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JABAL AJLOUN DEVELOPMENT PROGRAM CHARTER

Final Report

December 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by Amal Awwad and Shereen Abbadi from Al Jidara.

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FINAL REPORT

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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CONTENTS

SECTION 1. PROGRAM OVERVIEW	3
1.1 Program Identification	3
1.2 Program Purpose	3
1.3 Program Vision.....	3
1.4 Program Mission	3
1.5 Program Objectives.....	3
SECTION 2. PROGRAM ORGANIZATIONAL STRUCTURE	6
2.1 Program Structure.....	6
2.2 Program Governance.....	6
2.3 Roles and Responsibilities	6
2.4 Program Resources	8
SECTION 3. EXTERNAL STAKEHOLDERS.....	10
SECTION 4. KEY PROGRAM DELIVERABLES AND MILESTONES.....	12
SECTION 5. PROGRAM SUCCESS PROFILE	17
5.1 Critical Success Factors.....	17
5.2 Measures of Success.....	17
5.3 Assumptions.....	19
5.4 Risks	19
5.5 Constraints	20
5.6 External Dependencies	20
ANNEX.1 GUIDING PRINCIPLES & OPERATING AGREEMENTS.....	21
ANNEX.2 INTER-MINISTERIAL COMMITTEE MEMBERS' RESPONSIBILITIES.....	24
Management Area 1. Land Use Planning and Management	24
Management Area 2. Investment, Development and Conservation.....	26
Management Area 3. Tourism Investment Promotion and Site Management.....	27
Management Area 4. Environmental Protection and Conservation of Nature.....	28
Management Area 5. Licensing and Permits	30
Management Area 6. Services and Infrastructure	31
Management Area 7. Social Welfare and Community Development	32

Glossary

Terms and acronyms

Program:	Jabal Ajloun Development Program
Steering Committee	Jabal Ajloun Inter-ministerial Steering Committee
Inter-ministerial Committee	Jabal Ajloun Inter-ministerial Steering Committee
Master Plan	The Physical Development Plan – The Master Plan for Ajloun
Report	Master Plan, Environmental & Economic Study, and Institutional Setup for Jabal Ajloun Area, Prepared By: PA\BI Insights Consulting
ASEZA	Aqaba Special Economic Zone Authority
DZC	Development Zones Commission
EU	European Union
GBC	National Green Building Council
HPC	Higher Planning Council
IFC	International Finance Corporation
JIB	Jordan Investment Board
JITOA	Jordan Inbound Tour Operators Association
JLHA	Jordan Living History Association
JRF	Jordan River Foundation
JVA	Jordan Valley Authority
LEED	Leadership in Energy and Environmental Design
MoA	Ministry of Agriculture
MoEMR	Ministry of Energy and Mineral Resources
MoEnv	Ministry of Environment
MoF	Ministry of Finance
MoH	Ministry of Health
MoIT	Ministry of Industry and Trade
MoMA	Ministry of Municipal Affairs
MoPIC	Ministry of Planning and International Cooperation
MoPWH	Ministry of Public Works and Housing
MoSD	Ministry of Social Development
MoTA	Ministry of Tourism and Antiquities
MoWI	Ministry of Water and Irrigation
NGO	Non Government Organization
PMU	Jabal Ajloun Program Management Unit
RSCN	The Royal Society for the Conservation of Nature
SPV	Special Purpose Vehicles
USAID	United States Agency for International Development
WAJ	Water Authority of Jordan
WB	World Bank

SECTION 1. PROGRAM OVERVIEW

1.1 Program Identification

Program Name	Jabal Ajloun Development Program
Program Sponsor	HE Prime Minister
Steering Committee	Jabal Ajloun Inter-ministerial Committee: <ul style="list-style-type: none"> • HE Minister of Environment, Chairperson • HE Minister of Finance, member • HE Minister of Tourism and Antiquities, member • HE Minister of Municipal Affairs, member • HE Minister of Industry and Trade, member • HE Minister of Agriculture, member • HE Chief Commissioner, Development Zones Commission, member • HE Director General for Royal Society for the Conservation of Nature (RSCN), member • Governor of Ajloun, member
Program Management Unit	Jabal Ajloun Program Management Unit (PMU)
Program Authorization	Cabinet Decision number 5540 dated July 14, 2009

1.2 Program Purpose

The Kingdom's economic initiatives strive to stimulate economic development, attract foreign investments and preserve the country's natural resources. The objective of such initiatives is to turn all Jordanian cities into pioneering urban models in organization, planning and construction, thus, improving the quality of life of all Jordanians. The initiative of Jabal Ajloun Development Area, originated from His Majesty's vision to develop and preserve the Kingdom's distinctive environmental and natural areas.

In fulfillment of His Majesty's vision, the Jordanian government (represented by the Ministry of Environment) was charged with a comprehensive initiative for developing Jabal Ajloun. This program embodies the actualization of the vision by establishing the needed institutional framework for the program and setting a series of activities and major milestones for implementation of the comprehensive study, land use framework and economic strategy.

1.3 Program Vision

Transforming Jabal Ajloun area into a world-class touristic destination, through striking a balance between investment and development while conserving the existing cultural and natural resources of the area and in turn ensuing integration and better quality of life for residents

1.4 Program Mission

The mission of Jabal Ajloun Program is to significantly transform the economy of Jabal Ajloun to its aspired vision; ensuring conservation of its natural attributes, generating multiple opportunities for small and large investments, creating high-quality jobs to support the new economy and improving the quality of life for residents.

Building on the area's competitive advantages, economic development in the area will be developed around four pillars: **Tourism, Niche Agriculture, Wellness and Healthcare and Specialized Education.**

1.5 Program Objectives

The Jabal Ajloun program has two goals:

- First, to protect and preserve the **natural attributes** within Jabal Ajloun as a unique place to live, work, and visit.
- Second, to facilitate and guide **new developments and investments** in Jabal Ajloun to enhance the quality of life for both residents and visitors.

The following two **drivers** are the main tools for the implementation of Jabal Ajloun program:

- First, establishing a well defined **spatial framework** with associated development and preservation guidelines that constitute part of the investment, implementation and management strategy for the area.
- Second, establishing a well defined **institutional framework** and **program governance** to enable development realization.

