250	-	500 Thousand
5	Permanent Market for Women Homemade Products	Grant	100	-	-	100 Thousand
6	Tourist Bus Transportation Company (Transit)	Grant	250	250	-	500 Thousand
7	Friday Popular Market	Budget	200	250	-	450 Thousand
8	Land Acquisition Project for Investment Purposes	Budget	1 Million	1 Million	1 Million	3 Million
9	New Modern Chicken Slaughterhouse	Grant	-	700	500	1,3 Million
10	Hazardous Medical Waste Collection Project	Grant/ Municipality	200	200	300	700 Thousand
11	Comprehensive GIS Database	Grant/ Municipality	200	300	200	700 Thousand
12	Longitudinal Park	Grant	500	1	500	2 Million
13	Amusement Park and Tourist Restaurants	Grand Loan	-	500	500	1 Million
14	Women Enablement Project (Home Licensing)	Grant	50	100	-	150 Thousand
15	Production Center for Women	Grant	50	150	-	150 Thousand
16	Floor Parking for Vehicles	Grant	-	300	400	700 Thousand
17	Capacity Building of Municipality Employees	Budget Grant	30	30	40	100 Thousand
18	Multipurpose Hall for the Area	Grant	500	500	-	1 Million
19	Departments Complex (Investment Complex)	Grant	2	2	2	6 Million
20	Old Town sustainability Project (SMOT)	Grant	100	100	100	300 Thousand
21	Business Development Center (for Municipality)	Grant	100	300	300	700 Thousand
22	Water Harvest of Aquaculture	Grant	400	400	400	1.2 Million
					Total	35,050,000

Strategic Plan of Local Economic Development 2019-2021

This plan came from the development inputs, and the creation of opportunities in local development that the municipality contributes to on a local level, as several meetings were held with stakeholders to discuss how to turn weaknesses into strengths and opportunities, and find solutions for the identified threats.

Developing the operational plan at the strategic development objectives level for Greater Madaba Municipality

First Strategic Development Objective: Increasing the effectiveness and efficiency of institutional and municipal performance to enhance local economy

Initiative	Procedures	Cost/ Thousand	Funding	Executing Entity	Supporting Entity	Time frame	Performance Indicators
Capacity Building of Municipality Employees	Developing organizational structure, approve it, and assigning functional responsibilities	10	Municipality	Municipality	MoMA and MOPSD	2019	A new and approved organizational Structure
	Developing a training plan for employees and local council and activating functional succession	50	Municipality	Municipality	MoMA and Donors	2019	Develop the training plan
	Activating employee and local council evaluation system	5	Municipality	Municipality	MoMA	2019	Implementation percentage
	Purchasing monitoring and evaluation dashboards	25	Municipality	Municipality	Company	2019	Usage % and impact on work
	Activating the procedures manuals	-	Municipality	Municipality	MoMA	2019	Prepare and implement manuals
	Establishing media department, assign qualified employees to develop the website	10	Municipality	Municipality	MoMA, MoICT and Jordan Telecom	2020	Decision
Initiative Cost		100 Thousand					
GIS Database Project	Continue with automating the municipality, enhance and support GIS in the explorer system with the electronic connection	100	Grant	Municipality and Company	MoMA	2020	System implementation percentage
	Automating organizational drawings	50	Grant	Municipality	MoMA	2019	Number of automated maps
	Activating vehicle tracking system	50	Grant	Municipality	MoT	2019	Fuel saving and consumption percentage
	Commencing the smart city system	-	Grant	Municipality and Company	MoICT	2020	Application of smart city criteria percentage
	Preparing the master Plan	200	Municipality	Municipality	MoMA	2020	Implementation percentage
	Preparing and approving maps for land usage	100	Municipality	Municipality	MoMA	2020	Finalizing maps and obtain approvals
	Illuminated and 3D maps and guiding boards	100	Grant	Company	MoMA	2021	Preparation and installation in Madaba
	Naming and numbering project	100	Grant	Municipality	MoMA	2021	Naming and numbering percentage in Madaba
Initiative Cost		700 Thousand					

Second Strategic Development Objective: Increasing the effectiveness and efficiency of institutional and municipal performance to enhance local economy

Initiative	Procedures	Cost/ Thousand	Funding	Executing Entity	Supporting Entity	Timeframe	Performance Indicators
Expanding Artisanal Zone	Awareness campaigns on the needed professions in the job market	0	Funding from CVDB	Municipality	Bank and Municipality	2019	Number of applying professionals
	Prepare a feasibility study and the engineering drawings	-		Executing Company	MoMA	2019	Study reality percentage
	Land acquisition for investment purposes and start with the execution of the needed expansions and infrastructure for the project	3 Million		Executing Company and Municipality	MoMA	2019	Purchasing of land near the current location and start execution
	Establish an Artisanal Zone Department within the Works Directorate to follow up on the zone	Decision		Municipality	MoMA	2019	Executing decision
Initiative Cost		3 Million					
Municipality Infrastructure Projects (Annual)	Hot Mixtures	3 Million	Loan Grant Municipality	Contractor	Bank MoMA	2019 2020 2021	Percentage of paved streets
	Opening and paving streets	800	Municipality	Contractor	Bank MoMA		Number of streets opened and paved
	Rain drainage and culverts	200	Municipality	Contractor	Bank MoMA		Number of built culverts Number of sites prepared for rain drainage Risk percentage in winter
	Rehabilitate Madaba pavements	600	Loan	Contractor	Bank MoMA		Percentage of implemented pavements compared to all pavements in the city
	Rehabilitate the city circles and entrances	300	Contractor	Bank MoMA	Contractor		Percentage of tourist attraction and city beauty
	Rehabilitate Al Salam yard	100	Contractor	Bank MoMA	Contractor		Percentage of enhancing landscape sights in the city center
Initiative Cost		5 Million					

Livestock Market	Issue a tender to establish a livestock market with around 80 barns and all general facilities	500	Grant	Municipality Contractor	Bank MoMA	2019	Environmental pollution percentage Provision of services for livestock owners and consumers Providing a suitable location
Initiative cost		500 Thousand					
Friday Popular Market	Issue a tender to rehabilitate Friday popular market and all public facilities	450	Municipality	Municipality Contractor	Bank MoMA	2020	Number of traditional professions benefiting from the creation of a proper location for traders and consumers
Initiative cost		450 Thousand					
Multi-purpose Halls for the Areas	Issue a tender for a multi-purpose hall for Jraineh and Al-Wassiya areas	500	Grant Municipality	Municipality Contractor	Bank MoMA	2020	Percentage of events in the area
	Issue a tender for a multi-purpose hall for the Ma'en and Al-Manshyyeh areas	500	Grant Municipality	Municipality Contractor	Bank MoMA	2021	Percentage of events in the area
Initiative cost		1 Million					
Land Acquisitions for Investment Purposes	Acquiring lands, forestry and treasury lands on annual basis on municipality account to establish investment developmental projects	3 Million	Municipality	Municipality	MoMA MoA	2019 2020 2021	Number of development projects established on the acquired lands
Initiative cost		3 Million					
Women Production Center	Issue a tender to establish a Production Center for handmade crafts by women of Al-Mreijat and Al-Houyah areas	150	Grant	Municipality and Company	Bank and MoMA	2020	Number of women benefiting from this center
Initiative cost		150 thousand					
Women empowerment Project (Home Licensing)	Awareness campaigns on home licensing	150	Grant	Municipality	Women Fund	2019 2020	Number of women benefiting from the initiative
	Issue home licenses for women and facilitate issued procedures in terms of issuance and health control			Municipality	Women Fund		Number of licenses
	Train 200 women on dairy production			Donor	Women Fund		Number of domestic households
	Support 20 women to practice the dairy production profession			Donor	Women Fund		Percentage of economic return on household
Initiative cost		150 Thousand					

