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JABAL AJLOUN DEVELOPMENT PROGRAM PROGRAM MANAGEMENT UNIT MANDATE/ A CHARTER SUPPLEMENT

Final Report

December 2010

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**JABAL AJLOUN
DEVELOPMENT PROGRAM
PROGRAM MANAGEMENT
UNIT
MANDATE/ A CHARTER
SUPPLEMENT
FINAL REPORT**

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CONTENTS

SECTION 1. INTRODUCTION	3
SECTION 2. PMU OVERVIEW	4
2.1 PMU Purpose	4
2.2 PMU Vision.....	4
2.3 PMU Mission	4
2.4 PMU Objectives	4
2.5 PMU Functions	5
2.6 PMU Role.....	6
SECTION 3. PMU ORGANIZATIONAL STRUCTURE	7
3.1 PMU Structure.....	7
3.2 PMU Oversight	8
3.3 PMU Staffing	9
3.4 PMU other Resources.....	10
SECTION 4. PMU SUCCESS PROFILE	11
4.1 Critical Success Factors	11
4.2 Measures of Success.....	11
4.3 Assumptions.....	13
4.4 Risks	13
4.5 Constraints.....	13
4.6 External Dependencies.....	13
ANNEX 1. AJLOUN PMU STANDARD FUNCTIONS.....	14
ANNEX 2. AJLOUN PMU ORGANIZATIONAL STRUCTURE	15
ANNEX 3. PMU JOB DESCRIPTIONS.....	16
POSITION 1: Legal Advisor	16
POSITION 2: Administrative Assistant.....	17
POSITION 3: Development Manager	18
POSITION 4: Development Coordinator	20
POSITION 5: Community Coordinator.....	21
POSITION 6: Project Management Coordinator.....	22
POSITION 7: Government Liaison officer.....	23
POSITION 8: Public Relations and Investment Promotion Manager	24
POSITION 9: Public Relations and Investment Promotion Coordinator	26

Glossary

Terms and acronyms

Program:	Jabal Ajloun Development Program
PMU:	Jabal Ajloun Program Management Unit
Steering Committee:	Jabal Ajloun Inter-ministerial Steering Committee
Inter-ministerial Committee:	Jabal Ajloun Inter-ministerial Steering Committee
DZC:	Development Zones Commission
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.

SECTION 1. INTRODUCTION

The Jabal Ajloun Development Program through its inter-ministerial committee has authorized the creation of the program management unit (PMU).

With the purpose of assisting the program in reaching a common understanding of the PMU's role in program implementation, this document clarifies the mandate of the PMU by articulating its purpose, function, vision, mission, services it offers in addition to staffing and the supporting structures required to deliver its mandate. This document should be read in conjunction with the Jabal Ajloun Program Charter.

SECTION 2. PMU OVERVIEW

2.1 PMU Purpose

The proposed base for the institutional framework for the sustainable development of Jabal Ajloun area would ideally be the Development Zones Commission Law. However, this law does not cover the whole area and does not encompass various aspects concerned with the implementation of the program. Thus, several concerned entities and lead organizations are involved in the program in order to mainstream implementation under those concerned entities.

The establishment of the PMU emerged from the need to minimize the impact of the multiple overlapping authorities and jurisdictions over the area due to the absence of a single authority with a legal framework to manage the transformation.

The inter-ministerial committee established the PMU as a coordinating and supervisory arm. Through its role, the PMU will ensure homogeneity, identity, integration and coordination; furthermore, it will ensure smooth, efficient implementation through mainstreaming of recommendations, and management of different fronts and sub-initiatives under the program.

The creation of the PMU should help in translating the program's recommendations into actions in a manner that guarantees the sustainability of development in an integrative and comprehensive approach. Furthermore; the PMU should help in capturing the institutional memory and ensuring continuity in future years.

2.2 PMU Vision

The PMU is to become the main driver and single unified point of reference for Jabal Ajloun transformation and sustainable development in a form of a centralized management setup. The PMU will be an umbrella entity that efficiently and effectively directs, oversees, and coordinates Jabal Ajloun sustainable development.

2.3 PMU Mission

The PMU is a management setup in charge of the program realization created to minimize the impact of the multiple overlapping authorities and jurisdictions over the Jabal Ajloun Area. The PMU will oversee the transformation of Jabal Ajloun into His Majesty King Abdullah II vision through:

- Directing development in the area in a manner that ensures sustainability; striking a balance between development and environment, while ensuring community benefits.
- Coordinating and aligning program implementation to ensure comprehensiveness, cohesion, homogeneity, integration, identity and efficiency of implementation in line with His Majesty's vision and guidelines.

2.4 PMU Objectives

In support of the above mission, the PMU has the following main objectives:

1. Ensure that program recommendations are implemented in line with the program vision in a comprehensive and integrated manner that ensures benefit realization through the facilitation of planning, mainstreaming execution and monitoring.

2. Direct and propose policies to the inter-ministerial committee to ensure sustainable development in Jabal Ajloun Area by ensuring and monitoring community development, environmental protection, preservation and conversation of the area's distinctive natural and cultural characteristics.
3. Overcome hindrances and obstacles from overlaps and redundancies of the current authorities that might obstruct the progress of the program.
4. Facilitate effective and efficient preparation of areas for future declaration as development areas.
5. Initiate implementation of recommendations that do not fall under a champion or a custodian until the committee allocates the executing entity.
6. Establish pillars for institutional set-up in the short and medium terms, while investigating and looking for advantages and disadvantages of transforming Jabal Ajloun area into an independent authority with a legal framework in the long term.

