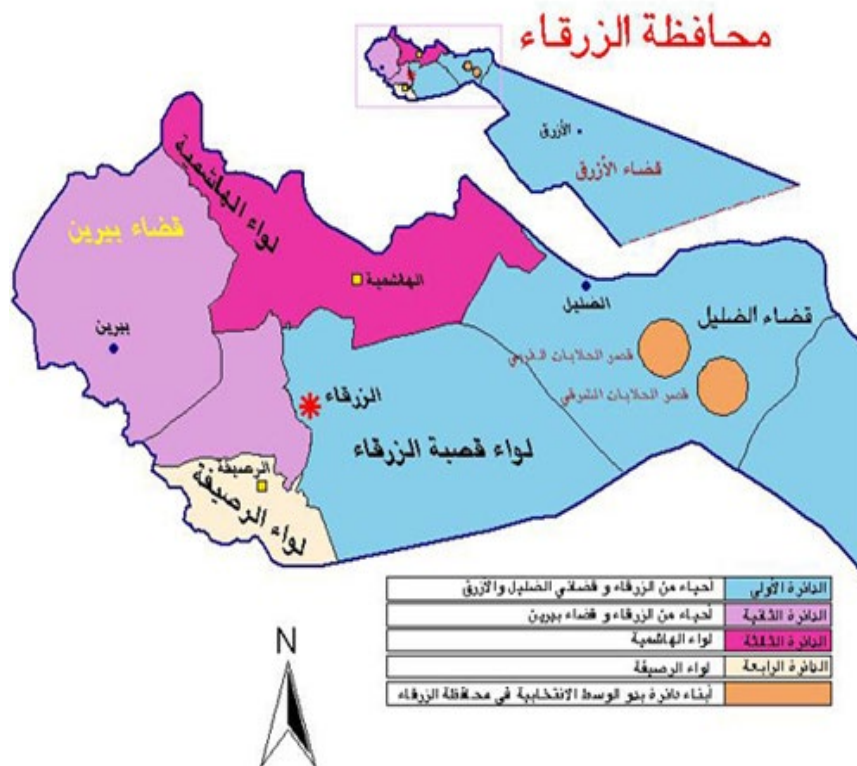


# Zarqa City Development Strategy

May 2012



Cities Alliance  
Cities Without Slums

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## I. Acronyms

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





## **I. Chairman of Zarqa Municipality committee Preface**

In the beginning, I would like to express my thanks and gratitude to all parties responsible for completing this work, which aims to develop a clear vision and comprehensive Development strategy for the City of Zarqa in all aspects.

City Development Strategy is considered an action plan for balanced development across the cities, which is prepared through active participation to improve the livelihood of all citizens, this strategy includes a general vision of the city and an action plan that aims to improve urban governance and management and increase the economic growth, in addition to attracting more investments in order to create more jobs and reduce poverty and unemployment and increase the services constantly.

And where each city has its own unique culture and situation, all different levels of citizens and institutions have to join their efforts to draw the future they want for their city, because they know what is best for their city and can identify their needs precisely, where the city leads its development on its own by the participation of all concerned parties in Zarqa, because the local ownership for the development and sustainability operation is the base.

In the end, I would like to express my gratitude to all who is participating and works for the development of the city, and I would also like to express my gratitude to the Ministry of Municipalities represented by his excellence the minister, in addition to the governor of Zarqa for their continues support for this project, also I would like to thank all the institutions and international organizations especially the World Bank and City alliance for their great role in this project.

**Eng. Falah Alomosh**

**Chairman of Municipality Committee**

## **II. Acknowledgements & Disclaimer**

The goal of preparing the Zarqa City Development Strategy is the belief of Zarqa's residents and institutions in the importance of strategic planning and the existence of a plan to support economic growth in Zarqa. Considering it, a model for the implementation of decentralized planning and to ensure economic development by creating jobs opportunities, enhance productivity and focus on identifying projects in promising economic sectors of comparative advantage in the region.

This project was supported by the World Bank, Cities Alliance, and a broad range of participants from the Ministry of Municipal Affairs and the Cities and Villages Development Bank. A large segment of local leaders with economic visions from the public and private sectors contributed to the enrichment of the content of this strategy, under the patronage of the governorate and the municipality. Where the participants worked together with distinctive efforts during a number of workshops devoted to the discussion of the strategic themes, of which the vision, strategic goals, economic sectors, strategic directions and identifying a list of medium and long term projects. I would like to take this opportunity to emphasize that the content of this strategy does not represent my point of view, but represents the point of view and opinions of the participants from the residents of Zarqa, and participants from public and private sector entities.

I hope that I will have the opportunity to extend my sincere thanks to all who contributed extricating this project into existence, special thanks to the international expert of the cities development strategies, Mr. Angelo D'Urso, the project manager engineer Saleh Jaradat, as well as the Governor of Zarqa Mr. Sameh Al-Majali and Vice Governor for Development affair Mohammad Aqeel and the Local development unit in Zarqa, and thanks to the chairman of the municipality council Eng. Falah Amoush. I would also like to thank the Ministry of Municipal Affairs team for their continued support to secure all logistical and administrative support for this project.

Mohammad Bani-Amer (PhD)

Zarqa City Development Strategy Advisor

## ***1. Executive Summary***

The City Development Strategy Project for the city of Zarqa came with support from the World Bank, Cities Alliance and a broad range of participants from the Ministry of Municipal Affairs and the Cities and Villages Development Bank; where the city of Zarqa was chosen as the within a group of Jordanian cities as the nucleus to support economic development initiatives.

Various segments of societies in Zarqa contributed to the formulation of the Strategy, through representatives from the public and private sectors, and civil society institutions, whom have shown distinctive effort to participate in the three workshops that had been organized for the purpose of formulating this strategy. Where the participants assisted in identifying the priorities, strengths, weaknesses, opportunities and threats facing the city and discussed in detail the most important challenges facing the development process and economic programs. They identified the most important comparative advantages of the city and the most important economic sectors that can be considered as engines for the economic growth of Zarqa.

Participants also contributed in determining the vision of the city “Zarqa is an industrial and commercial city, an integrated environment, attractive to live, supported by a modern transportation network and infrastructure; benefiting from its competitive advantage, and managing programs and projects efficiently and effectively within the framework of wise governance to ensure sustainable development; thus reflecting positively on the lives of its citizens economically and socially.” and set of short, medium and long term strategic goals that will make the city of Zarqa the focus of attention to investors. By defining a set of economic sectors with a competitive advantage and identifying a set of future strategic directions, where the strategic goals focused on:

### **1. The First Goal: Ensure that the population of Zarqa is benefiting from the available job opportunities, through:**

- Provide a suitable work environment in terms of wages, availability of social security, job safety and job security.
- Effective use of vocational training centers, and the training centers available in the factories, to train the workers and develop their abilities and skills.
- Increase community awareness to encourage work in all professions and fields.
- Maximize the benefit of the presence of universities in Zarqa, and employment opportunities available in them.
- Benefit from the Free Zone in Zarqa, and employment opportunities available there.

### **2. The Second Goal: Ensure the results from the development process are reflected on the population of Zarqa, through:**

- Focus on industries that are suitable for Zarqa’s environment.
- Coordination between the various institutions for infrastructure and projects.
- Ensure compatibility between the industrial areas and the diverse industries available in Zarqa.

- Linking the universities in the governorate with a good road network to reach various areas in the city.
- Include the universities within the borders of the municipality and in the City's Master Plan.
- Improve the transportation network between Zarqa and Amman in on hand, and the internal transportation network between markets and residential areas on the other hand.
- Improve the transportation network between Zarqa and the Jordanian border.
- Improve support services and facilities such as parking, complexes, and restaurants.

**3. The Third Objective: Provide an integrated infrastructure to support the development process, through:**

- Develop social responsibility towards Zarqa.
- Create a legal framework that ensures that Zarqa benefits from its industrial sector, such as allocating a percentage of the job opportunities to the city.
- Encourage the creation of entities to service industrial areas.
- Focus on key and necessary industries that serve Zarqa.
- Benefit of students enrolled in universities located in Zarqa in terms of providing housing and services.
- Ensure the coordination and integration between the implementation entities and the government institutions in Zarqa.
- Structure that ensures the sustainability of the development plans, as well as the following-up, correcting any deviations, making recommendations, and monitoring the results.
- Provide and implement the legal framework to reduce the environmental and industrial contamination in Zarqa.

**4. The Fourth Goal: Improve institutional structures related to the development process, through:**

- Build and strengthen the partnership between the private and public sectors.
- Implement the supervisory role on the overall performance of the governorate.
- Link the output of educational institutions with the actual need of the labor market.
- Focus on key and necessary industries to serve Zarqa.
- Utilize the research centers, and community service centers in the universities; and provide the necessary training to take advantage of employment opportunities available.
- Implement the amendment of legislation to ensure effective financial management of municipalities.
- Promote Zarqa as the commercial center.



We have identified the strategic competitiveness of the city of Zarqa in the field of industry and trade, in addition to a range of other sectors that enhance the competitiveness of key sectors. The participants came up with a set of strategic directions that strengthen the competitiveness of sectors and help to create more jobs and reduce the problems of poverty, unemployment, contribute to strengthening the role of the private sector, provide funding for projects and build on the industry and trade potential available in the city, to achieve the vision. These directions illustrate the importance of training and changing the culture of the community in terms of work and productivity.

Participants also identified a list of urgent, priority projects for the city of Zarqa; were the projects were identified with details, in terms of defining the concept of the project, its stages, justifications, cost of the project, authorities in charge of implementation, time frame, positive effects on the city and region, and suggested funding sources; in addition to a range of other elements for identifying the projects.

To convert this strategy and its content, vision, strategic goals, and projects from just ideas on paper to implementation, participants identified an action plan for implementation of the Strategic Plan and its projects. One of the most prominent elements was the formation of a specialized economist team to take upon them the implementation of the Strategic Plan elements, and the role of communication with government and supporting agencies, provide funding for these projects, and works to build and launch a media plan to promote the strategy, increase the sons of Zarqa loyalty to its content and its positive effects on Zarqa and its inhabitants.



## ***2. The Concept & Importance of Local Development (Jordan-Zarqa)***

### **2.1. The Concept of Economic Development**

The local economic development is known as a methodology of work characterized by effectiveness and flexibility to respond to the requirements of regions and sub-regions, based on the accumulated experience of the municipalities and the regional economic development center. It focuses on stakeholders and local partners, capacity building, enabling them to transfer their knowledge and efforts, and increase their participation with the new local communities, through monitoring their hard efforts and practical application; carried out by specialized committees comprised of representatives in educational institutions, civil society organizations, trade unions and the private sector to make up the nucleus of an economic dialogue and partnerships between public and private sectors of local leaders working to on the economic strategy to open the door of opportunities that link projects with each other and also serve to clarify trends and economic strategies prepared and proposed by all the local levels.

According to the definition of the World Bank local economic development process is aimed to build economic capacity in local areas, in order to improve the quality and the future of the economy for all. A process involving public and private sector, entrepreneurs and civil society through their common and complementary work to create better conditions that support economic growth and job opportunities.

To comply with the referred Economic Development definition, a range of topics including the following were taken into consideration:

- Holding workshops involving all segments of society in Zarqa city
- Provide output strategy that identifies various promising economic sectors in the city of Zarqa, such as tourism, agriculture and livestock sectors and other supporting sectors which will be defined in detail in the next sections of the strategy.