Collection of Hazardous Medical Waste	Awareness campaigns on the dangers of this type of waste and how to handle these	700	Municipality Grant	Municipality	MoE	2020	Number of participating clinics
	Issue tenders for the purchase of vehicles to collect hazardous medical waste			Municipality	MoMA		Quantity of collected waste
	Issue a tender to purchase supplies to collect hazardous medical waste			Municipality	MoMA		Percentage of worker safety
Initiative cost		700 Thousand					

Third Strategic Development Objective: Best Utilization of Natural and Water Resources

Initiative	Procedures	Cost/ Thousand	Funding	Executing Entity	Supporting Entity	Timeframe	Performance Indicators
Longitudinal Park (Siyagha Road) 7 Km length	Filed survey through surveyors at 7 Km length	2 Million	Grant	Municipality Contractor	MoMA and CVDB	2020 2021	Prepare the survey on AutoCAD
	Issue a tender for the Longitudinal Park, redo the whole road and create paths, kiosks, benches, walking and cycling paths						A space for citizens to practice sports
Initiative Cost		2 Million					
Amusement park and Tourist Restaurants	Issue a tender for a park with all facilities	400	Grant	Municipality Contractor	MoMA CVDB	2021	Number of park visitors
	Issue a tender for the construction of tourist restaurants	600	Grant	Contractor	MoMA CVDB	2021	Number of tourist groups
Initiative Cost		1 Million					
Water Harvest Project for Aquaculture	Awareness and guidance campaigns for aquaculture		Grant	Agricultural Guidance Department/ Municipality	MoMA CVDB Agriculture Directorate, Cooperative Organization	2020	Turnout percentage on aquaculture
	Issue a tender for aquaculture	700		Municipality	MoMA CVDB	2021	Number of water harvests and harvest locations
	Issue a tender to purchase aquaculture plants and their supplies	500		Municipality	MoMA CVDB	2021	Aquaculture percentage out of agriculture
Initiative Cost		1,2 Million					

Fourth Strategic Development Objective: Provide alternative budgets through enhancing donor confidence to support small and medium development projects, and enhance partnerships with the private sector

Initiative	Procedures	Cost/ Thousand	Funding	Executing Entity	Supporting Entity	Timeframe	Performance Indicators
Tourist Transportation Company (Transit)	Licensing approval	50	Grant Municipality	Municipality	MoT Transport Commission	2019 2020	Number of touristic campaigns Percentage of economic activity Percentage of touristic promotion
	Tourist guides and employee training	20					
	Issue a tender for 3 tourism offices (Madaba, Airport and King Hussein Bridge)	150					
	Issue a tender for the bus stop	100					
	Issue a tender to purchase buses	180					
Initiative Cost		500 Thousand					
Renewable Energy Project	Issue a tender to replace all street lights with LED lights	3 Million	Municipality Grant	Municipality Company	MoMA CVDB Private sector partnership	2019 2020 2021	Saving percentage Environment preservation percentage
	Study the establishment of a solar cell station	Company					
	Obtain approval from Electricity Company	Company					
	Establish Solar Energy Farm	3.5					Saving percentage Return on investment percentage Environmental impact percentage
Initiative Cost		6.5 Million					
New & Modern Chicken Slaughterhouse	Awareness campaigns and lectures	-		Municipality	MoMA MoPIC	2021	Number of chicken slaughters Provision of healthy food Assistance to provide quality environmental solutions
	Issue a tender for a warehouse to establish the slaughterhouse	1.3					
Initiative Cost		1.3 Million					
Departments Complex (Investment)	Issue a tender to establish a Department Complex to serve all rented departments and combine them in one complex to better serve the citizens	6 Million	Government	MoPWH	Royal Court	2021	Better service Better time Less cost Investment return
Initiative Cost		6 Million					

Permanent Market for Women home products	Issue a tender to display all women home products	100	Women Fund	In cooperation between the municipality and the Fund	MoMA	2019	Marketing percentage Incentive percentage for requesting home licenses
Initiative Cost		100 Thousand					
Floor Parking	Issue a tender to establish floor parking	700	Grant	Municipality	MoMA CVDB	2020	Decrease traffic public service for local economic establishments
Initiative Cost		700 Thousand					
Business Development Center / for municipality	Prepare a building for the center	50	Grant	Municipality	MoMA	2019 2020 2021	Number of beneficiaries from the center
	Prepare a work plan	10					
	Prepare training and operation plan	10					
	Execute plans	630					
Initiative Cost		700 Thousand					
Sustainability of old town SMOT	Formulate a specialized team	-	Grant	Municipality	MoMA	2022 2021	Percentage of preserving the old city Success of waste collection solutions
	Formulate a work plan	10					
	Awareness and brainstorming session for the collection of waste for old city center	50					
	Execute environmental solutions to preserve sustainability of the old town	240					
Initiative Cost		300 Thousand					

Description Cards of Development Initiatives in Greater Madaba Municipality

Name of Project	Expanding the Artisanal Zone	1
Second Strategic Development Objective	Enhancing and supporting local development and investment environment	
Project Background and Justifications	The artisanal zone is currently considered one of the municipality largest investments, established in 1986 and provides an area where all artisans and professionals are located. One of the vital justifications for the requested expansion of this zone is to expand the zone, the increased demand by artisans and professionals, and the provision of a suitable location for them.	
Project Description	A piece of land of approximately 40 dunams, with the possibility for establishing infrastructure and warehouses and lease them to artisans and professionals.	
Project Specific and General Objectives	<p>Specific objectives: establish an investment for the municipality to provide revenues for its fund and assist it in self-reliance</p> <p>General objectives: when municipality is self-reliant and provide revenues for its fund; it will be able to provide the requested services, provide shops for artisans and professionals and provide public and social responsibility services.</p>	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases in different project components - Provide funding - Prepare a location plan for unit installation and determine the needed number - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to have the needed funding - Inability of acquire enough interest 	
Estimated Cost	3 JD Million	
Expected Sources of Funding	Grant projects, USA, EU, Canadian and Japanese assistance programs in addition to others. Private sector or a bank loan.	
Partners	Municipality	
Project Expected Impacts	Decrease the number of artisans and professionals located in the city, provide job opportunities for the local community, increase municipality revenues from leases, and a source of income for artisans and professionals.	
Timeframe	2019	

Name of Project	Infrastructure Projects	2
Second Strategic Development Objective	Enhancing and supporting local development and investment environment	
Project Background and Justifications	One of the municipality most important projects executed on an annual basis are the infrastructure projects as annual budget is allocated by the municipality for such projects. The most important justification is the sustainability and permanence of the city.	
Project Description	The municipality annually issues tenders for hot mixtures, opening and paving streets that needed service, to stimulate business. It also constructs rain drainages and maintains them, constructs regular and box culverts and rehabilitates pavements, paths, circles and beautifies the city.	
Project Specific and General Objectives	<ul style="list-style-type: none"> - Infrastructure continuity and maintenance - Provide service for citizens - A type of tourist promotion for the city 	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide or identify locations - Identify partners and provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	High project cost, inability to secure needed funding	
Estimated Cost	5 JD Million	
Expected Sources of Funding	MoPIC, Donors, Municipality Fund, loan from CVDB	
Partners	MoMA, MoPWH, MoTA	
Project Expected Impacts	Beautiful city, less infrastructure maintenance, attractive investment environment, public services for citizens.	
Timeframe	2019, 2020, 2021	