Goal	Objective
Protect and preserve the natural Jabal attributes as a unique place to live, work, and visit	<ul style="list-style-type: none"> • Conservation Economics: Provide an economic base and developing a strategy for conservation and stewardship of private and public lands. • Natural Areas: Identify specific areas with high-value forest for conservational land uses and create a plan and strategy for their conservation. • Agricultural Areas: Identify specific areas with high-value agricultural land uses, and create a plan and strategy for their conservation. • Sensitive Environmental Areas: Identify areas with sensitive water and ecological resources and create a plan and strategy for their conservation. • Antiquities: Identify locations with important cultural resources or antiquities and create a plan and strategy for their conservation. • Farmland: Protect high quality farmland and implement development strategies that conserve orchards and grazing land.
Facilitate and guide new investments in Jabal Ajloun to enhance the quality of life for both residents and visitors.	<ul style="list-style-type: none"> • Land Use: Implement a land use code and regulatory structure that classifies appropriate development, and regulates its proper environmental design. • Village Regeneration: Identify existing villages with character and create regeneration plans that foster economic and tourism development. • Opportunities for Development: Identify areas for development according to specific project types and taking into consideration areas conditions. • Visual Resources: Conserve views of forested and agricultural areas. • Marketing: Market the area for investment.

Driver	Objective
<p>Establish a well defined spatial framework with associated development and preservation guidelines that constitute part of the investment, implementation and management strategy for the area.</p>	<ul style="list-style-type: none"> • Compatibility: Ensure that the form, scale and character of the new development projects are compatible with existing development, as well as historical precedence. • Establish Fast Tracks: Identify specific projects that can be implemented in the early stages of development to accelerate economic impacts and development goals. • Diversity: Identify projects of different types and sizes for development. • Appropriately clustered development areas: Implement a land use code and regulatory structure that clusters new development in suitable locations for higher density development and guide growth into appropriately clustered development areas that do not contribute to sprawl along roadways. • Acquisition strategy: Develop a process that addresses the difficulty of consolidating fragmented parcels and leverages government-owned land. • Leverage Government-owned Land: Due to the complexity of property ownership, early projects should be located on land plots owned by the government. • Database and Analysis: Develop a database and analysis processes that apply those standards on lands under consideration. • Leverage Existing Infrastructure: Focus new development on areas that already benefit from transportation and utility services. Then, use revenue from development to expand infrastructure. • Design Standards and Guidelines: Establish standards and guidelines for development and a process for implementation. New development must always preserve existing scale and character of the Ajlouni-built environment. A defined set of Site and Building Guidelines for new construction should be established, and new development must consider the scale and building character of existing development in its design. • Regulatory Structure: Develop a set of policies and regulations that serve and support the vision.
<p>Establish a well defined institutional framework and program governance to enable development realization.</p>	<p>Management Plan: Develop management and implementation strategies for conservation and development that ensure alignment of vision with all relevant stakeholders</p>

SECTION 2. PROGRAM ORGANIZATIONAL STRUCTURE

2.1 Program Structure

The Jabal Ajloun Development Area is located in the northern part of Jordan, extending over 921,893 Dunums. It encompasses the entire Ajloun Governorate and some parts of Irbid and Jerash Governorates. The Area was defined following natural and historical boundaries of Jabal Ajloun irrespective of the administrative boundaries in the area. From an institutional perspective, the Jabal Ajloun Area is not considered an entity on its own, moreover; governmental and non-governmental entities will be playing the major roles in the implementation of the area's vision.

Jabal Ajloun Program Management Unit (PMU) was established by a cabinet decision and activated on November 8, 2009 with the appointment of the Director, as an umbrella entity overseeing and supervising the implementation, coordinating with the various entities in order to ensure alignment and to maintain the area vision. The PMU administratively operates under the umbrella of the Development Zones Commission and technically reports to a unified reference; an inter-ministerial steering committee, formed as an independent authority representing all relevant and concerned entities.

2.2 Program Governance

Governance Roles:

Ajloun program **governance roles** are defined in three levels:

- **Program Sponsor**; HE Prime Minister representing Government of Jordan, who is the owner of HM vision and is designated as the final decision maker.
- **Program Steering Committee**, where;
 - Steering Committee Chairman; HE Minister of Environment, who is accountable for achieving the program's outcomes. The minister is responsible for facilitating the steering committee decision making process and ensuring resolution in case of competing interests of involved entities.
 - Members of the Steering Committee; Ministers and Executive Managers of key stakeholders; who are jointly responsible - with H.E. Minister of Environment - for successful program outcomes and for the implementation in their respective areas of work.
- **Program Director**; responsible for integrating efforts, continuously assessing and refining approaches and plans, and ensuring good communication.

Governance Mechanism:

The steering committee follows a consensus model and operates in accordance to its governance mechanism and principles defined in the "Inter-ministerial committee guiding principles and operating agreement" - [Annex 1](#) of this document-to ensure that all representatives can reach agreement on a direction that will result in desired outcomes for all stakeholders.

2.3 Roles and Responsibilities

As previously stated, the program implementation is the responsibility of the inter-ministerial committee through mainstreaming the implementation in the right channels of execution in accordance to the

entities they represent and/or exercising their authorities to facilitate execution. Member ministers and executive managers' remain accountable for the program outcomes and are responsible for the implementation in their respective areas of work – herein after referred to as management areas- either solely or jointly with other members. The PMU remains responsible for Inter-coordinating the implementation in the program and between member ministers.

The responsibility matrix below summarizes the program management and oversight responsibilities of the program key players:

Program Role	Entity Fulfilling Role	Responsibilities
Program Sponsor	Prime Minister	<ul style="list-style-type: none"> • Provide strategic direction. • Make final strategic decisions. • Exercise his authority to facilitate program implementation as needed.
Steering Committee members	Inter-Ministerial Committee, Chairperson	<ul style="list-style-type: none"> • Facilitate Steering Committees' decision making, ensuring resolution of competing interests of involved entities. • Assumes the responsibilities of the inter-ministrial committee members stated below.
	Inter-Ministerial Committee members	<ul style="list-style-type: none"> • Accountable for the realization of the development of Jabal Ajloun Area. • Set and decide on policy directions to enable implementation and execution of the program's plans, projects, initiatives and decisions. • Mainstream implementation of decisions, policies and plans in the right channels of execution in accordance to the entities they represent and or exercising their authorities to facilitate their execution. • Allocate financial resources through the formal budgeting process for the development of Ajloun and ensure/ pursue funding to support program implementation each in his/her domain. • Mobilize resources and effort to support program implementation in accordance with emerging needs. • Provide guidance and participate with the PMU in translating all proposed recommendations of the "Master Plan, Environmental & Economic Study and institutional Setup for Jabal Ajloun Area" into action plans. • Enable program monitoring and evaluation reviews.
Program Management Unit	Jabal Ajloun PMU	<ul style="list-style-type: none"> • Translate all proposed recommendations of the "Master Plan, Environmental & Economic Study and Institutional Setup for Jabal Ajloun Area" into action plans. Moreover, assess and refine plans as required. • Coordinate and integrate efforts of different stakeholders • Coordinate all policies and decisions that have or likely to have an impact on the program vision and implementation, or are taking place within Jabal Ajloun Area. • Monitor and evaluate the effectiveness and quality of the program. • Recommend projects, policies and decisions to the Inter-ministerial committee • Oversight all initiatives and projects taking place in Ajloun area
Administrative Management	DZC	<ul style="list-style-type: none"> • Finance the Program Management Unit establishment. • Provide administrative support • Host the program management unit

The table below defines management areas of responsibilities for each member of the inter-ministerial committee. [Annex 2](#) of this document details these responsibilities per area for each member and for the PMU.