### **2.2. General Local Economic Development Trends and Challenges**

During the past decade, Jordan fully committed itself to the process of economic sector reform and liberalization of trade. Jordan achieved a strong economic growth in this field, where GDP growth rate in 2008, was around 7.6%. These achievements came as a result important reforms in fiscal and monetary policies that liberalized the markets, which opened the way for trade and investment, and the privatization of some government owned projects.

Knowledge of issues and the importance of local development in all competitive economic sectors is considered as a key goal in the national agenda; which focused significantly on the importance of achieving decentralization development in regional reform, strengthening institutional environment, re-engineering the process of resource distribution, varied growth plans between regions and improving the socio-economic conditions of the population in all regions. It also emphasized the need to enhance the methods and practices of democracy, provide modern education and training programs in institutions, and involvement of the private sector in planning and implementing economic projects and community initiatives aimed at bringing change.

Decentralization is not a new requisite, where the Jordanian government was keen since 2002 on formulating a plan designed to enable the development of governorates. These plans focused on the empowerment and development of various segments of Jordanian society, especially the empowerment of women to participate in the development of their own strategy and its implementation. And the involvement of citizens and civil society organizations in the planning process in the development of their communities, and elections of local representatives in the various councils that deal with this matter.

In efforts to achieve decentralization, two civil service chambers, The Executive Board and The Advisory Board were formed, in each of the governorates to oversee the decentralization process and to review, discuss and monitor local initiatives and manage the governorate.

Despite these efforts, no change was made on the general delegation of authority in governorate. Municipalities are still, for example, but not limited to suffering from the legacy of long years of central control and management, particularly since decentralization serves as the basis to create visions and to facilitate the process of change.

Despite these efforts and achievements, a range of critical economic challenges still exist, its continued presence, is an obstacle limiting the pace and process of economic development of Jordan in general, most important:

- Limited economic base and concentration on certain industries and economic activities in the governorates of the capital and Zarqa, where statistics and studies have shown that the majority of Jordan's population resides, these two regions accumulate for 54% of the total population, in addition to 80% of the total GDP.
- Pockets of extreme poverty still exist, where 14% of Jordanians under the poverty line.
- The contribution of women is still in limited sectors of the economy, contributing 14.7% of the total workforce for the year 2010.
- Given the size of foreign direct investment in real estate and clothing we can say that Jordan is still far from achieving its objectives of increasing investment in the service and manufacturing sectors, which depend heavily on labor.
- Unemployment reached 13% for the year 2010, the dependency ratio was about 68% in 2010, which is the lowest in the world, were 4 not working people are dependent on one active agent.
- The creation of employment opportunities currently available is insufficient to accommodate the numbers of developing the workforce.
- Scattered efforts of local economic development in different governorates, the absence of self-initiatives, clear visions and strategies on how to advance, leads to migration from the governorates to the capital, as well as failure to develop mechanisms to link affiliation to practical steps for the development of the governorates.

- Centralized decision-making in the capital, where the administrative framework to achieve local economic development is still largely centralized, and the most important government departments that determine the direction and financing of local economic development are, the Ministry of Planning and International Cooperation, the Ministry of Social Development, the Ministry of Finance, the Ministry of Labor and the Ministry of Municipal Affairs.

### 2.3. Impediments to Economic, Social and Institutional Development

There is a set of economic, social and institutional constraints and challenges of in front of development process are as follows:

- Weakness or lack of efficient coordination between institutions and municipalities through the planning process: In Jordan, there weakness or lack of efficient coordination between institutions and municipalities through the planning process. Municipalities cannot deal with aspects of other infrastructure (e.g. water supply, sewerage, power supply, and phone network) because these services are under the authority of others. There is a need to establish coordination mechanisms to allow the participation of common development strategies and coordination of interventions.
- Lack of appropriate terms of reference (TOR) for plans from external sources: In general, the current practice in Jordan is to prepare plans without comprehensive TOR.
- Limited popular participation in the planning process.
- Weakness of civil society in the development sector, lack of ability to benefit from institutions and private sector companies such as the Free zone, Universities, in addition to the poor coordination between the community, universities and the local development efforts.
- Not linking scientific research to develop the industry and other economic sectors.
- Weakness in rehabilitation programs and the use of modern technology of the community, linking the educational outcomes with labor market needs, lack of trained Jordanian labor and reliance on foreign labor, lack of communication and benefiting from international expertise.
- Lack of research centers to conduct studies to determine the needs of the labor market, and lack of special programs for the preparation and qualification of future generations.
- Absence of institutional work and reliance on the individual and not collective work; planning is not comprehensive and individual realistic development plans and the instability of the successive policies.



- Imbalance in the structure of the data, the existence of an urgent need for a sound database for the Zarqa governorate to reach the needs of the main conservative and get rid of the bureaucratic procedures that impede investment, lack of facilities, and the absence of legislation to keep up with the pace of development.
- Lack of entrepreneurial culture, weakness of the private sector , citizens fear of exploitation in special project, it's preferred to be an employee, the reluctance of young people for manual labor and their tendency to prefer jobs (employee), and the unwillingness of citizens to have a comprehensive awareness of the laws and legislation.
- Lack of infrastructure to support investment, weak legislation incentive for investors, weak marketing policies and strategy, as there is weakness in attracting owners of capital for investment (funder) as well as the governorate residents' private sector reluctance to invest resources in the governorate.



### **3. Formulating Zarqa City Development Strategy**

#### **3.1. Project Background**

The City City Development Strategy (CDS) Project is supported by the Cities Alliance (CA), the World Bank (WB), the Ministry of Municipal Affairs and Cities and Villages Development Bank. The main objective of the project is to increase the capacity of municipalities to plan and implement a number of investment projects in the short, medium and long term. The Ministry of Municipal Affairs began the implementation of this project on the four cities of Zarqa, Karak, Mafrq and Tafila. The implementation of these strategies was under the supervision of the international expert Angelo D'Urso, an expert in urban planning and city Development Strategy; who led the implementation of the contract terms with the consultants in charge of preparing the strategies for the four cities. The development of the strategy went through several phases within methodology adopted of a wide participation and representatives from a number of bodies and institutions in the public and private sectors, and civil society institutions.

#### **3.2. Stages and Methodology for preparing Zarqa City Development Strategy**

##### **3.2.1. Phase 1: Data collection and analysis**

During this phase Angelo D'Urso launched phase 1 of CDS, where he coordinated directly with the City Level Task Forced (CTLF), established with the Support of MOMA/Regional Planning Department-RPD ( since April 2010 defined as: Planning and Development Department-PDD); the following activities took place during this phase:

- Launched an introductory workshop: The CDS Launch Workshop took place in Amman on 2nd December 2009 at Al Hussein Cultural Centre with the participation of 95 representatives of stakeholders from various Ministries, CVDB, Governorates, Municipalities, Joint Service Councils, Jordan Chamber of Commerce, UN HABITAT, French Development Agency-AFD, Department of Statistics, Universities, private sector, civil society representatives, etc. During the Launch Workshop, the consultant illustrated the methodology for data Collection, identified the various sectors included in the data collection process. During other subsequent workshops, an orientation was given on the necessity to coordinate efforts between the staff at the CTLF, the four municipalities, the expert in Angelo D'Urso, and the Department of Regional Planning – Ministry of Municipal Affairs (MOMA). A meeting with representatives from the municipalities of Zarqa, Mafrq, Zarqa and Tafila was held on Sunday, 25 / October/ 2009, to discuss the City Development Strategy CDS program.



- Data collection: The expert Angelo D'Urso gave a preliminary rapid review of legislation, national policies and regional strategies applied to cities and local governance. He also met with a number of officials in relation with the four cities and Jordan as a whole. Based on the preliminary review and on the meetings held, Angelo D'Urso, prepared a Data Collection Template to start collecting the information needed to establish the basis for the assessment of the city's competitive advantages; which was followed by training sessions on data collection methodology, given to the CTLF in each city. Subsequently each CTLF filled its Data Collection Template and delivered to the RLDP PMU and to the Consultant during the month of March, April and May 2010. The template was designed, to cover all aspects under CDS, including (1) Local Economic Development & Planning; (2) Local City Development Strategy, and (3) Urban Governance encompassing 10 different sectors as follow:

- ✓ Sector 1: Municipal Structure and Human Resources;
- ✓ Sector2: Existing Planning Instruments (Strategies, Master Plans, Zoning Plans, etc.);
- ✓ Sector 3: Cultural Heritage and Tourism;
- ✓ Sector 4: Natural Features (soils, geology, hydrogeology, climate, etc);
- ✓ Sector5: Environmental Conditions (natural sensitive areas; risk areas, pollution, waste collection, etc,);
- ✓ Sector 6: Infrastructures and services (road network, transport, water supply, wastewater, power supply, etc);
- ✓ Sector 7: Social services (schools, health facilities, green areas, etc);
- ✓ Sector 8: Socio-economic conditions (demography, education, employment, poverty, etc.);
- ✓ Sector 9: Economic activities;
- ✓ Sector 10: Financial resources

In addition to the Data Collection template, the Expert held a number of meetings involving several officials from the public and private sectors, and civil society institutions, including the Department of Statistics (DOS), the Department of Lands and Survey (DLS), Department of Regional Planning at the University of Balqa and other relevant authorities.

- The preliminary SWOT Analysis: Based on data collected by CTLF on a city level, the expert used a participatory approach to carry out a SWOT analysis, by holding four workshops for each city, to assess the competitiveness of cities and assist the cities in developing a strategic planning framework aimed to identify their competitive advantage to

become engines of urban-regional economic growth, by building on rural-urban linkages. He opened the floor for participants to discuss and add additional strengths, weaknesses, opportunities and threats.

### **3.2.2. Phase 2: Identify consultants & prepare the City Development Strategy**

During this phase advisers were selected to oversee the preparation of the strategy with the participation of the community in the four cities. The advisers began to coordinate with the CLTF to update the data contained in Angelo D'Urso's report. A work program of the participatory workshops objectives and main outputs were submitted; the implementation of these workshops was as follow:

#### *Workshop 1: SWOT Analysis Discussion*

During this workshop an invitation was sent out to various representatives of society, institutions in the public and private sectors, and other institutions to participate. The workshop was held on 22/7/2011.

The consultant presented the results of the SWOT analysis and opened the floor for participants to discuss them. At the end of the session the participants agreed on the content of the SWOT Analysis and that it reflects the current reality of the city.

#### *Workshop 2: Formulation of a City Vision and identifying the Development Objectives, which was held on 28/12/2011.*

The workshop was aimed to arrange the strengths, weaknesses, opportunities and threats in terms of importance and priority from the participants' point of view, as well as agree on the City Vision in its final form.

During this workshop participants also propose a set of medium term and long term development goals in which translates and reflects the city vision and make it viable.

The methodology adopted during the workshop, included a presentation from the consultant on the results of the first workshop, which included the strengths and weaknesses, opportunities and threats, followed by an explanation of the content of the SWOT questionnaire content, how to fill out and how each point is weighted to reflect the priority and importance.

The participants were then requested to arrange each point of the SWOT analysis (1-5), according to their point of view. The workshop was concluded by presenting the priorities of the strengths, weaknesses, opportunities and threats, determining the city vision and identifying the medium term and long term development objectives.