Name of Project	Renewable Energy Project (Clean Energy)	3
Fourth Strategic Development Objective	Provide alternative budgets through enhancing donors confidence to support small and medium sized development projects and enhance partnerships with the private sector	
Project Background and Justifications	The municipality suffers from increased electricity bill and lack of renewable energy solutions that decrease the high energy cost. The municipality believes that the solution is in providing renewable and clean solar energy and benefiting from the climate feature of the region. The project will also contribute to enhancing general awareness in renewable energy features and its positive impacts on the environment in addition to providing job opportunities for the local community which contribute to reducing poverty and unemployment rates and increase the municipality revenues through selling excess energy to Jordan Electricity Company and attain revenues for investors.	
Project Description	<ol style="list-style-type: none"> 1. Solar Cell Station with 5 mega capacity on 75 dunams land owned by the municipality. 2. Transforming 40 thousand sodium lamps into LED, saving almost 68%. 	
Project Specific and General Objectives	Reduce the energy bill allocated for street lights, municipality buildings and facilities. The project will also contribute to enhancing general awareness in renewable energy features and its positive impacts on the environment in addition to providing job opportunities for the local community which contribute to reducing poverty and unemployment rates and increase the municipality revenues through selling excess energy to Jordan Electricity Company and attain revenues for investors.	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare a location plan for unit installation and determine the needed number - Provide training for all institutions wishing to install and maintain units, including the municipality staff and street lighting department. - Identify partners from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to secure the needed funding - Inability to acquire enough interest 	
Estimated Cost	6.5 JD Million	
Expected Sources of Funding	Grants, private sector or a bank loan	
Partners	Greater Madaba Municipality, Madaba Electricity Company, MEMER, private sector, the executing company	
Project Expected Impacts	Reducing high energy cost, environmental impacts of renewable energy, provide job opportunities for local community, increase municipality revenues, attain revenues for investors	
Timeframe	2020	

Name of Project	Livestock Market	4
Second Strategic Development Objective	Enhance and support local development, and enhance investment environment	
Project Background and Justifications	A strategic project that provides public services for the citizens via furnishing a suitable place for food products that can be easily obtained, in a healthy and clean manner that is supervised by relevant entities. This project has a number of important aspects that must be solved due to many complaints received by citizens living near the location of the current market. This project also has environmental, health, economic, development, investment and service aspects. This market is for all Jordanian governorates and is on priority for the municipality, i.e. it is considered as a national and regional market. Of the environmental and health issues that need to be addressed is slaughtering outside the municipality slaughterhouse and the lack of health and food supervision on red meat due to the random and unorganized slaughtering. Also, this project could solve and control a vital environmental issue.	
Project Description	The project is comprised of 80 barns, building parking, walls surrounding the market, administration office, vet clinic, agricultural guidance office, shades, yards, paving street leading to the market and the constructions of public facilities.	
Project Specific and General Objectives	Establish an organized market, eliminate random slaughtering, eliminate environmental impacts, provide public services, eliminate the old market and slums, and establish a vet clinic.	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to secure the needed funding - Inability to acquire enough interest 	
Estimated Cost	500 JD Thousand	
Expected Sources of Funding	Grants and assistance, Municipality	
Partners	Greater Madaba Municipality	
Project Expected Impacts	Organized commercial and business relations between traders, facilities market supervision and control, establish shops that serve traders, market and its visitors. Contribute to economic growth, establish market supporting facilities such as a feeding center, export-import offices, marketing offices and others.	
Timeframe	2019	

Name of Project	Permanent Market for Women Home Products	5
Fourth Strategic Development Objective	Provide alternative budgets through enhancing donors confidence to support small and medium sized development projects, and enhance partnerships with the private sector	
Project Background and Justifications	Establish a permanent exhibition that displays women home-made products to facilitate marketing of those products	
Project Description	This exhibition is established in a hangar near to Zaha Cultural Center to serve marketing purposes and provide operational processes in the labor market	
Project Specific and General Objectives	Market women handmade products, create a permanent nearby market that provides cultural products, creates job opportunities for women, and stimulates local economy	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Identify partners from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to secure the needed funding - Inability to acquire enough interest 	
Estimated Cost	100 JD Thousand	
Expected Sources of Funding	Women Fund, Grant	
Partners	Greater Madaba Municipality, Women Fund	
Project Expected Impacts	Continuity of production due to the creation of a place to market products, enhance women economic participation and secure an income for women and their families	
Timeframe	2020	

Name of Project	Tourist Bus Transportation Company (Transit)	6
Strategic Development Objective	Provide alternative budgets through enhancing donors confidence to support small and medium sized projects and enhance partnerships with the private sector	
Project Background and Justifications	A development investment project. This project is very important for the city due to its proximity from the airport, King Hussein Bridge and Amman. It is project that provides tourist transportation and supports the local economic development of the city by achieving economic growth and active commercial movement inside Madaba. This project will have its reflections on the local community by promoting an international city and will create job opportunities for the area inhabitants, while citizens themselves can benefit from these services in touring the important locations and sites in Madaba and Jordan at a reasonable price. Also, business owners will witness benefits and growth in their businesses from city visitors which will increase demand on their goods and services.	
Project Description	Obtain a touristic bus transportation license for 10 buses for three offices in the airport, Madaba, King Hussein Bridge and Ramallah Municipality, with bus stops near the hotel. Promotion campaigns and internal tourist tours through the open bus with programs outside Madaba City such as Petra and Ramallah.	
Project Specific and General Objectives	Establish a profit company by the municipality, utilize Madaba proximity from the airport and King Hussein Bridge in addition to the tourist nature of the area, while encouraging internal tourism and attracting more tourists	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Identify a partner from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	500 JD Thousand	
Expected Sources of Funding	Grants, loans	
Partners	Greater Madaba Municipality, private sector and the executing company	
Project Expected Impacts	Promoting heritage and cultural exchange between visitors and the local community, enhancing the cultural level among nations and enhancing international relations, meeting the need of the local community in providing a better transportation system to get to know the most vital locations in Jordan, vitalize local economy and tourism and provide revenues to the municipality fund	
Timeframe	2019-2020	

Name of Project	Friday Popular Market	7
Strategic Development Objective	Enhance and support local development and investment environment	
Project Background and Justifications	The market currently exists but randomly, it needs organization for better supervision. It is considered a popular market, people are used to, as it provides all products at reasonable prices	
Project Description	Establish shops, small pavilion kiosks, closed hangars, car parking, police station to organize the market and provide security services in the market to serve the local community, establish public facilities, administration offices and provide all market public safety requirements and strengthen its supervision	
Project Specific and General Objectives	Rehabilitate the current market and organize it, provide a popular market for the local community and provide revenues for the municipality fund via market operation and investment	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare location plan for organization of the project - Identify a partner from the private sector to the project - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	450 JD Thousand	
Expected Sources of Funding	Municipality, MoMA, Loan from CVDB, grants and aid	
Partners	Greater Madaba Municipality and the private sector	
Project Expected Impacts	Provides a source of finance for the municipality, provides an organized and supervised popular market and provides job opportunities within the market	
Timeframe	2020	

Name of Project	Land Acquisition for Investment Purposes	8
Strategic Development Objective	Enhance and support local development and investment environment	
Project Background and Justifications	The lack of lands owned by the municipality hinders the establishment of investment or development projects. Therefore, it is important, from an investment perspective, to seek funding for the purchase of these lands as any donor would request to have the land available for any funded project. The municipality usually reverts to the Ministry of Agriculture to authorize pieces of lands, but this requires time and effort, and the municipality will have to settle with the allocated lands due to unavailability.	
Project Description	Allocate an item within the budget to purchase lands for investment or find an alternative source for the allocation or funding	
Project Specific and General Objectives	Acquiring lands for the establishment of investment and development projects that fund the municipality, to provide job opportunities, or leasing such lands	
Project Scope and Phases	Allocate an item in the municipality budget or find a source of funding	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	3 JD Million	
Expected Sources of Funding	Municipality, The Royal Court	
Partners	Greater Madaba Municipality / lands department, Ministry of Agriculture	
Project Expected Impacts	Establishing investment development projects, leasing lands and providing job opportunities from these projects	
Timeframe	2019, 2020, 2021	