Inter-ministerial Committee member	Areas of Responsibility
Ministry of Environment	<ul style="list-style-type: none"> • Management Area 4: Environmental Protection and Conservation of Nature, <i>for environmental protection</i>
Ministry of Tourism and Antiquities	<ul style="list-style-type: none"> • Management Area 3: Tourism Investment Promotion and Site Management
Ministry of Municipal Affairs	<ul style="list-style-type: none"> • Management Area 1: Land Use Planning and Management • Management Area 5: Licensing and Permits • Management Area 6: Services and Infrastructure; <i>for service and infrastructure provisions.</i> • Management Area 7: Social Welfare and Community Development.
Ministry of Industry and Trade	<ul style="list-style-type: none"> • Management Area 2: Investment, Development and Conservation.
Ministry of Agriculture	<ul style="list-style-type: none"> • Management Area 4: Environmental Protection and Conservation of Nature, <i>for forest and agricultural conservation and protection.</i>
Development Zones Commission	<ul style="list-style-type: none"> • Management Area 1: Land Use Planning and Management, <i>for areas within jurisdiction.</i> • Management Area 2: Investment, Development and Conservation, <i>for areas within jurisdiction.</i> • Management Area 4: Environmental Protection and Conservation of Nature, <i>for environmental protection in areas under jurisdiction.</i> • Management Area 5: Licensing and Permits, <i>for areas within jurisdiction.</i> • Management Area 6: Services and Infrastructure, <i>for areas within jurisdiction.</i> • Management Area 7: Social Welfare and Community Development, <i>for areas within jurisdiction.</i>
Areas of Contribution	
Ministry of Finance	Overall: Ensuring budgets / funds allocation for Ajloun Program.
Royal Society for the Conservation of Nature	Contribute to Environmental Protection and Conservation of Nature, through management of nature reserves.
Ajloun Governorate	Overall: Supporting all entities through executing its judicial authority of enforcement.

2.4 Program Resources

The PMU has two sources of funds:

1. Funds allocated to the establishment of the PMU as part of the Development Zones Commission (DZC) budget that is spent upon the approval of DZC.
2. Donor Funds raised directly by the PMU, and its administrative umbrella; DZC.

For the implementation of the program projects and initiatives, the following are the suggested sources of fund:

3. Funds from the government and the investors for the establishment of the Special Purpose Vehicles (SPV).
4. Funds from the government and the private sector through Public-Private-Participation for the regeneration of villages.
5. Funds from the private sector through Corporate Social Responsibility.
6. Funds allocated to projects implementation within the budgets of the key relevant ministries.
7. Funds allocated to infrastructure development within the budgets of the key relevant ministries.

It is anticipated that funds will be required for land aggregation and acquisition. Relevant funding mechanism is to be determined by the inter-ministerial committee and endorsed by the cabinet.

The Inter-ministerial Committee members are considered crucial program resources with their capacity and ability to mainstream program implementation.

SECTION 3. EXTERNAL STAKEHOLDERS

Stakeholders	Role in the Program	Key players include but not limited to
Master Developer	<ol style="list-style-type: none"> 1. Exercise rights over the land plots within the Development Area as per the agreement with DZC 2. Carry out land-related economic activity, including the transfer of ownership of any land plot or construction within the boundaries of the Development Areas. 3. Prepare the master plan and design regulations in accordance to the DZC requirements and in alignment with the development vision of Jabal Ajloun. 4. Execute work related to services and infrastructure, including the establishment, management, and development of necessary amenities and services. The work includes roads, electricity, water, telecommunications, sewage, safety and environmental requirements...etc. 5. Promote development and attract investors to Ajloun. 6. Enhance benefits to the community through studies and exercising corporate social responsibility, LED strategies and programs to enable development process through integration of local community. 	N/A*
Community-based organizations	<ol style="list-style-type: none"> 1. Create awareness across the community on the program's benefit, goals and projects. 2. Work on community mobilization and participation enhancement. 3. Support the economic value chain of the program through alignment and integration with implementing agencies. 4. Support community capacity building through focused targeted training. 5. Work with community to tackle issues related to agricultural, historical, environmental conservation and raise awareness on their importance. 6. Work with the PMU to facilitate land aggregation as needed. 7. Work on driving culture shift to enable and keep up with development. 8. Provide training to youth, business and local communities through their training centers and activities. 	<ul style="list-style-type: none"> • Ajloun Business Association • Ajloun Youth Association • Ajloun Agricultural Cooperative
National NGOs	<ul style="list-style-type: none"> • JRF: <ol style="list-style-type: none"> 1. Promote the development of a dynamic Jordanian society by initiating and supporting sustainable social, economic and cultural programs to empower communities and individuals based on their needs and priorities. 2. Empower communities to enable them to create their own economic opportunities and improve the quality of their lives • GBC: <ol style="list-style-type: none"> 1. Support the architectural guidelines to include green building principles. 2. Provide Leadership in Energy and Environmental Design (LEED) trainings and certifications. 	<ul style="list-style-type: none"> • Jordan River Foundation(JRF) • National Green Building Council (GBC) • Jordan Living History Association (JLHA) • Jordan Inbound Tour Operators Association (JITOA)

	<ul style="list-style-type: none"> • JITOA: <ol style="list-style-type: none"> 1. Promote tourism in Ajloun in coordination with MoTA. 2. Build capacity of community members in the area of tour operation. 	
Donor Programs	<ol style="list-style-type: none"> 1. Support and expedite development of Ajloun through financing and inclusion of projects in donors 'existing developmental programs that are aligned with the program vision of sustainable development for Ajloun. Areas of support and development include but are not limited to; capacity building, studies, projects, services and infrastructure upgrade, conservation, etc. 2. Coordinate with the PMU, in case of providing support to Ajloun area, to ensure best alignment and integration with the Jabal Ajloun Development Program and proper prioritization of initiatives when the funds are available. 	<ul style="list-style-type: none"> • World bank (WB) • International Finance Corporation (IFC) • United States Agency for International Development (USAID) • USAID Syaha III project • Environmental fund • European Union (EU)
National Funding Agencies	<ol style="list-style-type: none"> 1. Provide necessary funds for different projects in the commercial, agricultural, services and industrial sectors' with loans ranging between 200 to 5,000JD. Those loans will be directed to the community to support SME development and community mobilization. 	<ul style="list-style-type: none"> • Development and Employment Fund • National Micro Finance Bank • Agriculture Credit Corporation
Royal Court	<ol style="list-style-type: none"> 1. Support and expedite development in Ajloun through financing and supervision (of related focused studies , projects, etc) It is worth mentioning that the Royal Court was the custodian of Jabal Ajloun Development Program in its design phase prior to the formation of the inter-ministerial committee. 	<p>Through outsourcing to</p> <ul style="list-style-type: none"> • PA /BI • Urban Workshop
National private sector	<ol style="list-style-type: none"> 2. Support community mobilization and economic development through corporate social responsibility and in coordination with the PMU. 	
Other Ministries and government institutions	<ol style="list-style-type: none"> 3. Cooperate and coordinate with lead organizations to ensure vision realization, each in its domain and as described in Annex 2 	