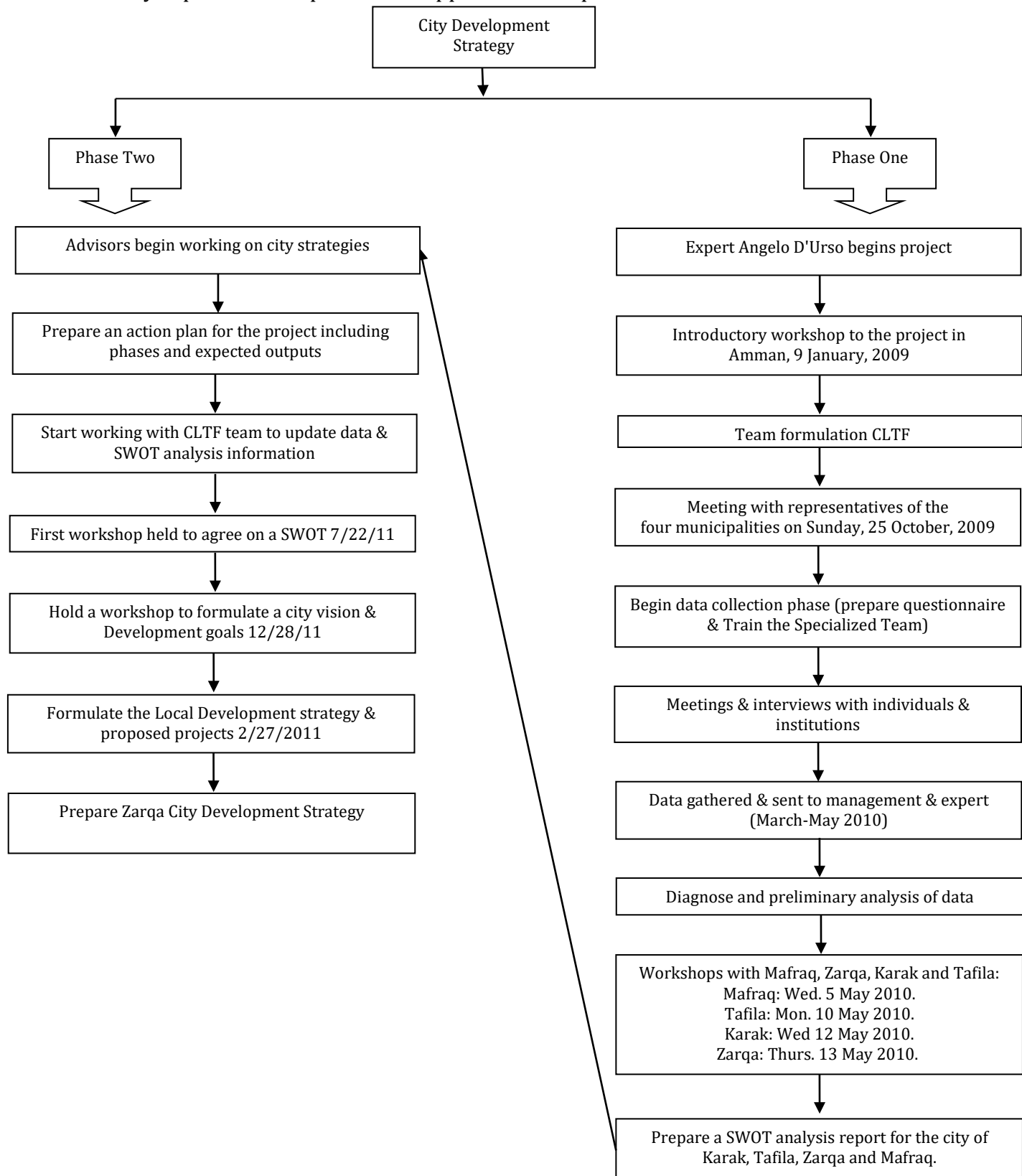
#### *Workshop 3: Formulation of the City Development Strategy and proposed projects, which was held on 27/2/2012.*

The workshops aim was to present the set of development goals that were agreed upon during the second workshop, identify the elements of the local City Development Strategy, propose and prioritize a set of medium term and long term projects based on a set of criteria agreed upon with the participants.

The adopted methodology included a presentation on the results of the first workshop, which included the strengths and weaknesses, opportunities, threats, and an overview of the results during the second workshop, which included prioritizing the strengths, weaknesses, opportunities and threats, formulating the city vision, city and identifying a set of medium term and long term development objectives, that are consistent with the city vision. After the presentation participants were divided into working groups to discuss the most important elements in Zarqa's Local City Development Strategy, in light of the strengths, weaknesses, opportunities and threats, which are consistent with the city vision and the development goals identified during the previous workshop. Each group identified (10) medium term and long-term projects and prioritized them according to a set of standards focused on the compatibility of projects with the city vision, the medium term and long term development goals identified, viability and the benefits it would provide for the city and surrounding areas

### 3.3. City Strategy Implementation Structure

The diagram represents the steps and the implementation structure Zarqa City Development Strategy, through its various stages, where Project Manager Engineer Saleh Jaradat and supervisor of the project, Mr. Angelo D'Urso directly supervised the phases and approved the reports.



### 3.4. Participation and Consultation in Preparing the Strategy

While working through the phases of preparing the strategy, several meetings, workshops and interviews were held by the team, whether those meetings and workshops were held by Mr. Angelo D'Urso with local community in the public and private sectors and civil society organizations or direct interviews with officials in these institutions. As well as, the discussion session held by the four advisors responsible for preparing the city strategies prior to commencement of work on the initial stages of the project. There were a number of field visits to the city of Zarqa and meeting with officials in the municipality and the province as well as meetings with the city group to make the required modifications to the SWOT analysis and update data contained therein before submission to the participants of the workshops.

A large number of participants from various representatives of the community attended the workshops implemented in Zarqa city:

- The Governor of Zarqa
- Heads of the municipal committees of Zarqa
- The Executive Board
- Members of the municipal council of the city of Zarqa
- Heads and members of the Development unit in the governorate and the municipality of Zarqa
- Civil society organizations
- Representatives of different ministries and departments in the governorate
- Cooperative societies and charitable associations
- Youth organizations
- Representatives from the weekly & daily newspapers
- Women's associations
- Representatives of universities in the governorate
- Representatives from the Ministry of Municipal Affairs
- Representatives from the investors
- The private sector
- Other

The form of participation and methodology varied depending on the objectives of each of the three workshops that were held:

- Direct discussions, opening the floor for each participant to express his opinion on issues and topics that arise.
- Divided participants into groups for brainstorming sessions.
- Assigned participants to fill specific forms for the purposes of either collecting information or taking their views, such as weighting and prioritizing the strengths, weaknesses, opportunities and threats, and in identifying, selecting, and prioritizing projects.
- Requested some specialists in the municipal work to provide some existing studies and plans that have been prepared in the past, to benefit from these efforts in the our discussions.



## 4. Zarqa City Profile

### 4.1. Brief History of Zarqa

Zarqa is word that goes back to Akadians, who are Arabs from the north of Arab island, they traveled to Iraq and established a civilization, and when they wanted to expand they invaded Alsham countries. Zarqa is formed of two Akadians words, Zar which means water and Qe which means a place.

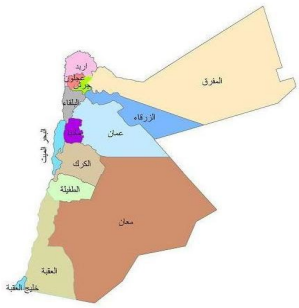
They also called the river the Great River or the Alligators River, and then by time, a lot of changes made to the word Zar-qe and become later on Zarqa.

Zarqa have a great history shown in its name, as it been inhabited years before B.C, as many people have lived in this city because of the water it holds in that era.

The Human diversity in Zarqa led to enriching the social and economic life of Zarqa, which required a trade and management system to organize these groups and the relation with each other. In 18 Nov 1928 the Jordanian government issued an order to form a temporary municipal committee, and Baha Aldeen Abdallah was appointed president of that committee, then the committee started working on the infrastructure of Zarqa city.

### 4.2. Location

Zarqa is located north east of Amman, 20 KM away, it borders Mafraq from north, and Amman from south, and its unique of its closeness to other provinces, it also has a Boarder point (Alomari) to travel to the Gulf states.

Boarders		Distance from other Provinces	
<b>North</b>	Mafraq	<b>Province</b>	<b>Distance to Zarqa</b>
<b>East</b>	KSA	<b>Amman</b>	<b>22.20</b>
<b>South</b>	Amman	<b>Irbid</b>	<b>88.50</b>
<b>West</b>	Jarash and Balqa	<b>Ajloun</b>	<b>71.10</b>
		<b>Jarash</b>	<b>45.60</b>
		<b>Mafraq</b>	<b>45</b>
		<b>Balqa</b>	<b>44</b>
		<b>Madaba</b>	<b>54</b>
		<b>Karak</b>	<b>141</b>
		<b>Tafleh</b>	<b>205.3</b>
		<b>Maan</b>	<b>232.2</b>

### 4.3. Climate and Environment

Zarqa have a Desert Climate where its located in the dry areas of Jordan, in summer its hot and dry, and chilly in winter. The yearly raining levels don't exceed 250 ml.

Zarqa Topography:

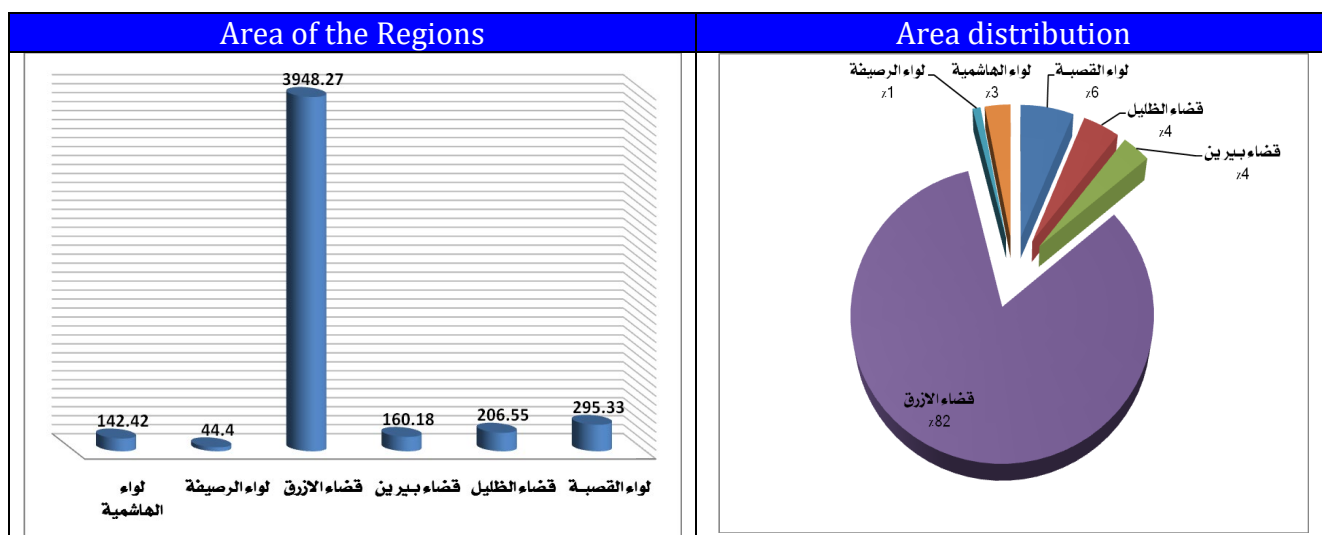
- **Valleys:** Zarqa Valley which separated between Horan and Balqaa.
- **Desert plateau:** from the eastern side of Zarqa.
- **Highlands:** Located to the west along the provinces of Jerash, Balqa.