Name of Project	New Modern Chicken Slaughterhouse	9
Strategic Development Objective	Providing alternative budgets through enhancing donors confidence to support small and medium sized projects and enhance partnerships with the private sector	
Project Background and Justifications	It is considered an environmental, health, service and investment project as it saves the community from chicken slaughters distributed in and around the city, due to the dangers of dealing with the slaughtering and cleaning of chicken in an unhealthy manner which produces unhealthy food. These places produce waste that are harmful to the environment and are environmentally hard to deal with. The community is used to these shops despite the availability of companies that provide fresh and healthy supervised products, however, citizens consider products of these companies as highly priced.	
Project Description	A hanger that is daily adequate for 13 thousand birds, with full production lines for slaughtering, cleaning and packaging and sending the same to the promoter or owner, with cooled warehouses and an administration office	
Project Specific and General Objectives	<ul style="list-style-type: none"> - Eliminate an environmental problem - Eliminate the transportation of waste from within the market and neighborhoods - Provide clean and healthy food - Revenues for the municipality fund (financial + creating 250 job opportunities) 	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	1.3 JD Million	
Expected Sources of Funding	Grants and aid, MoPIC, MoMA	
Partners	Greater Madaba Municipality – Health and Environment Department	
Project Expected Impacts	Environmental solution, reduce waste transporting cost, revenues, and providing clean, healthy and fresh food	
Timeframe	2020	

Name of Project	Hazardous Medical Waste Collection Project	10
Strategic Development Objective	Enhance and support local development and investment environment	
Project Background and Justifications	An important project that serves clinics, country cleaners in the disposal of hazardous medical waste in the right manner, and serves the community as it protects doctors, patients and country cleaners who collect this type of waste from clinics	
Project Description	Purchasing equipment, special vehicles and containers for the collection of this type of waste from clinics, taking into consideration protecting country cleaners	
Project Specific and General Objectives	Reduces infectious diseases, protecting doctors and nurses from needles or hazardous medical equipment, protection of country cleaners from infectious diseases, and not dumping hazardous waste with regular solid waste	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare an awareness plan for community and stakeholders - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	700 JD Thousand	
Expected Sources of Funding	Municipality, foreign grants to purchase special vehicles for the collection of hazardous waste	
Partners	Grater Madaba Municipality, MoMA, MoH, MoE	
Project Expected Impacts	Reduces infectious diseases, reduce the disposal of hazardous medical waste with regular solid waste, or with non-hazardous medical waste	
Timeframe	2020	

Name of Project	GIS Project (Smart and Sustainable City and a Comprehensive Database)	11
Strategic Development Objective	Increase the efficiency and effectiveness of institutional and municipal performance to enhance local economy	
Project Background and Justifications	This is a strategic project which provides a comprehensive database of locational and non-locational information which leads to saving time and efforts on employees and service recipients. It is a roadmap for the municipal works that provides a clear vision for future projects and achieves the highest levels of coordination with all relevant entities such as water and electricity. It is a project attached to the municipality due to the lack of data and information and difficulty of obtaining them.	
Project Description	The establishment of a database through GIS and the creation of city maps of all kinds, activating the explorer system, determining municipality fixed assets, activating the dashboard system for professional licensing and tracking of sanitation vehicles and other systems and programs, automating the organizational drawings, electronically connecting areas with the center and work on the electronic transformation (e-government)	
Project Specific and General Objectives	Benefiting from connecting all systems to establish a database for all municipality departments, map automation, activating explorer system and providing a better service and continue electronic transformation	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare a location map to survey Madaba - Identify a partner from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	700 JD Thousand	
Expected Sources of Funding	Municipality, Grant, The Royal Court, MoPIC	
Partners	Greater Madaba Municipality and the executing company	
Project Expected Impacts	Assist decision makers in taking the right decisions in light of the availability of comprehensive data, save time, moving from electronic transformation into a smart and sustainable city, reintroduce the naming and numbering project, prepare a master development plan, prepare night lit and 3D maps and issue maps for land usage.	
Timeframe	2019, 2020, 2021	

Name of Project	Longitudinal Park Siyagha Road (Mount Nebo)	12
Strategic Development Objective	Best utilization of natural and water resources	
Project Background and Justifications	This is an entrepreneurial development project that serves the local community and city visitors through providing a location to walk, cycle, spend good times, reading and writing due to the beauty of nature and sights. It can also serve families by walking with children and the elderly and those with special needs. The place can also offer kiosks with light snacks which in turn will develop the local economy and business in the area and reduce poverty and unemployment in the creation of indirect job opportunities, thereby pushing the youth into marriage and the creation of families. Rehabilitating the road will beautify the area from the longitudinal perspective, support the tourist sites in Siyaha area and activate tourism by providing visitors with easy and safe access to the sites and reduce road accidents and traffic jams.	
Project Description	Field survey of Siyaha road starting from the airplane circle reaching to Mount Nebo which is around 7 Km. Rehabilitate the full road and a middle island, longitudinal park along the road, install lights, chairs, wooden tables, kiosks, two lanes one for walking and the other for cycling, plant trees, warning signs and night reflectors and other safety requirements	
Project Specific and General Objectives	Create an area suitable for walking, cycling and hiking in an environmentally clean place	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	2 JD Million	
Expected Sources of Funding	Grants and aid programs, private sector or a loan from the bank	
Partners	Greater Madaba Municipality, MoMA	
Project Expected Impacts	Encourage citizens and tourists to walk and cycle, give Mount Nebo a tourist entrance that suites the location importance, and encourage visitors to the area which will attract investments	
Timeframe	2020-2021	

Name of Project	Amusement Park and Tourist Restaurants	13
Strategic Development Objective	Best utilization of Natural and Water Resources	
Project Background and Justifications	An entertainment service project that provides a safe place for citizens to spend time and eliminate hiking besides roads due to its negative impacts and dangers on citizens. The lack of a local park in the city. This will also activate the location and promote it locally and regionally and serve the cable cars project.	
Project Description	Establish a park that has entertainment facilities, children playgrounds and electric games with public facilities and services, aisles and streets for hiking and spending lovely times with families and friends, plant trees and build four towers with binoculars to view the surrounding nature and Jerusalem city (which can be seen by eye if the sky is clear) and the establishment of three high level tourist restaurants to serve tourists .	
Project Specific and General Objectives	Establish a park to spend time with family and friends, attract investment to the area, encourage tourism and encourage the local community to hike by providing restaurants and playgrounds, a revenue for the municipality fund	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Identify a partner from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	1 JD Million	
Expected Sources of Funding	Foreign or internal grants, MoPIC, The Royal Court	
Partners	Greater Madaba Municipality, tourism sector	
Project Expected Impacts	Provide suitable places to hike and enjoy, investment for the municipality, provide public service for the local community, encourage internal tourism	
Timeframe	2021	

Name of Project	Women Empowerment Project (Home Licensing)	14
Strategic Development Objective	Enhance and support local development and investment environment	
Project Background and Justifications	Municipalities Law gave the municipality the authority to grant home licenses to achieve self-sufficiency to anyone who cannot open a shop or license a facility, to practice profession at home. There are also persons with special cases depriving them from moving from their homes out, who can be trained on any profession they can do from home.	
Project Description	<ul style="list-style-type: none"> - Give home licenses through profession licensing, to supervise the same - Support women small projects that provide an income for them and their families; by purchasing products, machinery or any other requirements of a productive project 	
Project Specific and General Objectives	Assist women and enabling them at homes, create a source of income for poor families, activate economy, monitor and supervise home professions	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare a market need plan and the need of women from supplies and equipment - Prepare different tenders to purchase needed equipment 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	150 JD Thousand	
Expected Sources of Funding	Grants and Aid programs	
Partners	Greater Madaba Municipality / Women committees, women associations	
Project Expected Impacts	Create a source of revenue for women families, legalize their work, women economic participation at a local level, supervise those professions that serves the consumer from one hand and allows the municipality to perform its supervisory roles from the other hand, by monitoring market and its production from health perspectives	
Timeframe	2019-2020	