2.5 PMU Functions

The following are the specific functions that the PMU will perform in order to achieve the above mentioned objectives:

1. Recommend and direct policies through the inter-ministerial committee to support program management and implementation.
2. Inter-coordinate the implementation of different sub-initiatives/projects within the program, by various entities. Areas of inter-coordination include, but are not limited to:
 - Land Use Planning and Management
 - Investment, Development and Conservation
 - Tourism Investment Promotion and Site Management
 - Environmental Protection and Conservation of Nature
 - Licensing and Permits
 - Services and Infrastructure
 - Social Welfare and Community Development
3. Translate all proposed recommendations of the Comprehensive Study into action plans coherently and in alignment with the overall vision for the whole area.
4. Mitigate and overcome the difficulties, hindrances, and obstacles in all of the above that might arise from the current fragmented governance.
5. Track and monitor the program portfolio of existing and planned projects to avoid scope creeps and deviations from set vision.
6. Establish initiatives/projects selection and authorization criterion and guidelines.
7. Measure and report progress.
8. Ensure continuity and act as a central point of reference for the program by capturing institutional memory and developing integrated knowledge base.
9. Ensure the benefits to the local communities in coordination with civil society organizations and donors.
10. Ensure that lead organizations fulfill their responsibilities of projects implementation.
11. Establish pillars for institutional set-up in the short and medium terms, while investigating and looking for advantages and disadvantages of transforming Jabal Ajloun area into an independent authority with a legal framework in the long run
12. Facilitate effective and efficient preparation of areas for future declaration as development areas.
13. Soliciting funds -when needed-to support program implementation

2.6 PMU Role

Program Management Units, by definition, are responsible for centralizing and coordinating the management of multiple projects, initiatives, and/ or programs. Thus, they are focused on coordinated planning, prioritization and execution of projects to support the overall objective and enable benefits realization.

Ajloun PMU is responsible of maintaining the vision of Jabal Ajloun Development Program. It received a delegated authority to act as an integral stakeholder during the initiation stage of projects in the Ajloun Area. It has the authority to make recommendations, and is in charge of coordinating the implementation of projects, initiatives and programs that are implemented by other government entities and organizations.

Ajloun PMU assumes a controlling role out of other roles that a PMU may assume. It influences projects' delivery, manages overall risks and may recommend policies and -enforce standards to ensure alignment with the Area's overall vision. The PMU may also solicit funds necessary for implementation.

Ajloun PMU does not provide training or administrative services, or define project management methodology to be followed by project managers of implementing organizations nor does it assume direct supervisory authority on organizations running them. Project Managers of these projects do not report to the PMU director as their supervisor, instead; they collaborate with the PMU's management to enable program overall alignment.

However, in some instances, Ajloun PMU will be in charge of initiating the implementation of recommendations that do not fall under a custodian until the committee allocates an executing entity.

[Annex 1](#) of this document provides the classification of functions conducted by the PMU according to the Program Management Standard Functions.

SECTION 3. PMU ORGANIZATIONAL STRUCTURE

3.1 PMU Structure

The PMU reports to Jabal Ajloun Inter-ministerial Committee as a Steering Committee. Jabal Ajloun Inter-Ministerial Committee is composed of member representatives of key stakeholders and headed by HE Minister of Environment reference to the Cabinet decision number (5540)- dated July 14, 2009. The following stakeholders are represented in the committee:

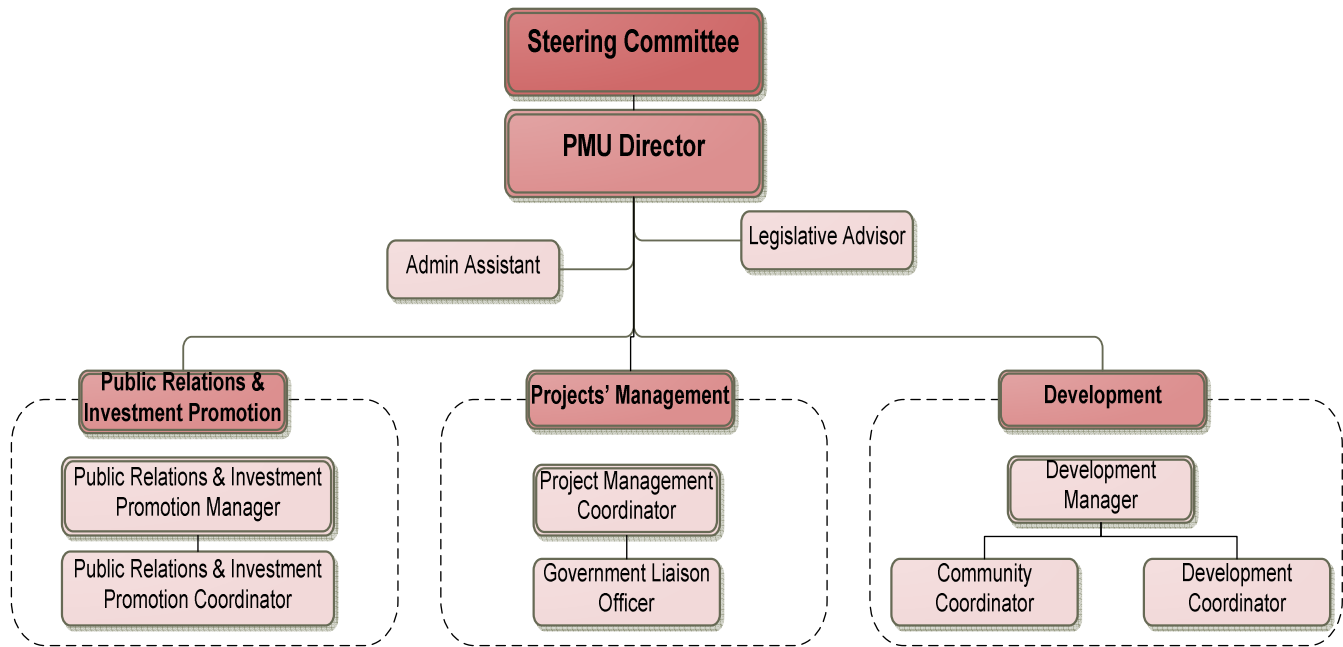
1. Ministry of Finance
2. Ministry of Tourism and Antiquities
3. Ministry of Municipal Affairs
4. Ministry of Industry and Trade
5. Ministry of Agriculture
6. Development Areas Commission
7. Royal Society for the conservation of Nature
8. Ajloun Governorate- added to the committee membership based on Cabinet decision Number (56/10/6/11281) dated June 9th , 2010