*N/A: Not applicable

SECTION 4. KEY PROGRAM DELIVERABLES AND MILESTONES

Item	Major Events / Milestones/ Deliverable	Target Dates ¹
1	Approval/Adoption of the Program Charter and PMU Mandate	October 2010
2	The PMU operational procedures to be developed	December 2011
3	The PMU to be fully staffed, mobilized and operational	December 2011
4	Adoption of the Master plan and legal framework	December 2011
6	First fast track project ² (RSCN Ecotourism and Ranger Academy) to be operational	March 2012
7	Ajloun Visitors Center to be fully operational	December 2012
8	Additional four fast track projects to be operational:	December 2014
9	Last two fast track projects to be operational	December 2020
10	All must be done now projects ³ to be operational	December 2020
11	Five of the projects classified as “projects that follow” ⁴ to be operational	December 2020
12	Seven of the projects classified as “projects that follow” to be operational	December 2025
13	Two of the projects classified as “projects that follow” to be operational	December 2030
14	Two of the projects classified as “projects that follow” to be operational	December 2035

¹ **Target Dates** are subject for revision and change, and are highly dependent on availability of required resources for implementation including but not limited to financial resources. Target dates are based on the phasing plan proposed in of Ajloun Report/ Section.

² **Fast Track projects** are projects established as most feasible and that provide a critical mass of early development. These projects must be launched as soon as the PMU is in place to administrate this initiative. These projects include a range of offerings in each general product type.

³ **Must be done Now Projects** are those that are important to secure the future of both the Ajloun Area as a whole, as well as particular areas within. These projects are not as easy to develop, due to the difficulty of land assembly, complexity of project elements, and the high cost without necessarily high income. Moreover, appropriate way to fund and control development is not clear.

⁴ **Projects that follow** are projects that can be developed following the completion of the first track and must be done projects. These projects will continue the regeneration program for Ajlouni-villages, and add to the conservation of natural areas.

Component	Phase	Projects	Project Type	Year 1	Year 2	Year 3	Year 4	Year 5	Beyond Year 5	Beyond Year 10	Beyond Year 15	Beyond Year 20
Institutional	1	Prepare and approve charter and mandate (PMU Strategic Direction, PMU Functions and Structure, Program Strategy, Program Structure, Program Stakeholders, Program Success Profile)	Institutional									
	1	Develop operational procedures (Risk Management and Monitoring and Evaluation, etc)	Institutional									
	2	Investigating long-term option of the areas governance, including singly authority.	Institutional									
	1	Adaption of the master plan and legal framework.	Institutional									
Development/conservation: Fast Track Projects	2	Ajloun visitor center.										
	2	RSCN Ecotourism and Ranger Academy.										
	3	Deir as-Smadiyyeh ash-Shamali	Village Regeneration									
	3	Deir as-Smadiyyeh al-Janoubi	Village Regeneration									
	3	Castle view	Resort Hotel									
	4	Anjara Military Base	New Town									
	4	Pella	Special Place									
	4	Village Resort Quarry	Village Resort New									
Development/conservation: Projects that must be done	5	Irbid Gateway	Gateway									
	6	Ajloun Castle	Renovation									

now	6	Ajloun Preserve	Conservation Development										
	6	Apricot Valley	Conservation and amenity										
Development/ conservation: Projects that follow	7	New Town with Golf	New Town										
	7	RSCN 5 Star Lodge	Lodge										
	7	Um al-Yanabee	Village Regeneration										
	7	Water Mill	Special Place										
	7	Samad	Village Regeneration										
	8	New Reserve 1											
	8	Sakneh											
	8	Al Fakhirah											
	8	Sfeenah											
	8	Rajib											
	8	As Shkara											
	8	Ras al Agra											
	9	New Reserve 2											
	9	Sarabees											
	10	Northern Military Base New Town											
	10	New Reserve 3											

Component	Phase	Project	Project Type	Year 1	Year 2	Year 3	Year 4	Year 5	Beyond Year 5	Beyond Year 10	Beyond Year 15	Beyond Year 20
Community Development		Improve services to local communities.										
		Provide SME development support and funding around value chains.										

Provide capacity building, training and awareness.

[illegible]

	Industrial operations: environment regulations and site planning restrictions.								
	Visual quality: visual quality and site planning.								
	Proximity of incompatible land uses: site planning regulations, use-and-form based regulatory structures.								
	Groundwater pollution: environmental design regulations and code enforcement	Maintenance: Land Use, Building Codes and Environmental Regulations							
	Road design codes								
	Unfinished construction: Code enforcement and building code.								
	Building maintenance: building code and enforcement								

* Year 1: 2010

SECTION 5. PROGRAM SUCCESS PROFILE

5.1 Critical Success Factors

The key factors' that must be met to ensure the success of Jabal Ajloun Development Program includes the presence of:

Sound Program Governance:

- A high level commitment to the vision.
- Support and cooperation across all program stakeholders and ensuring program implementation through mainstreaming.
- Accountability: the committee is accountable for ensuring implementation through mainstreaming.

Sound Program Management:

- Active management and responsiveness to risks and issues.
- Timely reporting of performance and progress by the implementing agencies.
- Decision making: the Steering Committee is making relevant, timely and practical decisions in support of program realization.
- Clear delineation of responsibilities among program stakeholders.
- Administrative capacities: support and invest in the institutional set-up of the PMU.

Adequate Financing and Resources:

- Availability of adequate funding to support the implementation of projects through the government budget.
- Availability of adequate funding to support the PMU.
- Ability to attract investments and stimulate tourism and investment in the area.
- Ability to solicit funding through other means (donors, funds, etc).

Readiness for Development:

- Viable land for development: ability to transfer lands into marketable plots.
- Services and Infrastructure: adequate and continuously improved services and infrastructure to support the expected investments and economic activities.

5.2 Measures of Success

The overall development concept of Jabal Ajloun is to create a world-class destination for tourism through sustainable development. In doing so, the economy of the region will be significantly transformed, generating multiple opportunities for small and large investments, creating high-quality jobs to support the new economy and improving the lives of residents. The success of the program is measured by achieving the aspired economic impact of the development. The economic development plan indicates the key economic measures and targets that will be used to evaluate the impact of the program.