### 4.4. Area

Zarqa Area is 4761 Sq km, which is 5.4% of the total area of Jordan.

The following diagram shows the area of Zarqa different regions and districts (Alweya and Aqtheyah), where the Azraq region forms 82% of the whole province, and Alhashemeyeh Region forms 1% only.

Region	Population density (Person / km 2)	Area (SQ KM)
<b>Qasabeh</b>	1531	295.33
<b>Dhlail</b>	50	206.55
<b>Bereen</b>	85	160.18
<b>Azraq</b>	9	3948.27
<b>Rsaifa</b>	6887	44.4
<b>Hashemeyya</b>	371	142.42
<b>Total</b>	182	4797.15



Source: Interior Ministry, 2010

#### 4.5. Organizational Structure

Zarqa Governorate is divided administratively into three regions:

- Qasabeh
- Rsaifa
- Hashemeyyeh

It also includes the following three districts:

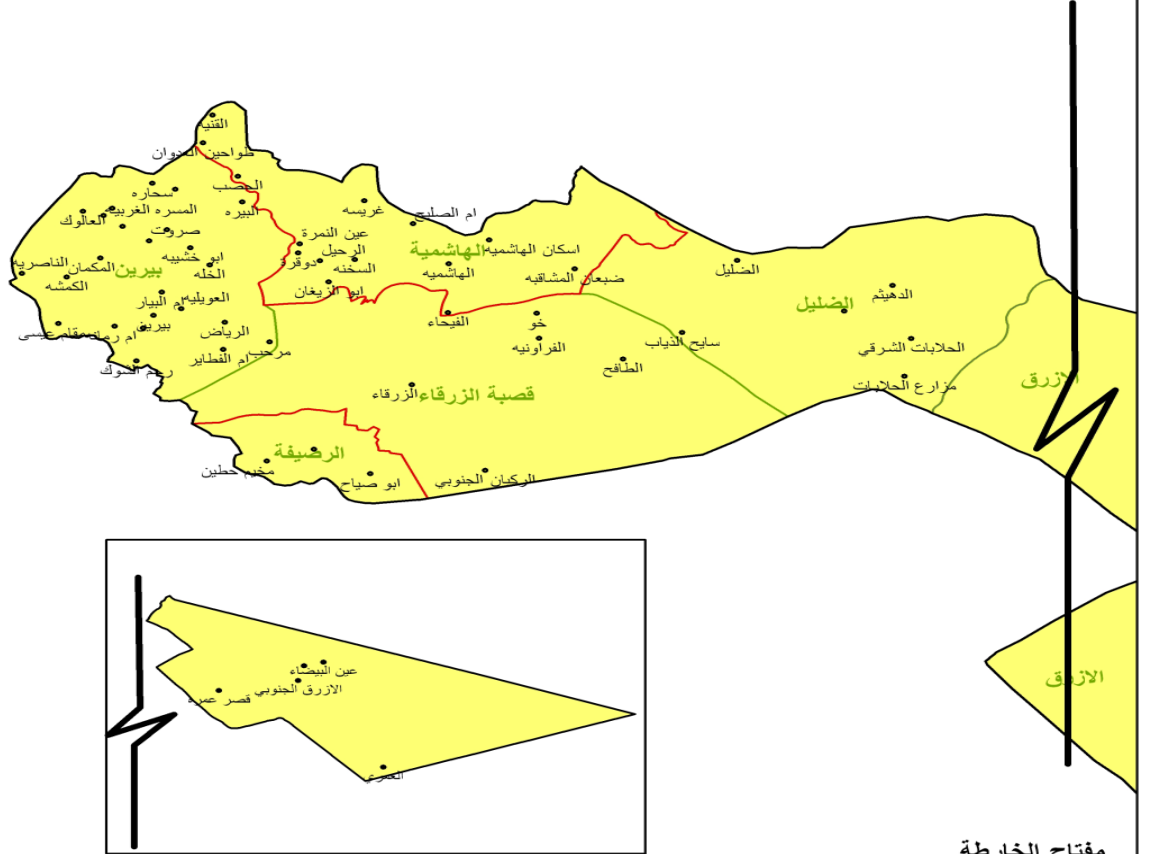
- Bereen
- Dhlail
- Azraq

As for the local councils in the province there are seven municipalities:

- Municipality of Greater Zarqa
- Municipality Rsaifeh
- Bereen
- Municipality of Hashemeyeh
- Dhlail
- Hallabat
- Azraq

# محافظة الزرقاء

## التقسيمات الادارية



### مفتاح الخارطة

• التجمعات الرئيسية

اللون

القضاء

اعداد وطباعة دائرة الاحصاءات العامة  
قسم أنظمة المعلومات الجغرافية

#### 4.6. Demographics

Zarqa is considered the third biggest province of Jordan as of population, with a population of 891,000 (2009) representing 14.9% of the total population of Jordan. The following table shows the population of Zarqa in 1979, 1994, 2004, and the predictions for 2009.

Year	Male	Female	Total
1979	162,056	147,349	309,405
1994	332,661	306,808	639,469
2004	413,380	385,620	799,000
2009	460,900	430,100	891,000

Source: Department of Statistics

The population density in Zarqa reaches 183 citizen/sqkm, it has a diversity in its citizens who live along controlled by Islamic values and Arab loyalty.

The citizens are distributed on 54 residential areas, most importantly Zarqa city which is the center of the province, the rest of the citizens live in different residential areas, where the percentage of the population living in urban areas in the province is about (95.1%) of the total number of inhabitants, while a rural population of (4.9). Qasabet al Zarqa largest population centers in the province with a percentage of (51.9%) of the population of the province, and it should be noted that the Palestinian refugee camps are located in Qasabet Zarqa (camp Zarqa), Rsaifeh (camp Hattin), Hashemeyeh (camp Sokhna).

The Zarqa community is considered a young community, as the percentage of people under the age 15 reaches 38.9% of the total Zarqa population, and people age between 15 and 64 form 58.1%, this group is considered the workforce of Zarqa with a total number of 506,399.

The following table shows some demographic indicators of Zarqa

Indicator	
Population	891.000
Urban	95.1
Rural	4.9
Percentage from Jordan Population	14.9
Male Ratio	51.7
Female Ratio	48.3
Under age of 15	38.9
Age 15 – 64	58.1
Age over 65	3.0

Source: Department of Statistics



#### 4.7. Economic and Social situation

Statistics show that citizens of Zarqa was able to occupy 11% of the total jobs created in 2012, which came after Amman (37%) and Irbid (19%). The statistics show that the total number of jobs created in 2010 was 66,000 new job opportunities, where 18,000 were created from the public sector, and 47,000 from the private sector. In 2009 the total number of jobs created was 42,000, which means the increase in 2010 was 12%.

##### - Workforce

Statistics show that the Economically Active population of Zarqa in 2010 reached 197,415 of which 171,497 is males and 25,918 is females. Of which only 172,804 is currently in jobs.

Zarqa	Economically active		
	Male	Female	Total
	171,497	25,918	197,415

##### - Unemployment

As for the unemployment in Zarqa, statistics in 2010 show that the unemployment rate in Zarqa declined 0.4% compared to 2009, in 2010 it was 12.5%, and in 2009 it was 12.9%.

The following table shows the Unemployment rates for citizens of Zarqa over the age of 15 for the years 2008-2010

Zarqa	2008			2009			2010		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
	9.4	25.4	11.6	10.5	26.7	12.9	11.3	20.1	12.5

Source: Department of Statistics 2008-2010



- Poverty

The poverty percentage in Jordan in 2008 reached 13.3% according to the department of statistics. In Zarqa it reached 11.2%, and despite its dangerously high, it's still the lowest in Jordan. As in Mafraq it reaches 31.9%, and in Maan it reaches 24.2%.

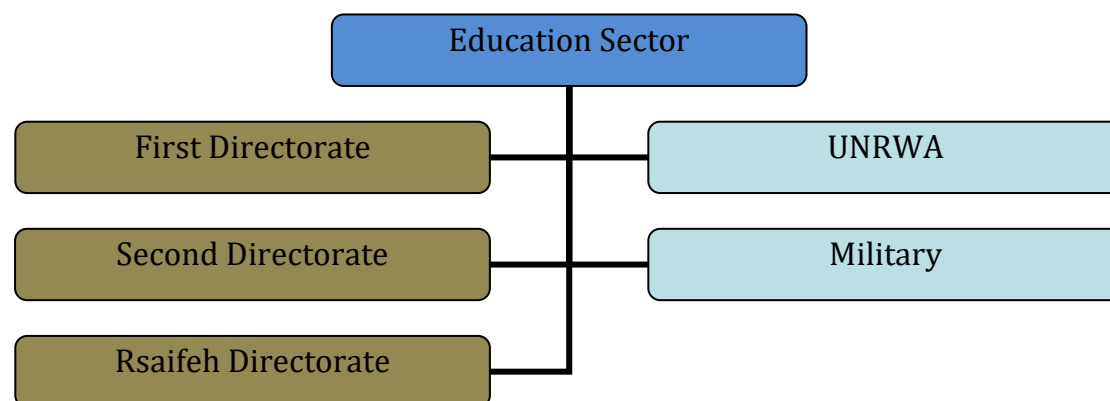
<b>Zarqa 2008</b>	<b>Poverty Percentage</b>	<b>Number of People in Poverty</b>	<b>Number of families in Poverty</b>	<b>Percentage of people in Poverty</b>	<b>Percentage of Families in Poverty</b>
	11.2	91,456	11,589	11.7	7.9

Source: Department of Statistics 2010

## 4.8. Sectors

### - Education

The Education Sector in Zarqa contains three directorates in addition to UNRWA schools, and military schools as shown in the structure below:



Schools' student numbers in Zarqa reach 250,000 students, of which 178,329 in public schools and the rest in private schools and UNRWA schools and Military schools.