Name of Project	Production Center for Women	15
Strategic Development Objective	Enhance and support local development and investment environment	
Project Background and Justifications	In the area of Al-Mrijat and Al Houyah, there is no center that fulfills the needs of women for the production of local handicrafts that are known in those areas. There are women who are ready to work in this center that will furnish its products to a permanent market to display production. It is an economic production project that supports local economic development in the area and provides employment for women who consider themselves marginalized or incapable of finding a job or a place to work in, despite their willingness to be productive in the society. This project will provide advantages to the area by stimulating its economic wheel and creating a link between the center production with a permanent market (near Zaha Center) that will be established soon to market the center production, which in turn will assist women into becoming more productive and contribute to the growth and development of the economy.	
Project Description	Construct a building with rooms and halls, administration hall, storage and yard for the products, which will go to the exhibition or the local market.	
Project Specific and General Objectives	Provide work opportunities for unemployed women, contribute to ease poverty in the area, develop the local community and through the production processes and the provision of raw materials	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare a training plan for women - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	150 JD Thousand	
Expected Sources of Funding	Grants and Aid programs, private sector or a bank loan	
Partners	Greater Madaba Municipality, private sector, women sector	
Project Expected Impacts	Create a brand for the center production, contribute to the enablement of women and provide direct and indirect job opportunities to achieve local development in the project areas	
Timeframe	2020	

Name of Project	Floor Parking for Vehicles	16
Strategic Development Objective	Providing alternative budgets through enhancing donors confidence to support small and medium sized projects and enhance partnerships with the private sector	
Project Background and Justifications	The large number of cars due to the lack of a proper transportation system, made the city suffer from traffic and traffic congestions, therefore there is a need to construct a floor parking in the city center to ease traffic and minimize number of traffic accidents	
Project Description	Construct four upper floors and two lower floors that can accommodate up to 300 vehicles with public facilities, services and easy entries and exits	
Project Specific and General Objectives		
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Identify a partner from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	700 JD Thousand	
Expected Sources of Funding	Grant, partnership with the private sector	
Partners	Greater Madaba Municipality, an investor in the transportation sector, CVDB	
Project Expected Impacts	Providing parking that will ease traffic, public services, generate revenues for municipality fund	
Timeframe	2020	

Name of Project	Building Capacities of Municipality Employees	17
Strategic Development Objective	Increase the efficiency and effectiveness of institutional and municipal works to enhance local economy	
Project Background and Justifications	Both higher management and the development unit are interested in training and development, as this is reflected on the municipality's sustainability, modernity and internal and external relations as technology is developing every day. Therefore, the employees' capacities must be sharpened in order to assist the municipality in realizing its 2035 vision	
Project Description	Allocate an item in the budget for training and development, prepare a training plan for plan duration to measure the percentage of mission achievement in this project, and identify training needs and requirements	
Project Specific and General Objectives	Raise employees capacities, keeping up with the administrative, knowledge and technological advancements, paying due attention to the human factor to enhancing their scientific and practical experiences	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a training plan - Identify training needs - Identify partner - Allocate budget or needed funding 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	100 JD Thousand	
Expected Sources of Funding	Municipality budget, donors, external administrative aid	
Partners	MoMA, CVDB, MoPIC, donors, Jordanian Universities	
Project Expected Impacts	Increase municipality efficiency, qualify employees to provide quick and proper services	
Timeframe	2019, 2020, 2021	

Name of Project	Multipurpose Halls for the Areas	18
Strategic Development Objective	Enhance and support local environment and investment environment	
Project Background and Justification	<p>There are no multipurpose halls in the municipality areas that serve citizens' occasions, and no special halls that serve their activities whether cultural, festive, meetings, seminars or tents, so this is considered as a social service project. The social impacts of this project are obvious as it touches all citizens in these areas and they would feel that their needs and priorities are met, and that municipality is paying attention to their economic and social issues. This project has many impacts that aim to serve municipalities areas and inhabitants, most importantly the provision of a multipurpose hall as there are no halls in these areas, and people are forced to rent expensive and far halls in the city center, which adds to the traffic issues and adds to the cost of transportation. If such halls are furnished in the areas; they will provide a solution to these social and environmental problems, enhance the rural development concept and decrease migration from rural areas to the city. This is considered as an investment revenue for the municipality to achieve balanced local development between the areas and the center.</p>	
Project Description	<p>The project idea is to construct a large and elegant multipurpose hall for all occasions with reasonable prices that are affordable by a large segment of the governorate inhabitants. The idea spurs from the lack of high quality halls, taking into consideration that multipurpose halls are one of the lucrative projects for investors. The project will consist of two halls as follows: First Hall: a large hall for wedding occasions Second Hall: a smaller size hall for men in weddings, in addition to parking that serves the two halls</p>	
Project Specific and General Objectives	<ul style="list-style-type: none"> - Provide revenues for the entity responsible for the project - Provide halls for weddings and other social events in the area - Provide job opportunities for area inhabitants 	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	1 JD Million	
Expected Sources of Funding	Municipality fund, loan from CVDB, grants and aid	
Partners	Greater Madaba Municipality, CVDB	
Project Expected Impacts	Provide a hall that saves inconvenience in reaching the city center, and saves cost on citizens	
Timeframe	2019, 2020, 2021	

Name of Project	Department Complex (Investment Building)	19
Strategic Development Objective	Providing alternative budgets through enhancing donors confidence to support small and medium sized projects, and enhance partnerships with the private sector	
Project Background and Justifications	This is considered one the projects that saves inconvenience on citizens as it provides a place where all departments, concerning any transaction, are located in one place, which is divided according to the concerned department organizational structure, which in turn give a sense of elegance and newness	
Project Description	Construct a complex that includes all service departments the citizens need. Each department building is constructed according to its request. This complex will also include a commercial market that serves citizens, along with all public facilities. There is a piece of land recently acquired that suits this project	
Project Specific and General Objectives	Most importantly, provide a source of revenue for the municipality fund, relocate the municipality to the new complex and invest the old one by turning it into a hotel or offices, establish a new commercial market that will vitalize business in the area, and reduce travel cost of citizens between different departments	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases of different project components - Provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	6 JD Million	
Expected Sources of Funding	Loan from CVDB, municipality fund, grant	
Partners	Greater Madaba Municipality, CVDB	
Project Expected Impacts	Reduce citizen travel cost and inconvenience between different departments	
Timeframe	2021	

Name of Project	Sustainability of Municipality Old Town (SMOT)	20
Strategic Development Objective	Providing alternative budgets through enhancing donors' confidence to support small and medium sized projects, and enhance partnerships with the private sector.	
Project Background and Justifications	The old architectural heritage and city character must be preserved because there are lots of monuments in the city that need to be preserved and looked after. Environmental solution for waste collection in the commercial and architectural city center is needed as Madaba is considered as a city of monuments and sites.	
Project Description	This is an important project for a heritage city like Madaba to find environmental solutions to deal with waste collection, through implementing awareness campaigns and meetings with the local community to come up with ideas that benefit the project.	
Project Specific and General Objectives	Preserve the city and ensure its sustainability, find environmental solutions for the city center, heritage sites and monuments, encourage the community to come up with ideas that benefit and enhance sustainability	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	300 JD Thousand	
Expected Sources of Funding	Grant	
Partners	Greater Madaba Municipality – MoMA	
Project Expected Impacts	Preserve the architectural heritage by finding environmental solutions for waste collection	
Timeframe	2020	