Still, the economic measures discussed above are "lagging indicators". Success in achieving these indicators depends on a wide variety of events that may have happened many months or years ago during program implementation. With this said, a comprehensive view with equal emphasis on economic

measures (lagging indicators), and other measures indicating how well the program is doing and how it might do in the future (leading indicators) should be considered.

Lagging Indicators:

- Cumulative Capital Investment in JD :
 - Total investment amount.
 - Distribution of investment amount by source of capital (private and public).
 - Investment distribution among sectors: tourism, infrastructure, agriculture, education, health and wellness.
- Job generation in Ajloun:
 - Total value of jobs created.
 - Jobs created as a result of direct investment versus jobs created indirectly due to ripple effect.
 - Distribution of jobs created by sector: tourism, infrastructure, agriculture, education, health and wellness.
- Number of new businesses in Ajloun:
 - Total number of new businesses.
 - Distribution of businesses in Ajloun according to size: SME, Large Businesses.
- GDP and GDP growth:
 - Total value of GDP.
 - Growth in GDP.
 - Total value of GDP per sector: tourism, infrastructure, agriculture, education, health and wellness
 - Growth of GDP per sector :tourism, infrastructure, agriculture, education, health and wellness

The economic impact aspired is achieved through a balanced sustainable development; protecting and preserving those natural attributes within Jabal Ajloun; facilitating and promoting new investment into the area; and integrating the local community. The success of the program depends on its ability to overcome challenges and obstacles that may arise, and on its ability to successfully coordinate and integrate efforts.

Based on the above, success in overcoming challenges within the perspectives of sustainable development is indicative of the aspired economic success.

- Protection and preservation of **natural attributes**
- Integration and benefit to the **local community**
- Facilitating and promotion of **new investment**

Leading Indicators:

	Main challenges	Key performance indicators
Natural attributes	Disappearing landscape	<ul style="list-style-type: none"> • Natural forests, trees and agricultural lands reserved (destroyed vs. remained)
local community	Inadequate public services and infrastructure	<ul style="list-style-type: none"> • Reduction in water loss. • Length of new road (Km). • People covered by public transportation.

		<ul style="list-style-type: none"> • % of Ajloun population covered by the sewage system.
	Mono- Economy	<ul style="list-style-type: none"> • Employment in economic activities (private sector). • Employment diversification (Private vs. Government) • Number of SMEs
	Vulnerable livelihood and high unemployment	<ul style="list-style-type: none"> • # of villages rehabilitated. • Reduction in unemployment rate. • Increase in family avg. Income.
New investment	Absent from the World 's tourism map	<ul style="list-style-type: none"> • # of visitors (local , regional, international). • # of hotel rooms. • # of support businesses(e.g. restaurants),. • Tourism revenue. • Tourists spending.
	Unattractive business environment	<ul style="list-style-type: none"> • # of major anchor projects deployed. • # of investors served efficiently. • # of supportive industries (agricultural, services)

The economic development plan indicates the baseline and target values for most of indicators included above.

5.3 Assumptions

Jabal Ajloun Development Strategy was prepared and documented in the report titled “Master Plan, Environmental and Economic Study and Institutional Setup for Jabal Ajloun Area”. The following are the assumptions upon which the development strategy was designed:

- The program provides medium- to long-term recommendation calls for transforming Jabal Ajloun area into an independent authority – of similar model to the Aqaba Special Economic Zone Authority (ASEZA). The PMU will prepare for the transformation, concurrently with the implementation of the short- to medium-term program plan.
- The Development Zone Commission Law is the legal and institutional framework, as it was perceived to be commanding enough following the ASEZA model, thus, potentially allowing it to be applied to the whole area.
- Fast Track Projects are dependent on ownership and location with respect to access, existing amenities and available infrastructure.
- Stakeholders understanding of their roles and responsibilities, realizing the importance of the collaborative effort, and are committed to the program.
- Steering Committee has the overall accountability of program success.

5.4 Risks

Following are the major known risks that may cause the program to fail.

Risk	Risk Rating (H,M,L)
Failure to quickly adopt and implement the land use framework and its supporting legal guidelines	H
Lack of program funding especially for development projects that are not profitable	H
Failure to lay-down and/or implement the suitable legal mechanisms and policies at the right time to guarantee the preservation and conservation of the area's distinctive characteristics and to prevent intensifying the challenges that might prohibit short- and medium-term development.	H
Failure to attract program funding especially for not-for-profit projects	M
The disappearance of leadership support, commitment and/ or coordination among program key stakeholders: inter-ministerial committee members	H
Failure to attract investments under current economic crisis	H
Failure to provide the services and infrastructure necessary to support the expected investments and economic activities	H
Failure to quickly create a marketing/promotional showcase in the area or to realize anchor projects that are necessary to promote and attract investments in the area	M
Failure to integrate and transfer positive impacts of investment on community, thus, creating investment islands surrounded by poor standards of living	M
Community and private ownership resistance to new regulations and land use framework	H
Failure to manage community expectations ,thus, creating an overall disappointment and disengagement	M

H: High, M: Medium, L: Low

5.5 Constraints

- Budget constraints: lack of clarity in budget spending mechanism.
- Human resources constraints: a decision was made by HE Prime Minister to suspend public recruitment. This resulted with lack of human resources.
- Development constraints: development and conservation projects are difficult to achieve especially with the strategic decision of cutting down on expenditure and on land acquisition.
- Dispersed governance.
- Cultural constraints and high expectations from locals side.

5.6 External Dependencies

The program success depends on the successful coordination of efforts between the PMU and the inter-ministerial committee and on their successful mainstreaming and implementation.

ANNEX.1 GUIDING PRINCIPLES & OPERATING AGREEMENTS

Jabal Ajloun Inter-ministerial Steering Committee Guiding Principles & Operating Agreements

ARTICLE I - NAME, PURPOSE, TERM

- Section 1: The Jabal Ajloun Inter-ministerial Steering Committee (referred to hereafter as the “Steering Committee”) had been charged with the realization of the Royal vision of His Majesty for the development of Jabal Ajloun Area.
- Section 2: The Steering Committee is composed of member representatives of key stakeholders and headed by HE Minister of Environment by the Cabinet decision number (5540)- dated July 14, 2009.
- Section 3: The Steering Committee is formed, dissolved, and may be changed by a Cabinet decision.
- Section 4: Members of the Steering Committee are appointed by a Cabinet decision. Other relevant persons may be invited to attend meetings or submit written materials in order to provide expert views, but they shall not take part in decisions.
- Section 5: The Jabal Ajloun Program Management Unit (referred to hereafter as the “PMU”) is a program governance setup and a management support entity to the Steering Committee. The PMU is responsible to translate all proposed recommendations of the “Master Plan, Environmental & Economic Study and institutional Setup for Jabal Ajloun Area” which was endorsed by the Cabinet into action plans in a manner that guarantees sustainability and compatibility of implementation under the direct guidance of the Steering Committee. The PMU is also responsible for integrating efforts, coordinating the program implementation, assessing and refining plans, and ensuring good communication. Its role is explicitly clarified in the PMU Mandate approved by the Cabinet decision number (5540) - dated July 14, 2009.
- Section 6: Steering Committee members are responsible for setting and deciding on policy directions to enable implementation and execution of the program’s plans, projects, initiatives and decisions through mainstreaming them in the right channels of execution in accordance to the entities they represent and or exercising their authorities to facilitate their execution.
- Section 7: The Chairman of the Steering Committee is responsible for facilitating Steering Committees’ decision making, ensuring resolution of competing interests of involved entities.