The PMU will be headed by a Director who is in-charge of coordinating and overseeing the functions of the different organizational units in the PMU. Three organizational units will carry out the functions of the PMU, as follows:

1. **Development Unit that is in charge of the following functions**
 - Assess readiness, advantages and disadvantages of potential development areas.
 - Develop action plans and recommendations for new development areas.
 - Ensure entities' implementation of the master plan and other proposed frameworks according to a well-defined design and legal framework.
 - Facilitate the development of legal and design guidelines.
 - Coordinate with DZC to overcome obstacles hindering preparation of lands for development including, mediating land ownership issues and related community disputes and facilitating land aggregation
 - Guarantee the preservation and protection of the area and the natural resources as guided by the recommendations of the master plan.
 - Collaborate on redevelopment of villages including identification of the required funding and resourcing.
 - Ensure compliance of land use and development proposals with Jabal Ajloun master plan and design guidelines when granting permits.
 - Follow up on the declaration of new development, reserves and protected areas.
 - Review the area development permit requests and issue recommendations to inter-ministerial committee according to the general agreed upon policies and allocated land use.
2. **Project Management Unit that is in charge of the following functions**
 - Map and monitor all activities implemented in Jabal Ajloun.
 - Ensure coherence and adherence with plans and prioritizing activities according to an agreed upon strategy
 - Maintain and actively manage risks.

- Measure progress and accomplishments of the program periodically.
- 3. **Public Relations and Investment Promotion Unit that is in charge of the following functions**
 - Promote the area as a touristic and investment destination in coordination with relevant entities.
 - Promote investment in coordination with relevant entities
 - Coordinate with international donor organizations
 - Manage program communications to ensure effective communication with stakeholders
 - Raise awareness on development to local communities and NGOs'
 - Secure communities and NGOs buy-in of Jabal Ajloun transformation plans through a consultative approach.
 - Promote private sector social responsibility in development
 - Respond to media enquiries and others requests for information
 - Manage publications and publicity material
 - Manage and promote program institutional identity

A Legal Advisor and an Administrative Assistant will support those organization units. The chart below illustrates the organizational structure of the PMU. The structure with the main functions of the different organizational units is presented in [Annex 2](#).



Job descriptions for all positions covering purpose, job functions and qualifications requirements are included in [Annex 3](#).

3.2 PMU Oversight

Management Control over the Program:

The PMU operates under the Steering Committee's guidance. It plays a coordinating role to ensure successful implementation of Jabal Ajloun Development Program. The committee operates according to the "Guiding Principles and Operating Agreements" approved by the committee.

Internal Management:

The functions assumed by the PMU's different units are strongly integrated and correlated. This will require synergy, coordination and knowledge sharing between the three organizational units implementing these functions. The PMU has to adopt a collaborative approach in decision making where the PMU staff is participating in recommendations setting. This approach has to be supported by extensive and continuous knowledge sharing activities to facilitate horizontal communication, such as meetings, focused discussions, and work sessions. The successful management of horizontal communication in the PMU is a key element for informative and effective decision-making.

Stakeholders Involvement in Management:

The PMU will work in a collaborative manner with the program stakeholders in utilizing communication and participatory approaches. This will require a great level of knowledge and understating of the stakeholders, their roles and responsibilities, authorities in the area in addition to the principles of sustainable development. The PMU will also build on the interpersonal skills of its staff and their facilitation techniques to ensure the needed flow of information.

3.3 PMU Staffing

The PMU can utilize one or more of the following mechanisms to recruit staff:

- Direct appointment, where; employees are recruited by the PMU directly.
- Transfer, scholarship, and authorization where; employees from other governmental entities provide full-time services to the PMU based on chapter 13 of the Civil Service Statue No. (30) for the Year 2007

Once fully implemented, the PMU will have the following envisioned staff, listed in the staffing table below .The staffing table below includes a full list of positions and number of employees per position:

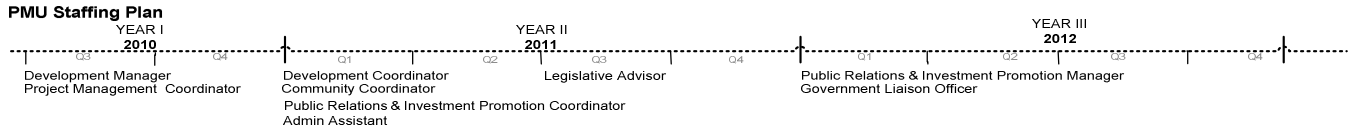
Position	Number of Employees
PMU Director	1
Legislative Advisor	1
Administrative Assistant	1
Development	
Development Manager	1
Development Coordinator	1
Community Coordinator	1
Projects Management	
Project Management Coordinator	1
Government Liaison Officer	1
Public Relations and Investment Promotion	
Public Relations and Investment Promotion Manager	1
Public Relations and Investment Promotion Coordinator	1
Total	10

During its first year of operation, the PMU will require staffing of the following positions:

1. PMU Director

2. Development Manager,
3. Project Management Coordinator.

Other staff is required during the second and the third year of operation as illustrated in the diagram below:



It is important to note that the flexibility and adaptability of the PMU institutional set-up is key to a successful implementation of the program. A change in priorities and/ or plans can necessitate a change in the PMU staffing plan. As such, the PMU will need to revise and adjust its staffing plan in order to respond to changes.

3.4 PMU other Resources

Funding:

The PMU has two sources of funds:

1. Budgeted Fund allocated to the PMU Establishment within the Development Zones Corporation (DZC) allocations and is spent upon the DZC approval based on the PMU Director's request.
2. Donors' Funds can be raised by the PMU directly, and through its administrative umbrella; the DZC.

Others:

The Inter-ministerial committee members are considered program resources with their capacity and ability to mainstream program implementation, whether through the entities they represent or other funding resources.