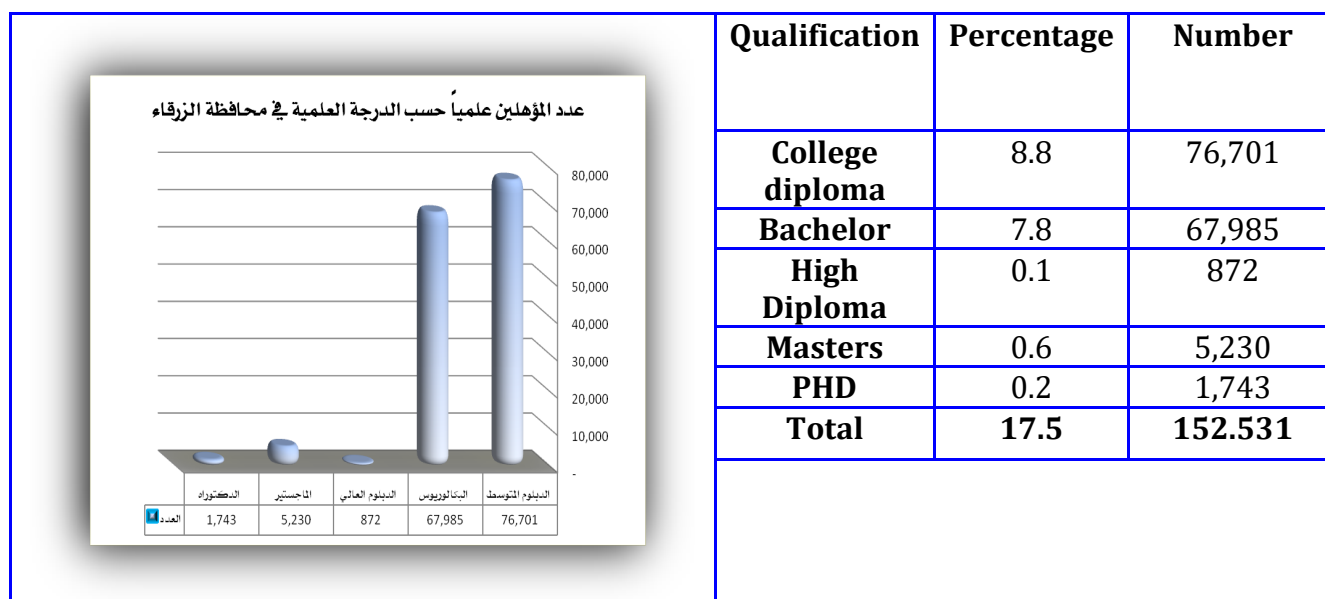
As for high education in Zarqa, the following table shows the universities in Zarqa:

Number	University	Number of Students	Number of faculty teachers
1	Hashemite University	<b>16466</b>	<b>450</b>
2	Zarqa Private university	<b>5106</b>	<b>1170</b>
3	Applied Balqa University	<b>2248</b>	<b>88</b>

The following table shows the colleges in Zarqa:

Number	College	Party responsible		Region
		Public	Private	
1	Zarqa College	*		Qasabah
2	Rafidah Nursing College	*		Rsaifeh
3	Zarqa National College		*	Qasabeh
4	Islamic Society		*	Qasabeh
5	Qortobah College for Girls		*	Qasabeh
6	Institute of Allied Health Professions	*		Qasabeh

The following table shows the numbers of citizens in Zarqa who obtained higher education; they form 17.5% of the total population:



## - Health

There are 8 hospitals in Zarqa, of which 4 private sector hospitals; they include the necessary medical equipments. In addition to Prince Hashem Military hospital which has 355 beds. Currently, construction of a new Zarqa Public hospital is ongoing, which will hold 450 beds; this will improve the number of beds to families ratio in Zarqa.

Hospital	Rooms	Beds	Labs	Labor rooms	E.R	Xray
Public Zarqa	55	300	4	3	8	22
Prince Faisal	5	3	1	2	190	42
Alhekmeh	2	4	3	1	60	32
Qasr Shabib	6	4	2	1	70	37
Alrazi	2	1	2	1	30	14
Olive Mountain	3	4	2	1	68	35
<b>Total</b>	<b>40</b>	<b>24</b>	<b>13</b>	<b>10</b>	<b>718</b>	<b>215</b>

According to statistics published by D.O.S in 2010, more than 70.9% of the total population of Zarqa is medically insured through the health ministry, and the military, and UNRWA in addition to the private medical insurance.

## **- Industry and Trade**

Zarqa is considered an industry pillar in Jordan for more than 50% of the Jordanian industry, which range from food products to steel and paper products. And based on the importance of this sector in Zarqa, comes the importance of the trade sector in Zarqa too. In addition, there are more than 4,000 registered traders in Zarqa.

The following table shows the numbers of industrial institution registered in Zarqa:

<b>Sector</b>	<b>Number of industrial Institutions</b>	<b>Capital (million JD)</b>	<b>Number of workers</b>
<b>Leather and Garments</b>	210	24.6	14761
<b>therapeutic and medical supplies</b>	8	11.3	349
<b>Plastic and Rubber</b>	44	5.5	540
<b>Chemical industries, cosmetics</b>	84	20.0	1525
<b>electrical engineering industries and information technology</b>	1949	10.3	4174
<b>Wood and furniture</b>	650	2.1	1091
<b>Construction industry</b>	603	51.8	3748
<b>Packaging, paper, cardboard and office supplies</b>	84	12.0	1224
<b>Ration and food industries, agricultural and livestock</b>	452	66.6	6244
<b>Mining industries</b>	4	0.06	18
<b>Total</b>	4.088	204.26	33.674

## **- Industrial Zones**

Zarqa contains 15 industrial company that operates in qualified industrial zones in Dhlail (13 companies) and Rsaifeh (2 companies).

## **- Free Zone**

The free zone in Zarqa was found in 1993 on a 5200 Donums land of which 3000 donums were developed to cope with the investment requirements in different sectors. Infrastructure were prepared and developed (roads, sewage, electricity, water, Bank and telecommunication services).

The free zone contains many warehouses, car showrooms, food products, clothes, spare parts, agriculture equipments.

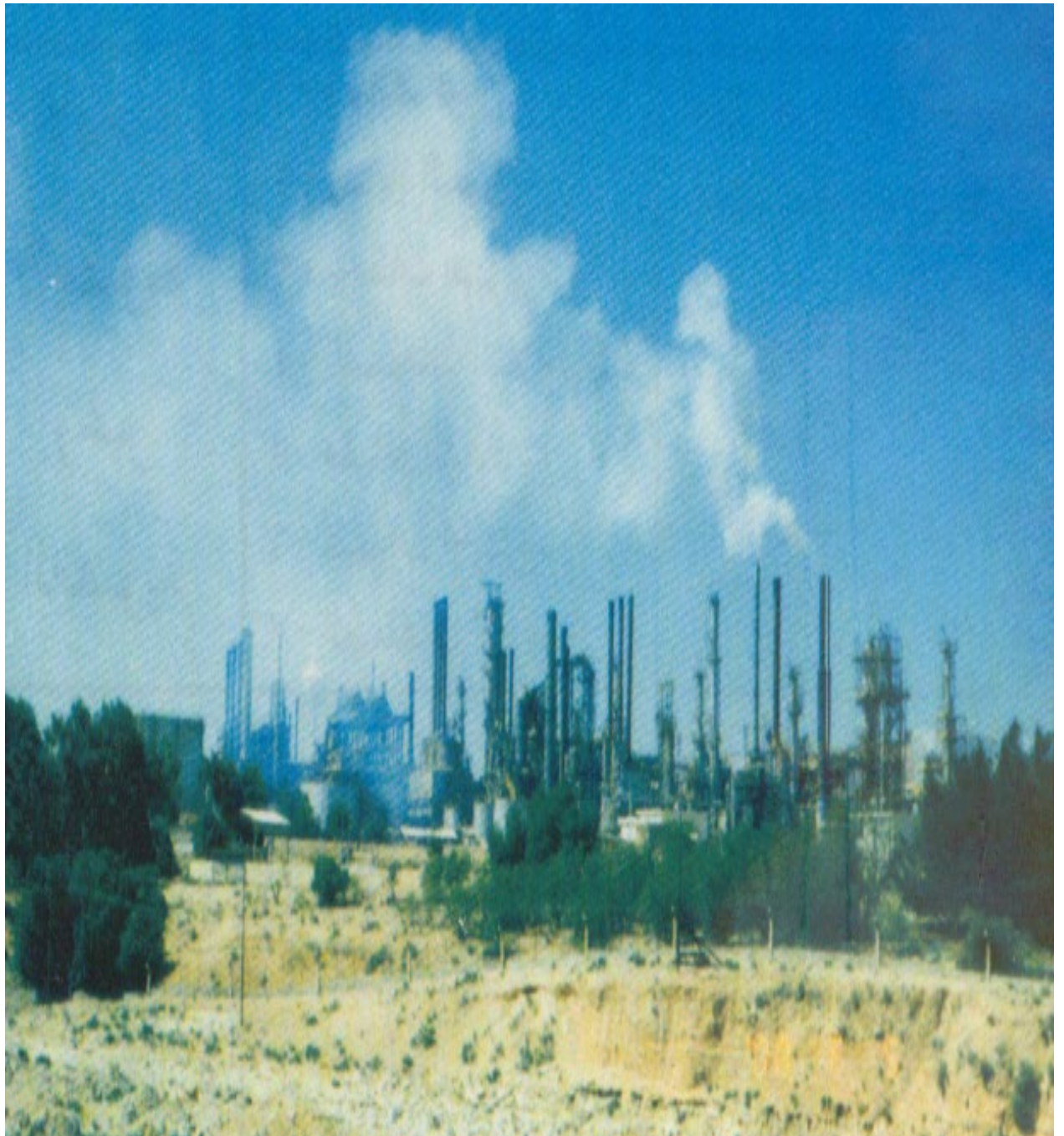


### **- Social Security**

Social Security is considered one of the most important pillars in the social and economic security through the insurances it provides. In Zarqa, the number of institutions that is included in the social security reached 3636 as of 31-12-2011 with employees included reached 44,349.

### **- Environment**

Zarqa suffers from many issues regarding the environment; this was stressed on by the participants in the workshops. This is probably caused by the fact that Zarqa is an Industrial city, in addition to the petrol refinery and ALHussain Thermal station, in addition to traffic jams.



## Environmental Pollution sites in Zarqa

### Qasabet Alzarqa

Site	Problem	Solution
<b>Zarq Stream</b>	The stream gets polluted by the sewage waste water that leaks into it. Hard waste Leak of waste water from the water purification station	The Stream rehabilitation Project Spraying of pesticides.  Control plants located along the riverbed.
<b>Water purification Station</b>	Bad smells. Leaking into the stream	Improve and development the operating capacity of the Station
<b>Crushers and quarries</b>	Emissions of dusts. Bombings.	Install filters Spray water

### Hashemeyyeh

Site	Problem	Solution
Petrol Refinery	Emission of toxic gas The Oil used is full with sulfur	Filters installation Reduce the percentage of Sulfur in the oil
Alhussain Thermal Station	Emission of toxic gas	
Alkherbeh Alsamraa Station	Leakage of waste water	Rehabilitation of the Station
Steel Factories	Emission of toxic gas	Filters installation
Rafa Station for Waster water purification	Bad smells Diseases	Improve the station capacity

### Wadi Alesh

<b>Site</b>	<b>Problem</b>	<b>Solution</b>
Jordan Company for Steel production	Emission of dangerous gases	The company signed a guarantee to install filters
Sekrab shops	Emission of gases Views distort	Find an alternative sites Manage the burning operations

### Rsaifeh

<b>Site</b>	<b>Problem</b>	<b>Solution</b>
Phosphate hills	Emission of dusts View distort Emission of toxic gases	The environment ministry is working on a project to solve this problem
Alkhamerah Jordanian industries	Waste water Bad smells	The waste water is being transported and used to water plants
Pepsi pool	Bad smells Pest problems	Stop the leakage of sewage water into it Pest control
Livestock market	Bad smells	Find an alternative location

### Dhlail and Hallabat

<b>Site</b>	<b>Problem</b>	<b>Solution</b>
Cow farms	Bad smells	Establish an organic fertilizer factory to make use of waste produced
<b>Crushers and quarries</b>	Emission of Dust Explosions	Filter installation Water spraying
Hekmat al Tojar factory	Bad smells	Filters installation
Qualified industrial zone	Waste water	Establish a water purification station
Arabian Company for white Cement production	Emission of Dust Baybas	Filters installation Put the baybas into the ground and mix it with sand and water

## ***5. SWOT Analysis of Zarqa City & Their Priorities***

During the second workshop, the participants agreed to prioritize the strengths, weakness, opportunities and threats according to their propinquity to the current situation of the city. The prioritization awarded based on weights that indicate importance (1-5). The participants agreed the SWOT analysis of the city is summarized as follow:

### **5.1. Prioritization of Strengths**

- The Industry sector in the city gained first place with total of (425) points. In the perspective of the participants, Zarqa industry sector is extremely important and provides Zarqa with a competitive advantage. Zarqa is considered as the industrial hub of Jordan where more than 50% of Jordanian industries varied between food, chemicals and petroleum, as well as leather and paper industries, and iron, marble and brick factories are located. The participants believe that this factor should be a key part in the formulation of the vision of the city.
- The commercial sector took second place with total of (418) points. This is a reflection of Zarqa's industrial sector, demographic status and population size, in addition to the presence of more than (4000) merchant registered with the Zarqa's Chamber of Commerce. This makes this factor a basis of any initiatives and development projects to be seen in the city in the future.
- Geographical location: the geographic location of Zarqa is one of the main strengths from the perspective of the participants, which came in third place with the total (414) points. Zarqa is located near the capital Amman, thus making it a priority area on the government development agenda; in addition, it's located on the main international high that leads to both Iraq and Syria.
- Population Diversity: participants felt that the diversity of the population in Zarqa is a strength; it was placed fourth with total of (410) points. This could be due to the diverse ethnicities existing in Zarqa, which enjoys social interdependence among all spectrum of society in Zarqa.
- Demographics: Zarqa has a youthful population, this element was ranked fourth by the participants, accumulating (386) points. This is due to the fact that approximately 60% of Zarqa's population is ages 24 and under, with almost 39% ages 14 and under.