Name of Project	Business Development Center/ for Municipality	21
Strategic Development Objective	Providing alternative budgets through enhancing donors confidence to support small and medium sized projects, and enhance partnerships with the private sector	
Project Background and Justifications	There must be a pioneering idea that works on contributing to providing job opportunities and developing small economic facilities, enabling women and activating the role of youth.	
Project Description	Establish a business development center for the municipality. The role of which would be to assist the local community in getting guidance, support, employment and qualifying workers, marginalized groups and persons with experience but need assistance, in addition to enabling women and assisting them with licensing and other requirements.	
Project Specific and General Objectives	The center is considered a pioneering idea and the first of its kind in the municipality, as it will be concerned with development, qualification and employment. There is a need to find a permanent location for the center in order to contribute to business development inside Madaba, vitalize businesses, alleviate poverty and unemployment, educate and assist the community.	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Identify partners from the private sector - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	700 JD Thousand	
Expected Sources of Funding	Grant / municipality	
Partners	Greater Madaba Municipality – MoMA	
Project Expected Impacts	Reduce the number of the unemployed, enhance local economy, satisfaction from the local community towards the municipality efforts in development	
Timeframe	2019	

Name of Project	Water Harvest for Aquaculture	22
Strategic Development Objective	Best utilization of natural and water resources	
Project Background and Justifications	The area is known with agriculture and fertile soil. Aquaculture is considered one of the best modern agricultural techniques as it produces double the quantities of traditional agriculture. But the area needs water resources to feed these crops by constructing earth dams or artificial ponds to collect rain water for the use of farmers.	
Project Description	Construct earth dams and artificial bonds at valleys meeting locations, to collect rain water. Tube wells can also be dug in addition to constructing water networks that feed farms near the water harvest.	
Project Specific and General Objectives	One of the important objectives is to provide water for irrigation, reduce farmers cost, encourage aquaculture and others, provide agricultural products to the local market, exports, provide job opportunities to area inhabitants, increase studies in agricultural engineering specialties.	
Project Scope and Phases	<ul style="list-style-type: none"> - Prepare a feasibility study - Identify work phases for different project components - Provide funding - Provide training for all entities willing to farm, including the municipality employees at the Agriculture and Irrigation Department - Prepare different tenders, execute the project and start operation 	
Project Possible Risks	<ul style="list-style-type: none"> - Inability to obtain the needed funding - Inability to acquire enough interest 	
Estimated Cost	1.2 JD Million	
Expected Sources of Funding	Grants, loans, partnerships with the private sector that deals with farmers	
Partners	Greater Madaba Municipality, MoA, MoWI, associations, private sector, executing company	
Project Expected Impacts	An opportunity to use aquaculture, provide irrigation resources, encourage farmers to farm	
Timeframe	2020, 2021	

**Annex (1): Strengths, Weaknesses, Opportunities, Threats
and their Relative Importance in the Municipality**

No.	Strengths	1	2	3	4	5	Sample Total	Relative Important
1	The geographical location of the city attracts investments	4	3	12	25	190	234	4.68
2	Availability of tourist sites and locations that are attractive to tourists, and the city is within the Christian pilgrimage route (Mount Nebo)	1	10	16	62	145	234	4.45
3	Fertile soil suitable for agriculture, moderate climate and suitable typography for agriculture	3	6	42	71	112	234	4.20
4	Supportive administration for the development of municipal works, working towards excellence, realizing change and creativity to ensure the success of the decentralization experience	7	10	15	69	133	234	4.32
5	Restructure and activate the Local Development Unit, establish a GIS Unit and assign an executive manager	3	27	34	35	135	234	4.16
6	Availability of some qualified employees	4	14	14	46	156	234	4.38
7	The availability of a flexible organizational structure and job description for employees	4	12	47	63	108	234	4.10
8	Availability of tourism services, tourist hotels, infrastructure and workers, for any investment development project	13	12	22	47	140	234	4.23
9	Availability of Civil Defense Centers with good distribution across the areas	11	26	29	72	96	234	3.92
Relative Importance Average								4.27

No.	Weaknesses	1	2	3	4	5	Sample Total	Relative Important
1	Lack of optimal investments of the city's competitive relative advantage (tourism and agriculture)	3	2	20	27	182	234	4.46
2	Assaults on pedestrians sidewalks in city center and lack of car parking	6	4	7	36	182	234	4.65
3	Weak partnership with the private, agriculture and tourism sectors	4	4	10	49	167	234	4.58
4	Lack of financial collections of the municipality, with inactive municipality sources and resources	3	2	10	77	142	234	4.50
5	No manuals for services or procedures, internal quality, measurement of the achievement of core values and customer satisfaction	2	9	3	42	178	234	4.64
6	Limited organized areas from total area	6	0	27	29	169	234	4.47
7	Limited number of comprehensive health clinics in the city	2	2	17	52	161	234	4.57
8	Weak emergency department at Al-Nadim Hospital and lack of medical staff, medical equipment, specialty doctors and consultants	0	18	21	52	143	234	4.36
9	No comprehensive database at the municipality	7	6	15	39	167	234	4.50
10	No developmental master plan	3	6	15	43	167	234	4.55
11	Payroll percentage of total budget is almost half	3	4	11	53	163	234	4.57
12	Low annual income average for household as compared to that in the Kingdom	3	2	32	63	134	234	4.38
13	Weak equal opportunities between males and female	4	4	22	36	169	234	4.55
14	No comprehensive sewage system for all city areas	10	4	22	44	154	234	4.40
15	High energy and sanitation bills which are at expense of investment, development and service projects	0	4	33	24	173	234	4.56
16	Madaba is a crossing area for tourists and visitors, and visits are only for two sites (the Map Church and Mount Nebo)	2	4	27	41	159	234	4.48
17	Weak promotion for tourist and archeological sites in the city despite its historical, tourist and archeological importance	2	5	25	52	150	234	4.46
18	Lack of programs to support farmers and lack of water resources	7	8	55	53	111	234	4.08
19	Lack in some artisan and professional specialties in the job market	5	16	8	8	147	234	4.39
Relative Importance Average								4.48