ARTICLE II – MEETINGS

- Section 1: The Steering Committee shall meet on bi-monthly basis at an agreed upon time, at the Ministry of Environment.
- Section 2: As needed, other meetings may be requested by the PMU, a simple majority of the Steering Committee, or by the Chairman.
- Section 3: The Steering Committee’s meetings shall be attended by at least two-thirds (2/3) of the members before business can be transacted or motions made or passed.
- Section 4: Each member of the Steering Committee may appoint an alternate representative, who is authorized to make decisions on behalf of the entity in the absence of the

- member.
- Section 5: The Steering Committee shall appoint a secretary from the Ministry of Environment to be in charge of recording, distributing, and maintaining minutes of meetings to the Committee Members and the PMU. The secretary shall issue the related decisions signed by the Chairman and shall ensure that minutes are duly signed before related decisions are officially issued.
- Section 6: Decisions regarding Jabal Ajloun Program shall only be made during Steering Committee meetings by consensus of all members.
- Section 7: Policies and decisions that have impact on the program vision, implementation, or are taken place within Jabal Ajloun Area must be submitted for consideration and approval of the Steering Committee.
- Section 8: Steering Committee members shall inform the Steering Committee -even if the Steering Committee's approval is not required- when decision taken under their own authority are likely to impact the program vision or implementation.

ARTICLE III- MEETINGS' PREPARATION

- Section 1: Meetings' agendas shall be prepared by the PMU and discussed with Chairman before dissemination. Additional issues of discussion / recommendations by any member of the Steering Committee can be coordinated with the PMU at least 7 working days ahead of the Steering Committee meeting to be included in the next meeting agenda. Issues of discussion / recommendations submitted shall follow a standard format and accompanied by all supporting documentation.
- Section 2: The Chairman shall call all meetings 5 working days in advance in a formal letter.
- Section 3: Invitation letters shall be accompanied by the meeting agenda and needed support documentation to enable efficient decision making on policies and action plans in light of their risks, benefits, and available mitigation measures.

ARTICLE IV- DECISION MAKING PROCEDURES

- Section 1: The Steering Committee shall operate using the rules of the formal consensus process; Steering Committee members who are present at the meeting may be in consensus, or may choose to stand aside and let the decision be made without their support.
- Section 2: Steering Committee members may request postponement of decisions when they view the subject matter to have broad impact on program activities, or the activities of the entity they represent. In such circumstances, further input may be sought from the concerned entities or experts in the subject matter, either by the member, or by the PMU.
- Section 3: Decision made by the Steering Committee shall be documented in minutes of meetings. Attendees shall sign minutes.
- Section 4: To achieve a consensus-based decision, the following procedure is recommended in the event of a conflict:
The Chairman shall work with the members to understand the issues, to address the concerns of the members involved, and to propose alternative solutions.
If the Chairman and the members are still unable to achieve consensus, the issue shall be tabled for discussion at the next meeting.
In the intervening period, the PMU shall meet with the Chairman to strategize means for achieving consensus. The PMU and the Chairman shall prepare a

memorandum proposing strategies for achieving consensus. This memorandum shall be distributed to all members.

At the next Steering Committee meeting, a second attempt at achieving consensus shall be made. Both the Chairman and the PMU shall be present and actively striving for consensus among the Steering Committee.

If consensus cannot be reached, the Steering Committee may form a technical sub-committee (in accordance with Article V below) to address the matter, provide input and recommendation.

ARTICLE V- TECHNICAL SUB-COMMITTEES

- Section 1: The Steering Committee can form technical sub-committees from member ministries, affected parties and/or technical experts to address technical issues and advise Steering Committee's decision within a specified time-frame.
- Section 2: The technical sub-committees shall serve in an advisory capacity and are not authorized to make decisions on behalf of the Steering Committee.
- Section 3: Activities of the technical sub-committees shall be overseen by the PMU. The technical sub-committees shall submit reports/recommendation to the PMU within the agreed upon schedule.
- Section 4: The technical sub-committees are dissolved once the technical matter the sub-committee is tasked to address is concluded.

ARTICLE VI- DECISIONS FOLLOW-UP

- Section 1: Decisions made by the Steering Committee shall be tracked and followed up by the PMU. The PMU shall keep record of all decisions made and monitor implementation status with the support of the Steering Committee members.
- Section 2: Steering Committee members shall enable the decision monitoring through named and authorized representatives from their entities.
- Section 3: Every meeting shall start with status update on the implementation of decisions made by the Steering Committee.

ARTICLE VII- REPORTING AND PROGRAM OVERSIGHT

- Section 1: The PMU shall monitor and evaluate the effectiveness and quality of the program. The Steering Committee shall collaborate with the PMU to reach objectives and review performance.
- Section 2: The PMU shall provide program progress, on a regular basis, to the Steering Committee for their review. These reports shall contain overview information on program activities.
- Section 3: Steering Committee members shall enable the program monitoring and evaluation through named and authorized representatives from their entities.

ARTICLE VIII- AMENDMENTS

- Section 1: These Guiding Principles & Operating Agreements may be amended when necessary by the consensus and decision of the Steering Committee. Proposed amendments must be submitted to the PMU and discussed and approved by the Steering Committee.