- Education Sector: Education is one of Zarqa's strong elements and advantage to the city; participants ranked education in sixth place with total of (377) points. People are well educated; in addition to that, there are a number of universities that contribute to strengthening this sector.
- Infrastructure: One of the strengths in the city of Zarqa, which was ranked last; with (280) points.

**Table 1: Final Scores and Ranking of the Strengths (S)**

<b>Prioritization of Strengths by participants</b>	<b>Total Points</b>	<b>Ranking</b>
Industrial Sector	425	1
Commercial Sector	418	2
Geographical Location	414	3
Population Diversity	410	4
Demographics	386	5
Education Sector	377	6
Infrastructure	280	7

## **5.2. Prioritization of Weaknesses**

- Lack of coordination between the executive authorities of the city: The participants clearly stated that the lack of coordination between the executive authorities in Zarqa is one of the most imperative weaknesses; which came in first place with total of (356) points. This weakness reflects negatively on the integration of work needed, and hence on the quality of services.
- Air Pollution: one of the most important weaknesses in Zarqa is air pollution, resulting from the industries, traffic and vehicles, which was ranked in second place by the participants; with the total of (349) points. The participants emphasized the importance that this issue is one of the pillars that the future city vision includes.
- Water Supply: ranked in third place with (343) points, this is due to the wear of the network, leakage, and that the water supply system does not cover all areas in the city, leaving out many families. In addition the rotation system that is enforced doesn't cover the needs of the population.
- Road Network: The road network accumulated (340) points, ranking as the fourth point of weakness. The participants pointed the importance of addressing this problem and that the future city

strategy needs to include radical solutions for it. This problem has caused traffic jams and congestion due to the narrow streets, lack of parking, and the continuous attacks on the streets.

- Playgrounds and Green Areas: Was ranked as the fourth weakness with (340) points (tied with road network). There is severe shortage in playgrounds, parks and green areas, in addition the few areas available are not maintained and well taken care of.
- Poverty: which was placed as the fifth point of weakness, with (338) points. Statistics revealed a poverty rate over 11%. Participants confirmed that the importance of the need of new developments and projects that will improve people's lives, alleviate poverty, and reducing the negative impacts to their lives.

**Table (2) Final Scores and Ranking of the Weaknesses**

<b>Prioritization of weaknesses by Participants</b>	<b>Total Points</b>	<b>Ranking</b>
Lack of Coordination between the Executive Authorities of the City	356	1
Air Pollution	349	2
Water Supply	343	3
Road Network	340	4
Playgrounds & Green Areas	340	4
Poverty	338	5
Slums	337	6
Public Transportation	336	7
Water Pollution	335	8
Waste Management	330	9
City Center	323	10
Cultural Heritage	314	11
Adequacy of Educational Facilities	312	12
Financial Situation of the Municipality	307	13
Municipality Employees	306	14
Adequacy of Health Care Facilities	305	15
Public Participation	301	17





### 5.3. Prioritization of Opportunities

- Expand the Boundaries of the Municipality: The area of Zarqa Municipality is 65 km<sup>2</sup>; the participants see that it is important to expand the municipal boundaries of Zarqa to the west and east to include the Hashemite University, the free zone, Zarqa Private University and Al-Sharq City. In their opinion the presence of these components (educational, industrial and population) will benefit the city. Participants ranked this as the first opportunity, with total of (396) points.
- Presence of Universities: a number of universities are located in the Zarqa that can be utilized for its benefit, such as the Hashemite University, Zarqa Private University and a School from the Balqa University. These Facilities could be taken advantage of by utilizing the research centers, contribute solutions through their research, provide the necessary training to the community through their service centers, in addition to the benefit of students in the revitalization of Zarqa residentially and commercially. Universities Presence was ranked in second place, with (342) points.
- The Presence of Free Zones: with a difference of one point between the opportunity of the presence of university, it was ranked third allocating (341) points. The importance and benefits of this opportunity is through the exploitation of the job opportunities and the importance of benefiting of the developments proceeds in it.
- The Light Rail between Zarqa and Amman: Came in fourth as an opportunity for Zarqa, with the (340) points. In supplying the Zarqa with a modern and sophisticated transport network; which will in return reflect positively on the commercial and industrial activity, facilitate transportation, and provide employment opportunities.
- Utilize the municipality land in implementing investment projects: This opportunity shared fourth place with the light rail project; total of (340) points. The participants believed that investing these lands in investment projects will benefit the residents of Zarqa's services and economy particularly if managed with high efficiency.

- Reform and rehabilitate Zarqa's stream: Ranked in fifth place, with (337) points. This is an opportunity to improve the environmental conditions, and reduce air and water pollution.

**Table (3) Final Scores and Ranking of the Opportunities**

<b>Prioritization of Opportunities by Participants</b>	<b>Total Points</b>	<b>Rank</b>
Expand the boundaries of the municipality to include the free zone and the universities	369	1
Presence of Universities (Hashemite University, Zarqa Private University, Branch of Balqa University)	342	2
Free Zones	341	3
Light Rail project between Amman and Zarqa	340	4
Utilize the municipality land in implementing investment projects	340	4
Reform and rehabilitate Zarqa's stream	337	5
Zarqa City Master Plan	329	6
Invest the Grants from International Agencies	322	7
King Abdullah bin Abdul-Aziz City	315	8
Millennium Challenges Project	314	9
Governorates Fund	297	10

#### **5.4. Prioritization of Threats**

Results of the analysis showed that the threats that affect the city of Zarqa, from the viewpoint of the participants are as follows:

- Lack of tools to measure and reduce air and water pollution: This threat is one of the major threats facing Zarqa; the continuous pollution of the water and air will have a negative impact on the lives of the people and their continuity to live in the city. Participants stressed that the City Vision includes and refers to this subject; and to ensure that the industrial sector doesn't grow at the expense of the environment. This threat accumulated total of (384) points.
- The continued dumping of waste and the contamination of Zarqa's Stream: Again the issue of pollution in Zarqa is at the top of threats from the perspective of the participants. This issue ranked second with total of (378) points.

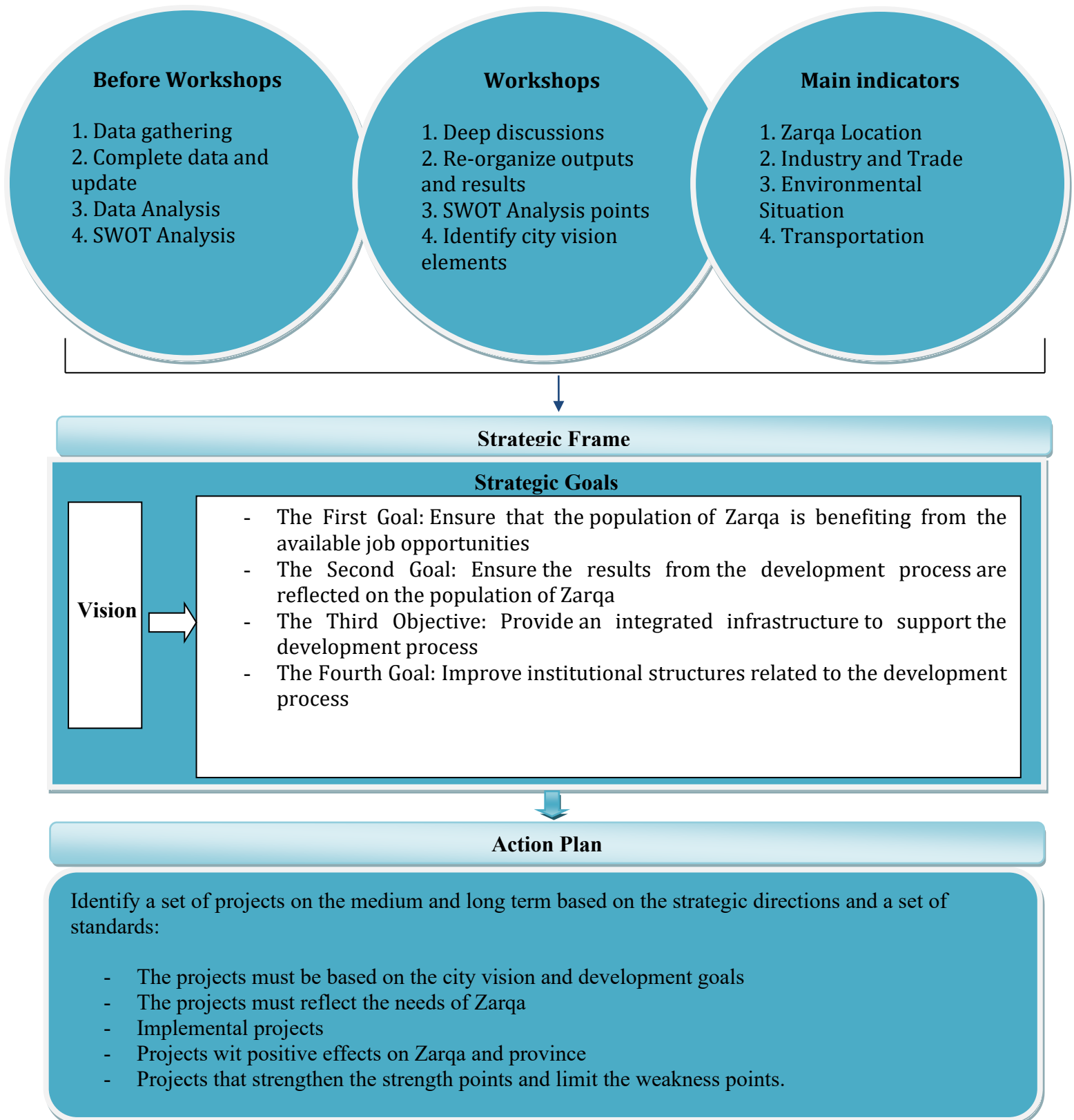
- The neglect of traffic problems and abuse on the streets within the city: the neglect of traffic jams and the frequent attacks on the streets within the city has deprived it from its attractive characteristics, and created a polluted, crowded, and chaotic city. This threat was ranked third with the total of (349) points.
- Migration of the population from Zarqa to Amman: the existence of migrations from Zarqa to Amman, in particular the areas of Abu Nasir and Shafa Badran. This threat was ranked fourth, with total of (348) points.
- Old City's loss of its traditional characteristics: This threat ranked fifth from the viewpoint of the participants, with total of (337) points; as a result of the attacks on the streets, overcrowding, poor hygiene, and pollution.