SECTION 4. PMU SUCCESS PROFILE

4.1 Critical Success Factors

In order for the PMU to be successful, concentrate on its mission and succeed in implementing its role, several key elements must be in place and sustained throughout this program. These key elements are grouped in four areas as follows:

Support from the steering committee:

- Enabling development policies and enforcing their implementation in a timely manner.
- Efficient mainstreaming of program implementation by the different entities that the stakeholders represent.
- Responsiveness to arising risks, issues and related recommendations.
- Adherence to the agreed upon operating guidelines.

Organizational/institutional:

- Adequacy and maturity of the PMU's operational systems and processes.
- Focused management approach on priorities in light of the program vision.
- Flexibility and adaptability of institutional set-up and plans to correspond to program's priority changes and arising changes.
- Active management of risks and ability to capture and facilitate resolution of issues that hinder program implementation.
- Effective horizontal communication (PMU Inter-departmental); collaboration, synergy, coordination and knowledge sharing between the three organizational units implementing PMU functions.

Stakeholders, all including Ajloun Community:

- Clarity of PMU's role and reason of existence to program stakeholders.
- Buy-in and support from program stakeholders and high level commitment.
- Timely facilitation of information related to program implementation; providing sufficient and useful information for decision making.
- Collaborative effort from stakeholders to enable efficient implementation.
- Timely engagement of stakeholders and proper expectations management.
- Ability to function across several stakeholders; building alliances to support policy development and facilitate implementation.
- Efficient communication with stakeholders.

Funding and resources:

- Adequacy of staffing; timely and quality staffing.
- Availability of adequate funds to support the PMU set-up and operations.
- Having the oversight on overall fund attracted or allocated for Ajloun development.
- Ability to timely mobilize and reallocate funds in a strategic manner to correspond to program's plans and priority changes.

4.2 Measures of Success

The key performance indicators (KPI) -defined below- enable the PMU measure and quantify its performance. The indicators correspond to the PMU objectives included in section 2 of this document

where each KPI targets have to be set and reset annually. The inter-ministerial committee should agree upon the validity and usefulness of all targets. Performance can be reviewed on quarterly basis.

Objective	Key Performance Indicator
Ensure that program recommendations are implemented in line with the program vision in a comprehensive and integrated manner that ensures benefit realization through facilitation of planning and monitoring with the implementing entities.	<ul style="list-style-type: none"> The adoption of one reference master plan and its corresponding legal tools and frameworks as a sole reference for development in the area. # of projects in-line with Master Plan recommendation (in planning phase, during execution phase, at operational phase)
Overcome the hindrances and obstacles from overlaps and redundancies of the current authorities that might obstruct the progress of the program.	<ul style="list-style-type: none"> Adherence/Compliance to master plan and other proposed frameworks; including design guidelines and legal frameworks, measured in (# of permits awarded or declined based master plan, # of decisions made, # of development projects in line with master plan) # of decisions and recommendations coordinated by the PMU out of decisions made by the stakeholders within their authority.
Effective and efficient preparation of areas ready for future declaration as development areas.	<ul style="list-style-type: none"> # of (conservation, land deterioration, land ownership, and land aggregation) issues handled successfully; resolved out of those raised. # of conservation areas declared. Number of areas prepared for development out of those planned in baseline study.
Ensure sustainable development in Jabal Ajloun Area by ensuring and monitoring community development, environmental protection, preservation and conversation of the area's distinctive natural and cultural characteristics.	<ul style="list-style-type: none"> # of tools developed to ensure natural resources conservation, and minimize land deterioration. Tools includes but not limited to: policies, decisions, laws, regulations, guidelines, Incentives, plans, agreements, and MOUs. # of awareness campaigns managed to create awareness (to reserve natural resources, prevent land deterioration, assist the transformation and implementation of program recommendation) in Ajloun # of projects redirected to, or coordinated with the NGOs through the PMU. # of projects that affect the community's economic development in the short and long terms
Drive and lead the execution of recommendations that do not fall under a champion or a single executor.	<ul style="list-style-type: none"> # of investors interested in investing in the area # of campaigns / conferences participated in to promote Development in Ajloun Number of investment issues and queries successfully attended to by the PMU # of investors restored out of those approached. # of projects or initiatives that are implemented (in planning

<p>Establish pillars for the PMU institutional set-up in the short and medium terms, and looking into advantages and disadvantages of transforming Jabal Ajloun area into an independent authority with a legal framework in the long term.</p>	<p>phase, during execution phase and at operational phase).</p> <ul style="list-style-type: none"> • Amount of funds solicited by the PMU to support: SME development, organizational setup, capacity building of implementing entities i.e. capacity building for the Municipalities to adopt and implement the master plan, studies and technical assistance to support program implementation. • # of Policies, Decisions, Laws, by-laws, regulations, guidelines Incentives, Plans, Agreements, and MOUs that are re-evaluated after implementation.
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4.3 Assumptions

- Steering Committee will actively support the PMU through efficient decision making and implementation mainstreaming.
- Chairman of Steering Committee will ensure that the required human resources are available.
- Chairman and Steering Committee will enable funding for program implementation.
- Steering committee members are committed to attend committee meetings and to respond to issues in a timely manner.
- Stakeholders understand their roles and responsibilities, realize the importance of the collaborative effort, and are committed to the program.

4.4 Risks

Risk	Risk Rating (H,M,L)
lack of implementation (technical and financial) capabilities within lead entities (ability to incorporate master plans in their work and facility its implementation)	H
Lack of funding for PMU activities and staffing.	H
Stakeholders' understanding and adoption of program design plans and recommendations.	M
Stakeholders' adherence to decisions taken by inter-ministerial committee	M
Lack of performance information about implementation within relevant stakeholders.	M
Lack of coordination and collaboration between stakeholders	M

H: High, M: Medium, L: Low

4.5 Constraints

- Budget constraints: un-clarity of 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.