ANNEX.2 INTER-MINISTERIAL COMMITTEE MEMBERS' RESPONSIBILITIES

Management Area 1. Land Use Planning and Management

Custodian:

- Ministry of Municipal Affairs (MoMA)
- Development Zones Commission (DZC), for areas within its jurisdiction

Key Stakeholders:

- Higher Planning Council (HPC), under MoMA
- Municipalities, under MoMA
- Ministry of Agriculture (MoA)
- Jordan Valley Authority (JVA)
- Ministry of Tourism and Antiquities (MoTA)
- Ministry of Environment (MoEnv)

Stakeholder	Responsibility
Ministry of Municipal Affairs (MoMA)	<ol style="list-style-type: none"> 1. Conduct physical and social surveys and studies in the area (within the jurisdiction) to support the planning and development of activities and validate proposed land use in coordination with Jordan Valley Authority, Ministry of Agriculture, and Ministry of Tourism and Antiquities for the areas within their jurisdiction. 2. Follow up on land use approval and declaration with Higher Planning Council. 3. Lay down a legal mechanism to guarantee the preservation and conservation of Ajloun's distinctive characteristics in coordination with Jordan Valley Authority, Ministry of Agriculture, and Ministry of Tourism and Antiquities for areas within their jurisdiction. 4. Control and manage permitting processes within the parameters of the land use and its regulatory framework in coordination with related ministries in their respective domains: <ul style="list-style-type: none"> • Municipalities for areas inside Tanzeem Lines. • HPC for areas outside Tanzeem Lines. • JVA for Areas within its Jurisdiction. 5. Consult with the local communities on the new proposed land use before activation.
DZC	<ol style="list-style-type: none"> 1. Overcome obstacles hindering preparation of lands for development including land ownership issues and related community disputes, and land aggregation. 2. Issue Land Use master plans for areas within the area of jurisdiction, in alignment with proposed framework and plans. 3. Ensure compliance and vision alignment in the application of the land use framework in areas within the areas of jurisdiction.

	<ol style="list-style-type: none">4. Coordinate with the PMU on identifying the “next” area for development in accordance to proposals and approved phasing plan.5. Identify suitable land aggregation/acquisition mechanisms in development areas’ preparation, and as needed per case.6. Declare areas as development areas.7. Target and work with a master developer to establish a development agreement.8. Transfer development area ownership to master developer as per development agreement.9. Applying the law of regulating cities, villages, and building, acting as the Higher Regulatory Council within the area of jurisdiction.
PMU	<ol style="list-style-type: none">1. Participate in fund raising for technical assistance needed to conduct master planning and land use approval.2. Follow up with the Ministry of Municipal Affairs and DZC on declaring the land use framework and laying down the legal mechanisms necessary to guarantee the preservation and conservation of the area’s distinctive characteristic.3. Work with Inter-ministrial committee to set policies and define actions to prevent intensifying the challenges that might hinder short- and medium-term development.4. Work on initiating the development process (including development areas identification and preparation) in accordance to master plan and phasing plan.

Management Area 2. Investment, Development and Conservation

Custodian:

- Ministry of Industry and Trade (MoIT)
- Development Zones Commission (DZC), for areas within its jurisdiction

Key Stakeholders:

- Ministry of Planning and International Cooperation (MoPIC)
- Jordan Investment Board (JIB), Under MoIT
- Municipalities
- Jordan Valley Authority (JVA)
- Development Zones Commission (DZC), for areas within its jurisdiction

Stakeholder	Responsibility
Ministry of Industry and Trade (MoIT) through its subsidiary Jordan Investment Board (JIB)	<ol style="list-style-type: none"> 1. Prepare investment map for Ajloun including the fast track projects. 2. Ensure inclusion of Ajloun development and its proposed fast track projects in the national investment strategies and plans. 3. Identify additional target investments and potential opportunities in Ajloun in coordination with the PMU. 4. Develop and implement an investment promotion framework including plans and programs to promote and attract domestic and foreign investments to Ajloun. 5. Develop pre-feasibility studies for the proposed 23 investment projects in Ajloun as an investment promotional tool in coordination with DZC and the PMU. 6. Establish a visitors' welcome center: "PANORAMA AJLOUN", to reflect the spirit of Ajloun embodied in its unique location and architecture, showing Ajloun bio and historical diversity. This will take place in coordination with RSCN and Ministry of Agriculture. 7. Update the 3D Physical Model of Ajloun to be used as an investment promotional tool for Ajloun. 8. Identify mechanism and criteria for the investment projects in line with the area plans.
DZC	<ol style="list-style-type: none"> 1. Promote, develop and attract investments to the Development Area in alignment with areas plans.
PMU	<ol style="list-style-type: none"> 1. Coordinate the investment efforts in the area with all concerned entities. 2. Map donor fund targeting the area in coordination with MoPIC. 3. Work with MoPIC on developmental programs and projects that aim at enhancing the competitiveness of Ajloun economy (prepare at least 3 technical assistance proposals to be submitted for funding in coordination with MoPIC). 4. Pursue partnership and cooperation programs with representatives of similar areas (i.e. Tuscany region and/or Napa County) in coordination with other stakeholders in their areas to fund and support investment promotion, conservation and agriculture. 5. Coordinate with civil society organizations and donor organizations to launch a program that aims at redeveloping the identified villages in the area with defined investment projects, in accordance with the set plan and within the suggested

mechanisms.

Management Area 3. Tourism Investment Promotion and Site Management

Custodian:

- Ministry of Tourism and Antiquities (MoTA)

Key Stakeholders:

- Jordan Investment Board (JIB)
- Non Government Organization (NGOs) working in the area (Jordan Inbound Tour Operators Association (JITOA), Jordan Living History Association and others)

Stakeholder	Responsibility
Ministry of Tourism and Antiquities (MoTA)	<p>Directly and through SYAHA III:</p> <ol style="list-style-type: none"> 1. Enhance services to revitalize, market and promote tourism in Ajloun in coordination with JIB and PMU promote Ajloun. 2. Develop and protect archaeological and tourism sites in Ajloun. 3. Promote Ajloun as a touristic destination in coordination with JIB through: <ul style="list-style-type: none"> • Issuing publications and brochures about the area. • Developing promotional video. • Participating in international specialized forums and conventions. • Capitalizing on activities conducted by NGOS. 4. Work with NGOs on enhancing touristic activities in Ajloun such as ; living history shows, festivals, etc.
PMU	<ol style="list-style-type: none"> 1. Coordinate the tourism promotion efforts in the area with Ministry of Tourism and Antiquities.

Management Area 4. Environmental Protection and Conservation of Nature

Custodian:

- Ministry of Environment (MoEnv) : in the area of environmental protection
- Ministry of Agriculture (MoA): in the area of forest and agricultural conservation and protection
- Development Zones Commission (DZC): in the area of environmental protection for areas under jurisdiction

Key Stakeholders:

- The Royal Society for the Conservation of nature (RSCN)
- Ministry of Water and Irrigation (MoWI)
- Ministry of Health (MoH)
- Environmental Rangers

Stakeholder	Responsibility
Ministry of Environment (MoEnv)	<ol style="list-style-type: none"> 1. Set standard conditions and specifications for water and basins preservation and pollution protection in Ajloun in coordination with Ministry of Water and Irrigation (MoWI). 2. Take appropriate measures to stop water pollution in Ajloun in coordination with Ministry of Water and Irrigation (MoWI). 3. Set standard conditions and specifications to ensure safety of water facilities and projects, sewage, drainage networks and controls in coordination with Ministry of Water and Irrigation (MoWI). 4. Develop strategies, plans and programs to ensure proper implementation of environmental requirements in the areas of drinking water, air pollution, medical waste, chemicals and environmental health in coordination with Ministry of Health (MoH). 5. Protect the environment and preserve natural resources in Ajloun Area through setting sound policies and ensuring their implementation through plans, programs and projects. 6. Set the environmental specifications and standards for developmental projects in Ajloun including but not limited to: resorts, hotels, and towns as per the proposed phasing plan. 7. Monitor and measure the environment in Ajloun Area according to the set criteria in coordination with rangers. 8. Issue terms and conditions for establishing projects that are used as preconditions and requirements for project licensing and renewal of licensing to ensure protection of natural resources. 9. Regulating quarries sector in Ajloun based on environmental methods and taking into consideration concerns related to the balance between citizens' benefit and environmental conservation. 10. Set clear environmental protection conditions for licensing and renewal of licenses for projects in Ajloun Area within the areas that fall outside the jurisdiction of DZC. 11. Take under its authority the newly declared reserves and other reserve areas to be announced through RSCN.