 **Internal Environment Average: 4.37 out of 5**

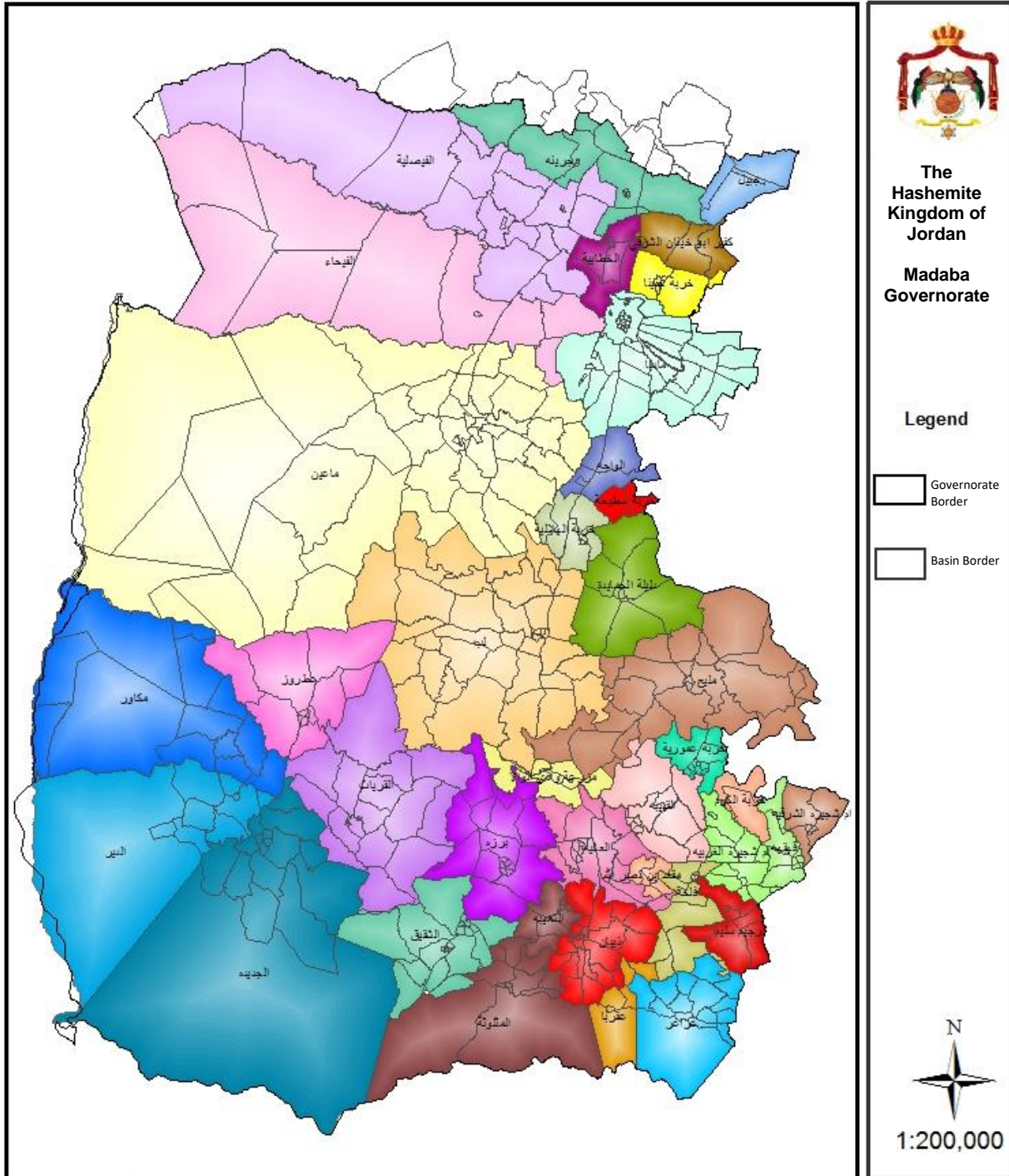
No.	Opportunities	1	2	3	4	5	Sample Total	Relative Important
1	Geographical Location (regional dimension and tourism mutual relations) proximity to Amman, the capital, airport and King Hussein Bridge, Ma'en Spa, Dead Sea, Makawer, Um Al Rassas, the baptism site and Jerusalem.	2	0	3	45	184	234	4.47
2	Benefiting from Madaba proximity to Amman and the airport in providing urban housing areas, due to the congestion and high real estate prices Amman, so this is an attraction opportunity	3	6	6	50	169	234	4.84
3	The Municipalities Law has allowed the municipality to register a company under its name	2	4	17	29	182	234	4.64
4	Direct towards the creation of partnerships in renewable energy, tourism and agricultural sectors as the law allowed the municipality to register a company under its name	4	7	7	57	159	234	4.53
5	Availability of donors that support local development projects	5	7	17	62	143	234	4.41
6	Utilizing opportunities provided by employment programs such as Qatar Employment Program	1	11	13	72	137	234	4.41
7	The availability of a political will to enhance the decentralization experience success to lift up local economy	5	11	3	54	161	234	4.51
8	Stimulate the directions towards the establishment of small and medium sized industrial zones	5	7	17	65	142	234	4.43
9	CVDB restructuring, and its reflection on municipalities works and projects	2	9	6	59	158	234	4.54
10	Activating twinning between international cities to provide alternative budgets or fund joint ventures	10	14	22	58	130	234	4.21
11	Royal directions and discussion papers for His Majesty King Abdullah II	2	16	23	57	136	234	4.32
12	Trends to replacing current street lights with LED lights to reduce the energy bill and direct savings to development projects	1	20	21	48	144	234	4.33
13	Activating the role of partners in local development and social programs	3	28	43	52	108	234	4.44
14	Activating twinning between international and Arab cities on the cultural, social and development aspects and transfer of knowledge	5	21	49	52	107	234	4.00
15	Diversified demographics	4	34	45	52	99	234	3.88
16	Percentage of youth, as it is considered as young population that is capable of production	2	32	47	54	99	234	3.92
17	Availability of entities, associations, commissions, initiatives, unions and local, youth and cultural community centers in the city	1	28	53	62	90	234	3.90
18	Work is ongoing to prepare a radio station for the municipality to assure communication and outreach with the local and international communities	2	31	45	60	96	234	3.93
19	Availability of universities in and at city borders	2	29	47	59	94	234	3.94
20	Approving the national strategy for solid waste management through MoMA, which governs the works of solid waste management	3	16	55	58	102	234	4.02
21	Benefit from the population opportunity policies document 2014	0	25	44	52	113	234	4.08
22	What is mentioned in the royal letter to Omar Al Razzaz government on economic and social realities	2	29	51	71	81	234	3.85
23	Benefit from e-government projects	6	30	48	70	80	234	3.80
24	The establishment of a GIS unit at the municipality that can be used to transform municipality into an electronically automated one, automating the organizational drawings and establishing a comprehensive database	3	34	43	54	100	234	3.91
25	Benefit from the automation of the financial and administrative systems funded by MoMA	3	34	43	54	100	234	3.91
26	The Municipalities and Decentralization Laws	9	39	41	49	96	234	3.78
27	Benefit from legal, procedural and instructions amendments	13	27	37	43	118	234	4.01
28	Utilize investment map and the economic growth plan	7	19	36	46	126	234	4.13
Relative Importance Average								4.17

No.	Threats	1	2	3	4	5	Sample Total	Relative Important
1	Political instability in the region	5	15	25	44	143	234	4.27
2	The Syrian crisis impact on municipalities, and weak emergency response to support municipalities	1	5	14	45	169	234	4.60
3	Frequent forced migrations	1	2	14	74	143	234	4.51
4	Centralization of government decisions	2	5	14	34	179	234	4.63
5	Amendments to the organization and buildings law	2	2	3	77	150	234	4.58
6	Weak private sector will to establish partnerships with the municipality due to bureaucratic government procedures	4	2	20	48	160	234	4.52
7	Multiple entities engaged in investment	1	8	30	35	160	234	4.47
8	Weak government support to municipalities as compared with municipalities efforts and responsibilities	2	5	19	70	138	234	4.44
9	Lack of data on operational variables in municipalities, in addition to economic, social and service data in municipality areas	2	5	32	51	144	234	4.41
10	Mismatch between education outcomes and labor market requirements	4	11	32	43	144	234	4.35
11	The weak state of municipalities as perceived by partners	3	12	12	79	128	234	4.34
12	Lack of coordination between the municipality and public and private service entities such as Miyahuna Company which weakens the complementary mutual role	1	12	49	58	114	234	4.15
13	High poverty and unemployment rates	6	3	48	38	141	234	4.32
14	Delays in constructing the new hospital	6	8	36	77	107	234	4.15
15	Weak community participation and unstressed culture on dealing with general sanitation and waste management	8	8	55	66	97	234	4.00
16	Increased population due to the Syrians influx which weakens the provision of services	3	10	29	86	103	234	4.14
17	Urban sprawl and lack of commitment to organization terms and regulations	1	8	26	76	123	234	4.32
18	Climate change, lack of rain and dry climate	8	15	25	90	96	234	4.07
19	No environmental solutions for the purification station and waste landfill	8	10	29	90	97	234	4.10
20	No full direct electronic connection with MoMA, Department of Lands and Survey	1	11	43	59	123	234	4.28
21	Delays in implementing the one-stop-shop	6	13	20	38	157	234	4.39
22	Lack of a comprehensive database or special statistics on municipalities	6	12	39	67	110	234	4.12
23	High public debt and budget deficit	1	15	35	59	124	234	4.23
24	The municipality need for some legal amendments on some laws and regulations, especially those related to investment	10	24	35	71	94	234	3.91
Relative Importance Average								4.29