4.6 External Dependencies

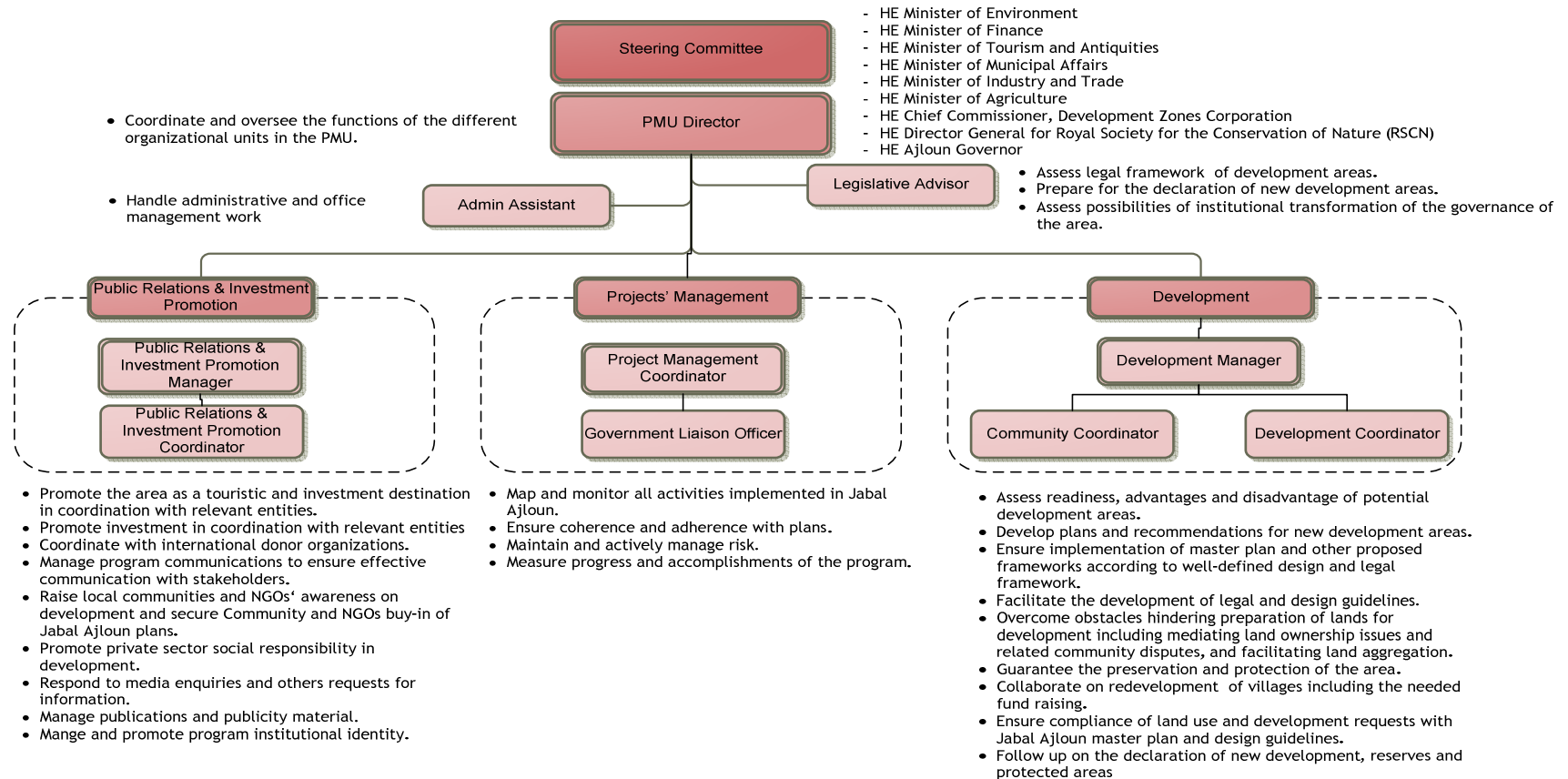
- The PMU in managing the transformation of Jabal Ajloun highly depends on stakeholders' involvement in implementation.

ANNEX 1. AJLOUN PMU STANDARD FUNCTIONS

The following is a classification of functions conducted by the PMU mapped to the Program Management Standard Functions.

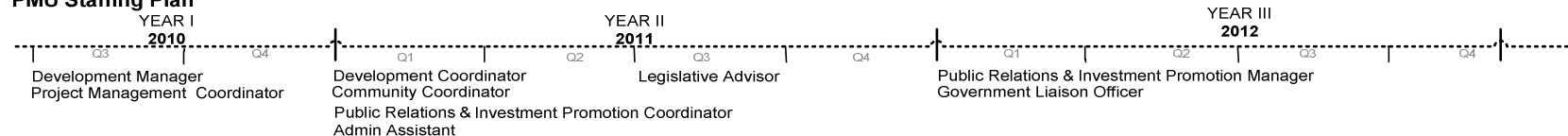
Standard PMU Functions' Families		Ajloun PMU Functions
Governance:	<i>Prepare and maintain PMU Charter Develop project management policies Develop project classification guidance Establish project management authority Align business and tech. committees</i>	Recommend and direct policies through the inter-ministerial committee to support program management and implementation.
Portfolio Management:	<i>Set up project portfolio management Perform project selector Integrate projects in the portfolio Conduct project and portfolio reviews Manage portfolio attrition</i>	<p>Inter-coordinate the implementation by various entities of different sub-initiatives/projects within the program. Areas of inter-coordination include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Land Use Planning and Management 2. Investment, Development and Conservation 3. Tourism Investment Promotion and Site Management 4. Environmental Protection and Conservation of Nature 5. Licensing and Permits 6. Services and Infrastructure 7. Social Welfare and Community Development <p>Translate all proposed recommendations of the Comprehensive Study into action plans in a coherence and alignment with vision thus maintaining the big picture</p> <p>Mitigate and overcome the difficulties, hindrances, and obstacles in all of the above that might arise from the current fragmented governance</p> <p>Track and monitor the program portfolio of existing and planned projects to avoid scope creeps and deviations from set vision</p>
Tools:	<i>Select project management tools Implement project management tools evaluate project management tools</i>	Establish initiatives/projects selection and authorization criterion and guidelines
Project Management:	<i>Establish project planning capability facilitate project planning workshop Administer project planning</i>	Measure and report progress
Knowledge Management:	<i>Establish knowledge management frame work Introduce knowledge management system Implement knowledge management system</i>	Ensure continuity and act as a central point of reference for the program by capturing institutional memory and developing integrated knowledge base.
Business Performance Management	<i>Develop integrated business solution Manage business collaborating Manage PMU business fulfillment</i>	<p>Ensure the benefits to the local communities in coordination with civil society organizations and donors.</p> <p>Ensure that lead organizations fulfill their responsibilities of projects implementation</p>
Organization and Structure:	<i>Set up the PMU Structure Establish project structure Develop stakeholder participation</i>	<p>Establish pillars for institutional set-up in the short and medium terms, while investigating and looking in the long term advantages and disadvantages of transforming Jabal Ajloun area into an independent authority with a legal framework.</p> <p>Study and identify the suitable legal framework for Jabal Ajloun Area on the long term</p>