Ministry of Agriculture (MoA)	<ol style="list-style-type: none"> 1. Protect the forest wealth in Ajloun Area through; creating incentives for forests' protection in private and government owned lands and through identifying and following up on issues of violations. 2. Identify how to deal with forest trees in the implementation of any construction/infrastructure projects in forest land, as per the phasing plan and in alignment with the master plan and its recommendations. 3. Develop strategies for conservation of agricultural lands in Ajloun Area. 4. Aggregate lands to enable projects in agro- industry as per the phasing plan. 5. Develop forests' archive for Ajloun Area, identifying forested Haraj on private and government owned lands to enable potential development identification. 6. Plant trees alongside the roads and participate in planting tourism parks in Ajloun Area as per the phasing plan.
DZC	<ol style="list-style-type: none"> 1. Set clear environmental protection conditions for licensing and license renewal for projects in Ajloun Development Areas.
PMU	<ol style="list-style-type: none"> 1. Share phasing plan with Ministry of Agriculture to enable conducting researches and studies. 2. Work with NGOS to raise environmental protection and conservation awareness. 3. Partner with representatives from the Tuscany region in Italy and/or Napa County in the United States and establish cooperation programs to encourage agriculture in touristic areas. 4. Initiate and follow up with Ministry of Agriculture and RSCN regarding declaring new Reserves and Protected Areas, particularly in state-owned land, in accordance with the recommendations of the set master plan. 5. Identify and initiate potential agro promotional activities.

Management Area 5. Licensing and Permits

Custodian:

- Ministry of Municipal Affairs (MoMA)
- Development Zones Commission (DZC), for areas within its jurisdiction

Key Stakeholders:

- Higher Planning Council (HPC), under MoMA
- Municipalities, under MoMA
- Ministry of Agriculture (MoA)
- Jordan Valley Authority (JVA)
- Ministry of Tourism and Antiquities (MoTA)
- Ministry of Environment (MoEnv)

Stakeholder	Responsibility
Ministry of Municipal Affairs (MoMA)	<ol style="list-style-type: none"> 1. Ensuring Inter-ministerial committee approval for all projects licensed prior the approval of the Land use frame work. 2. Issue all kinds of licenses, certificates including (construction permits, vocational licenses, and occupancy permits) in alignment with vision of the program and compliance with the approved land use frame work. 3. Keep the PMU informed on all projects licensed in the Area of Ajloun to enable the PMU role as a central point of reference for the program and enable planning of subsequent phases. 4. Incorporate special design guidelines for development in Ajloun in its legal framework to enable conservation of Ajloun visual, historical nature in coordination with the PMU and DZC.
DZC	<ol style="list-style-type: none"> 1. Issue all kinds of licenses, certificates and any other approvals relating to carrying out economic activities in the Development Areas through its One-Stop-Shop. This will ensure vision alignment and compliance with the approved land use frame work and area recommendations.
PMU	<ol style="list-style-type: none"> 1. Ensure alignment with the proposed land use framework and area recommendations in decisions made by the inter-ministerial committee regarding projects' authorization, prior the endorsement of the master plan. 2. Ensure consistency with the area's master plan, including the overall land use framework, environmental conservation mechanisms and dealing with private properties. 3. Suggest necessary recommendations and modifications of bylaws issued by virtue of the Development Zones Commission Law. 4. Suggest necessary recommendations and modifications of legal framework issued by MoMA regarding Ajloun Area. 5. Monitor results and progress of development authorization in Ajloun to ensure consistency and materialization of area vision and build a depository of information guiding next phase developments in the area. 6. Ensure that projects will be undertaken following clear and solid frameworks.

Management Area 6. Services and Infrastructure

Custodian:

- Inter-ministerial Committee and MoMA
- Ministry of Finance (MoF)
- Development Zones Commission

Key Stakeholders:

- Ministry of Water and Irrigation (MoWI) Water Authority of Jordan (WAJ)
- Ministry of Public Works and Housing (MoPWH)
- Ministry of Energy and Mineral Resources (MoEMR)
- Ministry of Environment (MoEnv)

Stakeholder	Responsibility
Ministry of Finance (MoF)	1. Ensuring budget allocation for infrastructure and service provision for Ajloun.
Inter-ministerial Committee or MoMA	1. Ensure infrastructure and services readiness, development and enhancement by setting and implementing infrastructure and service development plans and programs, in alignment with master plan and phasing plan for areas of specialization.
DZC	1. Ensure Infrastructure and public services readiness to enable development and ensure investment feasibility for development taken place in areas of jurisdiction.
Ministry of Environment (MoEnv)	1. Direct plans/ programs towards creating green building developments.

Management Area 7. Social Welfare and Community Development

Custodian:

- Ministry of Municipal Affairs (MoMA)
- Development Zones Commission (DZC), for areas within its jurisdiction

Key Stakeholders:

- NGOs:
 - Development Employment Fund
 - National Micro Finance Bank
 - Agriculture Credit Corporation
 - Jordan Valley Authority (JVA)
 - Jordan River Foundation (JRF)
- Ministry of Social Development (MoSD)

Stakeholder	Responsibility
Ministry of Municipal Affairs (MoMA)	<ol style="list-style-type: none"> 1. Enhance municipalities' capacity to create awareness and promote principles of sustainable development among citizens 2. Create and implement local economic development programs.
DZC	<ol style="list-style-type: none"> 1. Create and implement Local Economic Development programs in areas under development. 2. Ensure Local Economic Development components and corporate social responsibilities are covered in agreements with developers.
PMU	<ol style="list-style-type: none"> 1. Direct and coordinate with all concerned entities including NGOs to: <ul style="list-style-type: none"> • Ensure benefits to the local community • Build capacity of local community to enable development • Facilitate SME funds • Create awareness to facilitate the adoption of the social and cultural aspects of development • Promote sustainable development principles. 2. Coordinate efforts in raising awareness of sustainable development principles.

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