**Table (4) Final Scores and Ranking of the Threats**

<b>Prioritization of Threats by Participants</b>	<b>Total Points</b>	<b>Rank</b>
Lack of tools to measure and reduce air and water pollution	384	1
The continued dumping of waste and the contamination of Zarqa's Stream	378	2
The neglect of traffic problems and abuse on the streets within the city	349	3
Migration of the population from Zarqa to Amman	348	4
Old City's loss of its traditional characteristics	337	5
Weaknesses in project management	308	6
Continuation of the current relationship between the municipality and the Free Zoon	288	7

## 6. City Vision and Strategic Goals

### 6.1. Methodology



## 6.2. City Vision

Following the analysis and prioritization of SWOT analysis, participants agreed that there was a number substances for the city vision of which all participants agreed upon, namely:

- **The Industry sector in the city:** In the perspective of the participants, Zarqa industry sector is extremely important and provides Zarqa with a competitive advantage. Zarqa is considered as the industrial hub of Jordan where more than 50% of Jordanian industries varied between food, chemicals and petroleum, as well as leather and paper industries, and iron, marble and brick factories are located. The participants believe that this factor should be a key part in the formulation of the vision of the city.
- **The commercial sector in the City:** This is a reflection of Zarqa's industrial sector, demographic status and population size, in addition to the presence of more than (4000) merchant registered with the Zarqa's Chamber of Commerce. This makes this factor a basis of any initiatives and development projects in the future of the city vision.
- **Zarqa competitive advantage:** The geographical location, the diversity and demographics of the population, and education.
  1. Address the following weaknesses (Table No. 2):
    - Lack of Coordination between the Executive Authorities of the City
    - Pollution
    - Water Supply
    - Road Network and Transportation
    - Playgrounds and Green Areas
    - Poverty
  2. Exploit the following opportunities (Table No. 3):
    - Exploit the benefits of the presence of Universities and Free Zone.
    - Enhance the transportation system, through the Light Railway between Zarqa and Amman.
    - Reform and rehabilitate Zarqa's Stream, to ensure a positive environmental effect.
    - Exploit the municipality land for the implementation of programs and projects successfully.

3. Reduce, mitigate, and prevent the impact of threats (Table No. 4):

- The continuation of pollution.
- Continued neglect of traffic problems and abuse on the streets within the city.

Following the discussion it was agreed unanimously by the participants that the City Vision be as follows: -

“Zarqa is an industrial and commercial city, an integrated environment, attractive to live, supported by a modern transportation network and infrastructure; benefiting from its competitive advantage, and managing programs and projects efficiently and effectively within the framework of wise governance to ensure sustainable development; thus reflecting positively on the lives of its citizens economically and socially.”



### 6.3. Strategic Goals

**1. The First Goal: Ensure that the population of Zarqa is benefiting from the available job opportunities, through:**

- Provide a suitable work environment in terms of wages, availability of social security, job safety and job security.
- Effective use of vocational training centers, and the training centers available in the factories, to train the workers and develop their abilities and skills.
- Increase community awareness to encourage work in all professions and fields.
- Maximize the benefit of the presence of universities in Zarqa, and employment opportunities available in them.
- Benefit from the Free Zone in Zarqa, and employment opportunities available there.

**2. The Second Goal: Ensure the results from the development process are reflected on the population of Zarqa, through:**

- Focus on industries that are suitable for Zarqa's environment.
- Coordination between the various institutions for infrastructure and projects.
- Ensure compatibility between the industrial areas and the diverse industries available in Zarqa.
- Linking the universities in the governorate with a good road network to reach various areas in the city.
- Include the universities within the borders of the municipality and in the City's Master Plan.
- Improve the transportation network between Zarqa and Amman in on hand, and the internal transportation network between markets and residential areas on the other hand.
- Improve the transportation network between Zarqa and the Jordanian border.
- Improve support services and facilities such as parking, complexes, and restaurants.



**3. The Third Objective: Provide an integrated infrastructure to support the development process, through:**

- Develop social responsibility towards Zarqa.
- Create a legal framework that ensures that Zarqa benefits from its industrial sector, such as allocating a percentage of the job opportunities to the city.
- Encourage the creation of entities to service industrial areas.
- Focus on key and necessary industries that serve Zarqa.
- Benefit of students enrolled in universities located in Zarqa in terms of providing housing and services.
- Ensure the coordination and integration between the implementation entities and the government institutions in Zarqa.
- Structure that ensures the sustainability of the development plans, as well as the following-up, correcting any deviations, making recommendations, and monitoring the results.
- Provide and implement the legal framework to reduce the environmental and industrial contamination in Zarqa.

**4. The Fourth Goal: Improve institutional structures related to the development process, through:**

- Build and strengthen the partnership between the private and public sectors.
- Implement the supervisory role on the overall performance of the governorate.
- Link the output of educational institutions with the actual need of the labor market.
- Focus on key and necessary industries to serve Zarqa.
- Utilize the research centers and community service centers in the universities; and provide the necessary training to take advantage of employment opportunities available.
- Implement the amendment of legislation to ensure effective financial management of municipalities.
- Promote Zarqa as the commercial center.

#### 6.4. Strategic Directions for City development (by sectors)

The participants agreed to identify the following elements for the city development strategy:

##### **First: Trade and Industry Sector**

The Participants see the importance of Trade and Industry Sector in Zarqa, as it contains more than 50% of the Jordanian Industry, there was consensus by the participants on the need to strengthen the **following points**:

##### **The Strengths of Zarqa in this area include:**

- The Industry sector in the city gained first place with total of (425) points. In the perspective of the participants, Zarqa industry sector is extremely important and provides Zarqa with a competitive advantage. Zarqa is considered as the industrial hub of Jordan where more than 50% of Jordanian industries varied between food, chemicals and petroleum, as well as leather and paper industries, and iron, marble and brick factories are located. The participants believe that this factor should be a key part in the formulation of the vision of the city.
- The commercial sector took second place with total of (418) points. This is a reflection of Zarqa's industrial sector, demographic status and population size, in addition to the presence of more than (4000) merchant registered with the Zarqa's Chamber of Commerce. This makes this factor a basis of any initiatives and development projects to be seen in the city in the future.
- Geographical location: the geographic location of Zarqa is one of the main strengths from the perspective of the participants, which came in third place with the total (414) points. Zarqa is located near the capital Amman, thus making it a priority area on the government development agenda; in addition, it's located on the main international high that leads to both Iraq and Syria.

##### **And build on the most important opportunities in the Trade and Industry sector that include:**

- Expand the Boundaries of the Municipality: The area of Zarqa Municipality is 65 km<sup>2</sup>; the participants see that it is important to expand the municipal boundaries of Zarqa to the west and east to

include the Hashemite University, the free zone, Zarqa Private University and Al-Sharq City. In their opinion the presence of these components (educational, industrial and population) will benefit the city. Participants ranked this as the first opportunity, with total of (396) points.

- The Presence of Free Zones: with a difference of one point between the opportunity of the presence of university, it was ranked third allocating (341) points. The importance and benefits of this opportunity is through the exploitation of the job opportunities and the importance of benefiting of the developments proceeds in it.

**The Participants realize the importance of reducing the effects of weaknesses and include:**

- Road Network: The road network accumulated (340) points, which effects the Trade and Industry transportation, and the ease of transporting for the citizen to and from the factories. Ranking as the fourth point of weakness. The participants pointed the importance of addressing this problem and that the future city strategy needs to include radical solutions for it. This problem has caused traffic jams and congestion due to the narrow streets, lack of parking, and the continuous violations on the streets.

**Face the current and future threats, such as:**

- Lack of tools to measure and reduce air and water pollution: This threat is one of the major threats facing Zarqa; the continuous pollution of the water and air will have a negative impact on the lives of the people and their continuity to live in the city. Participants stressed that the City Vision includes and refers to this subject; and to ensure that the industrial sector doesn't grow at the expense of the environment. This threat accumulated total of (384) points.
- The continued dumping of waste and the contamination of Zarqa's Stream: Again the issue of pollution in Zarqa is at the top of threats from the perspective of the participants, which includes the pollution caused by the factories. This issue ranked second with total of (378) points.

## **Second: The Environmental Situation of the City of Zarqa**

The participants confirmed the importance of fixing the current environmental situation of Zarqa which is the pollution in all forms, to ensure the quality and health of the people of Zarqa, and the importance of the growth in the industrial and trade sector taking into consideration the environmental situation. Based on the analysis done, the following results appeared based on the participants view:

- Pollution: one of the most important weaknesses in Zarqa is air pollution, resulting from the industries, traffic and vehicles, the participants emphasized the importance that this issue is one of the pillars that the future city vision includes.
- Lack of tools to measure and reduce air and water pollution: This threat is one of the major threats facing Zarqa; the continuous pollution of the water and air will have a negative impact on the lives of the people and their continuity to live in the city. Participants stressed that the City Vision includes and refers to this subject; and to ensure that the industrial sector doesn't grow at the expense of the environment.
- Reform and rehabilitate Zarqa's stream: Considered as one of the important opportunities for Zarqa from the viewpoint of the participants. This is an opportunity to improve the environmental conditions, and reduce air and water pollution.

## **Third: Transportation**

- The problems and challenges in the Transportation system in Zarqa and the roads network and Traffic jams, and to adopt projects to solve those problems. This was one of the pillars of discussion and research from the participants and the citizens in Zarqa which came as follow:

- Road Network: The participants pointed the importance of addressing this problem and that the future city strategy needs to include radical solutions for it. This problem has caused traffic jams and congestion due to the narrow streets, lack of parking, and the continuous violations on the streets.
- The Light Rail between Zarqa and Amman: the participants sees that it's important In supplying the Zarqa with a modern and sophisticated transport network; which will in return reflect positively on the commercial and industrial activity, facilitate transportation, and provide employment opportunities.

### 6.5. Set of programs, plans and operational policies

Work has been done on the preparation of programs, plans and operational policies for the implementation of the objectives and strategic directions focusing on the following:

- Create a suitable Working environment (Salary levels, social securities, Safety, job security)
- Activate the use of vocational training centers and the training centers in factories to train the employees and enhance the capabilities and skills
- Increase community awareness to encourage work in all professions and fields.
- Maximum use of the presence of Universities and Job opportunities available in it
- Maximum use of the presence of the Free zone and job opportunities available in it
- Coordination between different institutions in regard to projects and infrastructure
- Ensure the Integration between the industrial zones and the different industries in Zarqa
- Connect the Universities with a good road network
- Include the Universities into the Municipality boundaries and main plans
- Improve the Transportation system between Zarqa and other cities, and the internal transportation
- Improve the transportation network between Zarqa and the Jordanian Borders
- Improve support services and facilities such as parking lots, and parks, and restaurants
- Develop the Social Responsibility towards Zarqa
- Provide a legal frame to ensure that Zarqa benefits from the industrial sector, such as identify a minimum percentage from the jobs to be for Zarqa locals

- Encourage the establishment of the service entities for the industrial zones
- Focus on key industries and necessary to serve Zarqa
- Benefit from the universities' students (services, accommodations)
- Ensure coordination and integration between executive bodies and government institutions in Zarqa
- A Structure that ensures the continuity of the development plans and follow-up and correct the deviations and make recommendations, and monitor the results.
- Provide and Activate the legal frames to reduce the Pollution in Zarqa
- Build and enhance the partnership between the private sector and the public sector
- Activate the monitoring role on the overall performance through the Governorate
- Link the outcome of the educational institutions with the actual market needs
- Activating the research centers and community service in the universities, and provide the necessary training to take advantage of employment opportunities available.
- Activating the legislations and make necessary amendment to ensure effective financial management of the municipality
- Promoting Zarqa as a Trade Center

## ***7. Implementation plans according to the strategic goals***

The implementation plans were prepared to align with the city vision and strategic goals of Zarqa.