ANNEX 2. AJLOUN PMU ORGANIZATIONAL STRUCTURE



Adequacy and maturity of the PMU organizational set-up characterized by **"people; timely and quality staffing"** and "effective and efficient systems and processes" is critical for the PMU to achieve its mission and succeed in implementing its role.

PMU Staffing Plan



ANNEX 3. PMU JOB DESCRIPTIONS

POSITION 1: Legal Advisor

PURPOSE OF POSITION:

The Legal advisor is responsible for providing legal advices, opinions and recommendations to the PMU in all aspects concerning its work, including land use planning and policy development. The legal advisor is also responsible for identifying legal amendments that support the program implementation and its long term institutional transformation.

ESSENTIAL JOB FUNCTIONS:

- Assess the legal framework within which the program operates
- Determine effects and impact of current regulatory limitations and authority overlaps on the program
- Advise necessary amendments on the current regulatory framework to support the program implementation
- Draft bylaws, regulations and amendments as needed
- Oversee issuance and / or amendment process of the legal framework
- Conduct all legal preparations for the declaration of new development areas
- Assess the legal feasibility of the institutional options and proposals and identify necessary changes in legal framework.
- Analyze legal aspects of all policies and decisions made by the PMU, determine compliance with laws and regulations and advise on the best solution.
- Perform legal research, analyze and prepare formal legal opinions in response to questions and issues presented to the PMU
- Prepare reports and legal justifications to make recommendations or explain detailed regulations.
- Maintain updated knowledge of economic and legal issues involved in land use, building codes and environmental regulations.
- Attend working subcommittees and various other meetings presenting PMU interests, communicate information and develop recommendations for PMU actions.
- Evaluate the impact of new laws and regulations after a period of one year.

JOB QUALIFICATION REQUIREMENTS:

Mandatory Requirements:

- Bachelor degree in Law
- 10 years of experience.
- In depth knowledge of Jordanian legal framework and legislation procedures, etc.
- Experience in public practice of law
- Experience in professional legal research, analysis and evaluation of legal documents
- Excellent research, writing and drafting skills

Desirable Qualifications:

- English language skills
- Proficient in computer skills.
- Experience in legislation development.
- Experience in developing legal frameworks for similar development programs.

POSITION 2: Administrative Assistant

PURPOSE OF POSITION:

Perform a variety of administrative and clerical tasks in support of the PMU activities such as answering telephones, composing and typing documents, scheduling appointments and preparing public notices.

ESSENTIAL JOB FUNCTIONS:

- Answer the telephone, determine nature of call, route to appropriate person or take messages as necessary.
- Greet visitors to the PMU in a professional manner, referring to other persons, as appropriate.
- Schedule appointments and generate agendas.
- Type a variety of documents, e.g. minutes, lists, letters, forms, memos, reports, statistical data, etc., from rough drafts and verbal instruction.
- Research and compile information in support to the PMU staff, as necessary.
- Compose routine correspondence and reports as needed.
- Receive various types of information for log-in, file generation, and distribution; maintain a variety of hard copy and computer files and records.
- Photocopy documents, send fax-mails, prepare outgoing mail; etc.
- Order office supplies and special publications, receive and distribute.
- Attend and take minutes of committees related to PMU activities.
- Provide other assistance PMU staff as required.

JOB QUALIFICATION REQUIREMENTS:

Mandatory Requirements:

- Diploma degree or equivalent.
- 1-year experience.
- Excellent English language.
- Knowledge of office practices, procedures and office equipment operation.
- Capability and skills in MS Word, Excel

Desirable Qualifications:

- Training in MS Office (MS Word, Excel, etc.)
- Previous work experience which provides familiarity with departmental terms and procedures, particularly in a municipal government setting.
- Degree in office management.

POSITION 3: Development Manager

PURPOSE OF POSITION:

The Development Manager/Planner is both a managerial and technical position responsible for overseeing effective land use and infrastructure planning to ensure conservation of cultural and environmental resources. The planner is also responsible for establishing and managing open channels of communication and coordination with authorities involved in the matter.

ESSENTIAL JOB FUNCTIONS:

- Play a major role in directing policies and procedures as well as the mainstreaming of activities related to land use, zoning, public utilities, community facilities, infrastructure and transportation in Jabal Ajloun area.
- Develop action plans for recommendations and projects.
- Ensure proper receipt, review and processing of requests for ongoing building permits, etc..., in coordination with the responsible governmental entities. Recommend approval, rejection or conditional approval of requests.
- Coordinate with the concerned government bodies, lawyers, and developers, to formulate and develop land use plans. Recommend resolutions and ordinances for actions by PMU Director.
- Discuss with other concerned authorities land use technical issues and plans as well as transportation, conservation, residential, commercial, industrial, and community use.
- Represent the PMU in workshops for planning and designing land development projects within a community and local development context to ensure representation and coherence.
- Mediate land ownership issues and community disputes, and assist in developing alternative plans and recommendations for new development areas and infrastructure projects.
- Represent the PMU in working subcommittees and various other meetings presenting PMU interests, communicate information and develop recommendations for PMU actions.
- As needed, attend various community groups, and other meetings to communicate Ajloun area plans, programs and policies.
- Create, and prepare graphic and narrative reports on land use data, compile and analyze data on economic, social, regulatory and physical factors affecting land use.
- Conduct field investigations, surveys, impact studies or other research to enable sound decision related to land use as needed, investigations include but not limited, to land ownership and availability.
- Perform geo-spatial data processing, spatial analysis and map interpretation.
- Coordinate with developers on land development and acquisition options.
- Maintain updated knowledge about economic and legal issues involved in zoning codes, building codes and environmental regulations.
- Supervise and coordinate the work of sub-ordinates.
- Respond to inquiries and resolve issues regarding land use planning activities in person, over the telephone and through written correspondence.
- Be in charge of the physical library and archives of the technical drawings related to planning and development.
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JOB QUALIFICATION REQUIREMENTS:

The employee holding this position must be able to carry out a wide variety of professional planning tasks assigned by the Director. For this reason, the employee must possess a diversified background of education, training, and experience. This position requires a high level of independent work and judgment and the ability to work on several tasks simultaneously.