 External Environment Average: 4.23 out of 5

Annex (2): Madaba Maps

Madaba Governorate



Produced by GIS Department
Greater Madaba Municipality



Greater Madaba Municipality



المملكة الأردنية الهاشمية



GIS Department
Greater Madaba Municipality

Annex (3): Pictures of Steering Committee Meetings and the Plan Brainstorming Workshops

The Municipal Council



Mayor of Greater Madaba Municipality

Eng. Ahmad Salameh Al-Azaydeh

Mr. Charlie Al-Twal / Deputy Mayor

Advocate, Hamza Al-Torman

Mr. Nizar Abu Ali

Mr. Hamza Al-Khawatreh

Mr. Amjad Al-Shakhanbeh

Mrs. Malak Al-Mour

Mrs. Basma Al-Shawabkeh

Eng. Mohammad Al-Shawabkeh

Ms. Amani Al-Halaybeh

Mr. Basem Al-Ma'ani

Mr. Adnan Al-Tamari

Mr. Salem Abul Ghanam

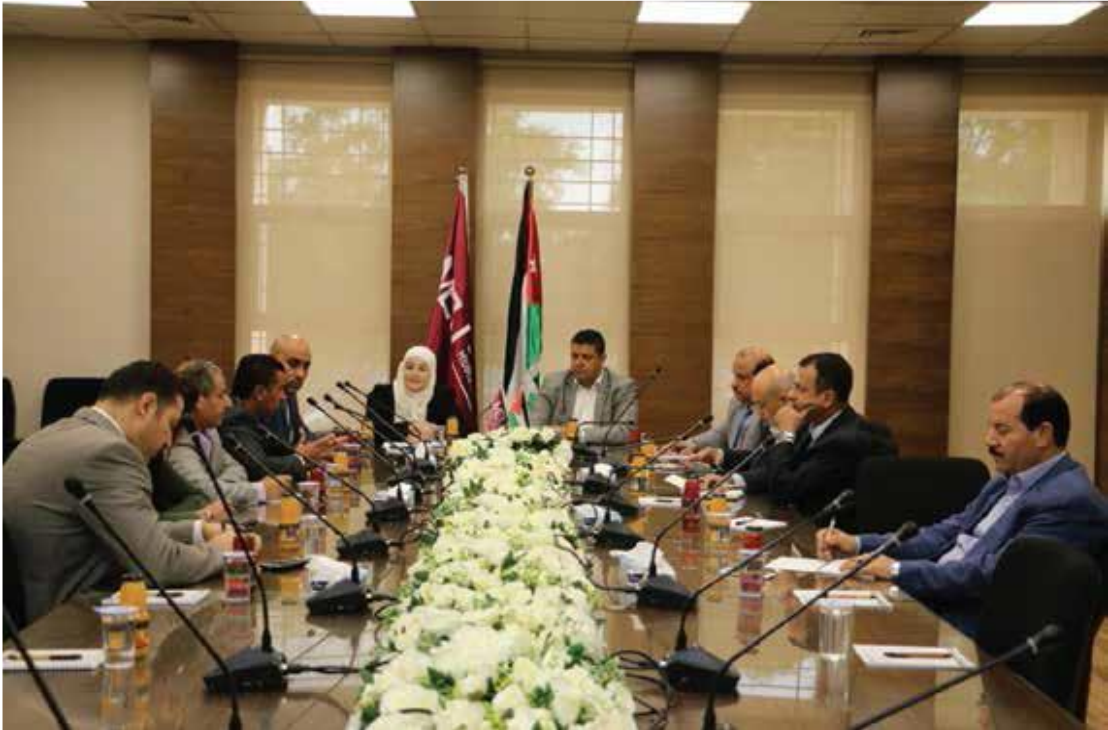
Ms. Kholoud Al-Falahat

Mr. Radi Al-Shawabkeh

Eng. Ibtihaj Al-Shawabkeh

Mrs. Rihab Abu Windi

Steering Committee





Annex No. (4): Plan to Plan 2018

Activity	April	May	June	July	August	September	October
Comprise Team							
Collect Data							
Data Analysis							
Summary on The Social and Economic State							
Hold workshops, meetings and conventions							
SWOT Analysis							
Components of Plan							
Initiatives							
Operational Plan							
Acknowledgement							

PESTEL Analysis (External Factors)



Annex No. (5): Procedural Terms:

Local Economic Development: a participatory activity between all sectors to activate and stimulate local economy, which also furnishes a roadmap for stakeholders in private and public sectors in the city, to utilize local resources and competitive advantages with the aim of creating a local community that is characterized by flexibility, sustainability, stimulated economy, and adequate job opportunities for all categories of the society.

Vision: a preferred future state that answers the following three questions: what the municipality desires to turn into by the conclusion of the plan? What are the outcomes the municipality wishes to attain? What are the characteristics the municipality enjoys to attain such results?

Mission: an expression that answers the following three questions: What the municipality is doing? To whom the municipality is doing said activities/actions? Why the municipality is doing said activities/actions?

Core Values: the ethical and behavioral codes adopted by the municipality to achieve tasks and furnish services.

SWOT Analysis: the attempt to analyze the internal environment of the municipality to sense the gaps in institutional performance and various resources (strengths and weaknesses) in addition to opportunities and threats to reach a mechanism to build strengths on, transform weaknesses into strengths, grasp opportunities that support comparative advantage, in addition to alleviating or avoiding threats.

PESTEL Analysis: analysis of political, economic, social, technological, environmental and legal dimensions which are elements of the external environment affecting municipality performance and affecting networking between developmental and strategic planning between population, location and economy, while speculating such changes and their future.

Internal Environment: municipality internal environment which includes human resources, finance, legislations, organizational charts, technology and infrastructure.

External Environment: municipality external environment which includes social, economic, political and technological changes, in addition to ministries, private and public institutions, nonprofit organizations, municipalities, international organizations, civil society organizations, citizens, All Jordan Youth Commission, legislations, parties, clans, and various media.

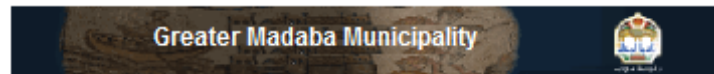
Competitive Comparative Advantages: the developmental opportunities that are unique to the municipality and the city as compared to other municipalities and cities, or that are common with other geographically similar municipalities. The unique developmental opportunities are known as the competitive advantages such as location, resources, historical advantage, and other factors.

Needs and Development Plan Manual: a list of development and service needs in addition to priority projects. These needs are extracted from community participation at individual and institutional levels. This Manual is considered a vital entry for the municipality to prepare its strategic plan and local development plan.

References

1	Economic Stimulus Plan 2018-2022	Jordan
2	Previous Municipality Plan	Madaba
3	Jordan Vision 2025	Jordan
4	Guidelines for Drafting the Strategic Plan and Municipality Local Development Plan / Ministry of Municipal Affairs	USAID
5	Planning Scenarios Booklet in The Hashemite Kingdom of Jordan / Ministry of Planning and International Cooperation	VNG
6	Development Program 2016-2018 / Ministry of Planning and International Cooperation	Jordan
7	Booklet of The Center of Mediterranean Integration (CMI) "Local Economic Development: Hosting Municipalities Network"	CMI
8	Booklet of Drafting and Implementing Local Economic Development Strategies and Relevant Action Plans / Cities of Change/ The World Bank	
9	Prof. Ahmad Ali Saleh / Middle East University	
10	Finance and Human Resources Department/ Greater Madaba Municipality	Madaba

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Strategic Plan for LOCAL ECONOMIC DEVELOPMENT

2019 - 2021



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FROM THE AMERICAN PEOPLE

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