Mandatory Requirements:

- Bachelor degree in architecture, or related field.
- 10 years experience in planning in a supervisory capacity or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above mentioned duties.
- Broad knowledge of planning, community development and public/business administration.
- Considerable knowledge of land use planning issues, laws, and related processes.
- Knowledge of supervisory and personnel principles and practices.
- Computer literacy and knowledge of word processing software, AutoCAD software, GIS software
- Excellent interpersonal, and written and oral communication skills including the ability to establish and maintain effective working relationships with internal and external contacts and to communicate tactfully and effectively, both verbally and in writing.

Desirable Qualifications:

- Possession of urban planning certificate.
- Master's degree in planning or related field.

POSITION 4: Development Coordinator

PURPOSE OF POSITION:

The Planning Technician is a technical position responsible for providing general assistance to the Development Planner including; the provision of technical information and drawings pertaining to land use and development; and undertaking assigned tasks and projects including the reviewing and processing of various types of land use and development requests.

ESSENTIAL JOB FUNCTIONS:

- Build and maintain spatial databases.
- Build and maintain database of land use legislation and design standards.
- Build and maintain database of development issues.
- Conduct detailed reviews of land use and development plans for regulatory conformance.
- Prepare graphic presentations, sketches and computer drawings as needed.
- Survey land-site and suggest locations for particular development projects.
- Conduct studies and field inspections of proposed development sites. Recommend approval, rejection and amendments to planner, in relationship to the recommendations for the proposed land use in the area.
- Review and process land use and development requests to ensure compliance with Jabal Ajloun master plan in support to the Planner.
- Use results of studies and decisions to establish guidelines including design standards.
- Prepare drafts of development policies and procedures related to land planning and development issues.
- Undertake research and prepare draft reports, background papers, and presentation materials and displays relating to land planning and development issues.
- Perform geo-spatial data processing, spatial analysis, map interpretation.
- Obtain, compile and analyze data for development projects, reports and programs;
- Assists with the preparation for technical subcommittees' meetings and attend those meetings as needed.
- Performs other duties, as needed, such as attend meetings on behalf of the PMU to ensure the PMU interests are met.

JOB QUALIFICATION REQUIREMENTS:

Mandatory Requirements:

- Bachelor degree in architecture.
- 2- years experience
- Knowledge of land use planning.
- Ability to accurately read maps.
- Ability to prepare maps and graphics including the ability to clearly represent spatial features and interrelationships.
- Ability to use GIS for performing geo-spatial data processing, spatial analysis, map interpretation and creating maps and graphics for a variety of uses.
- Knowledge of AutoCAD software.
- Ability to work independently and as part of a team.
- Ability to organize, coordinate and complete tasks and projects efficiently.
- Ability to efficiently perform complex technical research and analysis.
- Excellent communication skills.
- Excellent computer skills

Desirable Qualifications:

- Possession of a certificate in urban planning.

POSITION 5: Community Coordinator

PURPOSE OF POSITION:

The community coordinator is a facilitation position. The community coordinator acts as a liaison between Jabal Ajloun community and the Program Management Unit. The Coordinator works to align interests of the community with program goals and objectives, engage the community in program implementation activities, and ensure involvement of local communities and consideration of their benefits and interests.

ESSENTIAL JOB FUNCTIONS:

- Identify community development needs and opportunities
- Identify and advocate community benefits and interests
- Identify and address community issues, objections, and actions affecting program activities; mediate with opposing parties as needed
- Monitor and evaluate program impact of community
- Act as facilitator to help raise community awareness of program benefits
- Advise policy development on issues related to the community development
- Encourage community participation and support in program activities; recruit community voluntary staff and advocates if needed
- Conduct research to support economic development and planning activities
- Work with Development Manager to identify and develop economic activities and projects
- May conduct statistical analysis to generate information
- May prepare reports and studies related to economic and demographic trends and other area planning issues.
- Assist in raising funds from different stakeholders to support community development.

JOB QUALIFICATION REQUIREMENTS:

The employee holding this position must possess a deep understanding of Jabal Ajloun community, its culture and heritage. This position requires a reasonably high level of independent work and judgment, and the ability to network and liaison with Jabal Ajloun community.

Mandatory Requirements:

- Bachelor degree in community planning, economics, public administration, or a related field.
- 3- Years experience in local economic development or related field
- Strong verbal and written communication skills
- Advocacy skills
- Proficient in computer skills

Desirable Qualifications:

- Experience working with economic impact analysis statistical tools
- Experience in analyzing community development issues
- Excellent English language.

POSITION 6: Project Management Coordinator

PURPOSE OF POSITION:

The program coordinator is a coordination position responsible for tracking the progress of the program plan. The program coordinator proactively works with other program stakeholders and other team members to monitor and track the program performance, report progress in a timely and accurate manner and ensure that program risks and issues are properly mitigated.

ESSENTIAL JOB FUNCTIONS:

- Lead development, maintenance and assessment of the program integrated action plan. Coordinate and discuss with lead organization to ensure alignment, cohesion and integration of efforts.
- Monitor and evaluate program's implementation. Create management reports, track schedule and performance data and update program dashboard
- Review performance reports for program evaluation purposes make recommendations.
- Oversee, identify, and recommend resolution of issues related to program implementation.
- Oversee program risk identification, assessment, mitigation and opportunity development.
- Proactively coordinate communication between the program's multiple stakeholders related to project management to establish strong working relationships with program stakeholders.
- Attend related working subcommittees and various other meetings presenting PMU interests, communicate information and develop recommendations for PMU actions.
- Other responsibilities related to project management as needed.

JOB QUALIFICATION REQUIREMENTS:

Mandatory Requirements:

- University degree in engineering, or related field
- 4-6 Years experience with responsibility for program planning, monitoring and evaluation.
- Strong communication skills.
- Strong planning and scheduling skills
- Working knowledge of PMI principles
- An advanced MS Project user
- Ability to track progress of multiple projects and multiple stakeholders
- Ability to work and communicate well with others in a team environment
- Strong analytical and organizational skills

Desirable Qualifications:

- Possession of PMP certificate
- M&E certificate or training

POSITION 7: Government Liaison officer

PURPOSE OF POSITION:

The Government Liaison officer is an administrative position responsible for collecting information to ensure compliance with set plans or decisions, and assisting program's information sharing and implementation monitoring.

ESSENTIAL JOB FUNCTIONS:

- Conduct site visits to detect misuse or ensure compliance with specific decisions and plans as directed by the development manager or the PMU director. Collect notes and provide observations.
- Conduct regular field visits to the development area to detect changes and implementation progress.
- Collect verbal and written information from other government authorities as assigned by the projects' manager on implementation progress of activities.
- Establish and maintain effective communication and good relationships with stakeholders' representatives.
- Conduct surveys and data collection activities to support program monitoring and evaluation activities.
- Liaise with government authorities involved in the program implementation to communicate implementation progress. Collect information through face-to-face coordination as needed.
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JOB QUALIFICATION REQUIREMENTS:

The employee holding this position must be willing to conduct field work for different needs and purposes and must be familiar with Jabal Ajloun area. The employee holding this position must be willing to take flexible working hours.

Mandatory Requirements:

- High School Degree.
- 3- Years experience.
- Excellent listening skills.
- Knowledge of the Jabal Ajloun Area.
- Knowledge of government procedures.

Desirable Qualifications:

- English language skills.
- A university or community college degree in administration or related field.
- Previous experience in government with inter-governmental coordination.
- Computer skills.

POSITION 8: Public Relations and Investment Promotion Manager

PURPOSE OF POSITION:

The Public Relations and Investment Promotion Manager is a managerial position responsible for directing the program's communication and investment promotional strategies, overseeing and coordinating the program relationship with developers, donors, similar programs, NGOs, stakeholders involved in promoting and/ or facilitating tourism and investment.

ESSENTIAL JOB FUNCTIONS:

- Create and deliver the area promotional strategy in coordination with JIB, JTB and relevant entities.
- Work with relevant entities on promoting investment opportunities in Jabal Ajloun mainly the proposed fast-track investment projects.
- Map donor funds targeting the area. Participate in fund raising activities with the PMU Director to support the program implementation.
- Pursue partnership and cooperation programs with representatives of similar areas to support program implementation
- Identify and oversee coordination opportunities with civil society organizations and donor organizations for redeveloping villages.
- Create and deliver the program communication strategy.
- Respond to media inquiries and others requests for information. Speak about program plans, implementation and aspiration when needed. Designate another appropriate spokesperson or information source.
- Plan communication of program information to maintain stakeholders' perceptions of the program accomplishments and agenda.
- Develop in coordination with the Community Coordinator public-out-reach strategies that will influence public opinion or promote ideas and development
- Arrange public appearances and events in coordination with the Community Coordinator to increase community awareness of program benefits, facilitate implementation of program plans.
- Oversee production of advertisements and promotional publications.
- Establish and maintain relationships with representative's donors, programs, and stakeholders.
- Oversee program branding activities.
- Develop and periodically update a website for the PMU highlighting the program objectives and achievements.
- Arrange and participate in international promotion events and fairs to promote investments in Jabal Ajloun projects.

JOB QUALIFICATION REQUIREMENTS:

The employee holding this position must be able to carry out a wide variety of professional planning tasks assigned by the Director. For this reason, the employee must possess a diversified background of education, training, and experience. This position requires a high level of independent work, multi-tasking skills and judgment.

Mandatory Requirements:

- Bachelor degree in marketing, advertising, or related field.
- 10 years experience in planning in a supervisory capacity or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to perform the above mentioned duties.
- Broad knowledge of investment promotion and strategy development.
- Knowledge of supervisory and personnel principles and practices.

- Excellent interpersonal, written and oral communication skills including the ability to establish and maintain effective working relationships with internal and external contacts and to communicate tactfully and effectively, both verbally and in writing.

Desirable Qualifications:

- Previous experience in communication of development programs.

POSITION 9: Public Relations and Investment Promotion Coordinator

PURPOSE OF POSITION:

The Public Relations and Investment Promotion coordinator is a coordination position responsible for providing general assistance to the Public Relations and Investment Promotion Manager including; producing promotional material, monitoring publicity and conducting research to find out the concerns and expectations of stakeholders.

ESSENTIAL JOB FUNCTIONS:

- Prepare, edit and/or coordinate production of program publications and publicity material.
- Arrange for promotional events to promote Ajloun in coordination with relevant entities as directed by the Manager.
- Conduct market and public opinion research to test development feasibility or determine potential success as directed.
- Monitor and analyze media coverage.
- Maintain and updating information on public relations, promotional activities and donor funds, etc.
- Conduct activities as directed by manager.

JOB QUALIFICATION REQUIREMENTS:

The position requires an energetic, well-organized individual who is a team player. Must be highly self-motivated, work well without supervision.

Mandatory Requirements:

- Bachelor degree in marketing, advertising or related field.
- 2- years experience
- Excellent written/verbal English and Arabic language skills
- Ability to work independently and as part of a team.
- Ability to organize, coordinate and complete tasks and projects efficiently.
- Excellent interpersonal skills.
- Excellent computer skills

Desirable Qualifications:

- Previous experience in investment promotion.

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