Based on the city vision: " Zarqa is an industrial and commercial city, an integrated environment, attractive to live, supported by a modern transportation network and infrastructure; benefiting from its competitive advantage, and managing programs and projects efficiently and effectively within the framework of wise governance to ensure sustainable development; thus reflecting positively on the lives of its citizens economically and socially." And the strategic goals;

- The First Goal: Ensure that the population of Zarqa is benefiting from the available job opportunities
- The Second Goal: Ensure the results from the development process are reflected on the population of Zarqa
- The Third Objective: Provide an integrated infrastructure to support the development process
- The Fourth Goal: Improve institutional structures related to the development process

The following shows the Implementation plans according to city vision and strategic goals:

Sector	Action/Project	Time Frame	Implementing Entity	Key Performance Indicators (KPIs)
Industry & Trade	Alleviate wage levels to suit living standards, which include ensuring the compliance of minimum wage.	Short Term, Periodic Review	<ul style="list-style-type: none"> <li>• Social Security</li> <li>• Commerce Chamber</li> <li>• Industry Chamber</li> <li>• Ministry of Labor</li> <li>• Confederation of Trade Unions</li> <li>• Trade Unions</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the factories and companies comply with the minimum wage.</li> <li>• Review the minimum wage every 2 years to cope with living costs and inflation</li> <li>• Improve livelihood of the citizens</li> <li>• Reduce poverty</li> </ul>
	Include all the workers and institutions in the Social security umbrella	Short Term	<ul style="list-style-type: none"> <li>• Social Security</li> </ul>	<ul style="list-style-type: none"> <li>• Include all workforce in social security</li> <li>• Improve the livelihood of the workers and their families</li> <li>• Reduce poverty</li> </ul>
	Set standards for health and safety in work environment	Short & Medium Term	<ul style="list-style-type: none"> <li>• Ministry of Labor</li> <li>• Confederation of Trade Unions</li> <li>• Chamber of Industry and Trade</li> <li>• Social Security</li> </ul>	<ul style="list-style-type: none"> <li>• Build a national strategy for safety and health to reduce work accidents</li> <li>• Reduce the fatal accidents by %50</li> <li>• Reduce the disability accidents by %50</li> </ul>
	Activate the vocational training centers and link training with jobs	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Ministry of Labor</li> <li>• Vocational Training Cooperation</li> <li>• Chamber of Industry &amp; Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the graduates from the vocational training centers</li> <li>• Link the training programs with needs of the market</li> <li>• Increase job opportunities</li> <li>• Reduce poverty and unemployment</li> </ul>



Give the people of Zarqa the priority in job opportunities	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> <li>• Zarqa Industry Chamber</li> <li>• Zarqa Trade Chamber</li> <li>• Qualified Industrial Zones Authority</li> <li>• Free Zone</li> </ul>	<ul style="list-style-type: none"> <li>• Set 10% of jobs in Zarqa for its citizens</li> <li>• Increase Job opportunities</li> <li>• Reduce poverty and unemployment</li> </ul>
Promote Zarqa commercially through holding trade exhibitions and conferences	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> <li>• Zarqa Industry Chamber</li> <li>• Zarqa Trade Chamber</li> <li>• Ministry of Industry &amp; Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the traders coming to Zarqa</li> <li>• Promote Zarqa and its products</li> <li>• Increase sales</li> <li>• Stimulate the trade movement</li> </ul>
Promote the integrated services industrial zones	Medium & Long Term	<ul style="list-style-type: none"> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> <li>• Zarqa Industry Chamber</li> <li>• Zarqa Trade Chamber</li> <li>• Ministry of Industry &amp; Trade</li> <li>• Jordan Investment Board</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the employed citizens of Zarqa</li> <li>• Reduce poverty and unemployment</li> <li>• Expand the benefiting of the competitive edge of Zarqa</li> </ul>
Build systems for supervision and observation on the performance of Zarqa, which includes economic and services and social indicators	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> <li>• Zarqa Industry Chamber</li> <li>• Zarqa Trade Chamber</li> <li>• Executive Bodies in the Governorate of Zarqa</li> <li>• Zarqa Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>• Guarantee the successful implementation of the KPIs</li> <li>• Correct and defects the occur fast</li> </ul>
The adoption of partnership councils to promote sectorial cooperation between the public and private	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> <li>• Zarqa Industry Chamber</li> <li>• Zarqa Trade Chamber</li> <li>• Executive Bodies in the governorate of Zarqa</li> <li>• Cooperative Societies</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the cooperation and coordination between the private and the public sectors and unify the vision and policies relating to Zarqa and its citizens in order to reduce Zarqas' problems</li> </ul>

	Promote for corporate social responsibility	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Executive Board</li> <li>Advisory Board</li> <li>Charities</li> <li>Banks</li> <li>Companies</li> <li>Chamber of Industry &amp; Trade</li> <li>Zarqa Governorate</li> <li>Zarqa Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Activate the role of the Citizen and social responsibility which will help in solving issues on economic and services and social levels</li> </ul>
	Coordination with the Jordan Investment Board to develop an investment map for the industrial and trade sector in Zarqa which are based on analytical and realistic studies	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Jordan Investment Board</li> <li>Municipality of Zarqa</li> <li>Zarqa Chamber of Industry</li> <li>Zarqa Chamber of Trade</li> <li>Zarqa Governorate</li> </ul>	<ul style="list-style-type: none"> <li>New companies and investors</li> <li>Create jobs</li> <li>Reduce poverty and unemployment</li> </ul>
<b>Higher Education</b>	Reserve a percentage of jobs in universities in Zarqa for its citizens in addition to the community colleges	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Universities</li> <li>Municipality</li> <li>Governorate</li> <li>Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>Reserve not less than 20% of the jobs in universities for citizens of Zarqa</li> <li>Increase jobs</li> <li>Reduce poverty and unemployment</li> </ul>
	Provide training and studies for Zarqa through research and studies centers in the universities	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>The Hashemite University</li> <li>Zarqa Private University</li> <li>Balqa Applied University/ Zarqa Branch</li> <li>Governorate</li> <li>Municipality of Zarqa</li> <li>Chamber of Industry &amp; Trade</li> <li>Trade Unions</li> <li>Charities</li> </ul>	<ul style="list-style-type: none"> <li>Increase the numbers of trainees from Zarqa, which will prepare them for the market which will Reduce poverty and unemployment</li> <li>Create studies for Zarqa on different sectors and subjects</li> </ul>
	Provide suitable dorms for students in addition to other students services	Medium & Long Term	<ul style="list-style-type: none"> <li>Universities</li> <li>Private Sector</li> <li>Municipality</li> <li>Governorate</li> <li>Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>Increase jobs for Zarqa Citizens</li> <li>Reduce poverty and unemployment</li> <li>Improve livelihood of Zarqa Citizens</li> </ul>

	Link the education outputs with the marker needs	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Municipality</li> <li>• Governorate</li> <li>• Ministry of Higher Education</li> <li>• Advisor Board</li> <li>• Chamber of Industry &amp; Trade</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure jobs for fresh graduates</li> <li>• Provide suitable jobs</li> <li>• Reduce poverty and unemployment</li> </ul>
	Linkage between Universities and the various sectors to provide environmental studies and feasibility studies	Medium & Long Term	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Municipality</li> <li>• Governorate</li> <li>• Zarqa Industry Chamber</li> <li>• Zarqa Trade Chamber</li> <li>• Companies</li> <li>• Manufactures</li> <li>• Advisory Board</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the technical support and experience for companies and different sectors which could reflect on performance and productivity</li> </ul>
	Include the universities in the boundaries of Municipality of Zarqa	Medium Term	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Ministry of Municipal Affairs</li> <li>• Governorate</li> <li>• Municipality</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the Municipality earnings</li> <li>• Expand the Municipality boundaries</li> <li>• Make the universities closer to the components of Zarqa (Services, Management, Administration)</li> </ul>
<b>Environment</b>	Promotion of environment-friendly industries	Medium & Long Term	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Chamber of Industry &amp; Manufactures</li> <li>• Companies</li> <li>• Zarqa Municipality</li> <li>• Zarqa Governorate</li> <li>• Ministry of Environment</li> <li>• Ministry of Industry &amp; Trade</li> <li>• Ministry of Municipal Affairs</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the Pollution</li> <li>• Move towards environment-friendly industries</li> <li>• Improve the city of Zarqa and the livelihood of its citizens</li> </ul>
	Provide and activate the environmental observatories	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Ministry of Environment</li> <li>• Municipality</li> <li>• Governorate</li> <li>• Companies &amp; Manufactures</li> </ul>	<ul style="list-style-type: none"> <li>• Provide true reading on the pollution</li> <li>• Provide data to citizens and decision makers</li> <li>• Identify the hot polluted zones in Zarqa</li> </ul>

	Activate and update the environmental legislations	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Ministry of Environment</li> <li>Zarqa governorate</li> <li>Municipality of Zarqa</li> <li>Ministry of Municipal Affairs</li> </ul>	<ul style="list-style-type: none"> <li>Reduce pollution</li> <li>Improve the livelihood of Zarqa citizens</li> </ul>
	Set increasing penalties and fines on factories that does not comply with the environmental standards	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Ministry of Environment</li> <li>Zarqa governorate</li> <li>Municipality of Zarqa</li> <li>Ministry of Industry &amp; Trade</li> </ul>	<ul style="list-style-type: none"> <li>Reduce pollution</li> <li>Make good use of the collected fines</li> </ul>
	Promote Zarqa as a clean city free of waste	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Charities</li> <li>Banks</li> <li>Chamber of Industry &amp; Trade</li> <li>Mosques</li> <li>Schools</li> <li>Municipality of Zarqa</li> <li>Governorate of Zarqa</li> </ul>	<ul style="list-style-type: none"> <li>Prevent waste from being thrown around in Zarqa</li> <li>Promote for Zarqa becoming a clean city</li> <li>Make Zarqa more attractive</li> </ul>
<b>Transportation and Communication</b>	Reconsider the place and management of the public transportation vehicles	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>Advisory Board</li> <li>Transport Regulatory Commission</li> <li>Municipality of Zarqa</li> <li>Zarqa Governorate</li> <li>Buses &amp; Coaches Owners</li> </ul>	<ul style="list-style-type: none"> <li>Create a suitable place and suitable management for public transportation vehicles inside Zarqa and other provinces</li> <li>Create a sound queuing and timetable systems</li> <li>Provide service facilities, which should be maintained by the governorate</li> </ul>
	Create car parks for citizens and visitors	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>International Donors</li> <li>Private Sector</li> <li>Governorate of Zarqa</li> <li>Zarqa Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Reduce traffic jams</li> <li>Reduce pollution</li> </ul>
	Pressure the implementation big transportation projects especially the light railway project between Amman and Zarqa	Short & Medium Term	<ul style="list-style-type: none"> <li>MP's &amp; A'ayan Zarqa</li> <li>Advisory Board</li> <li>Zarqa Municipality</li> </ul>	<ul style="list-style-type: none"> <li>Ease flow of traffic</li> <li>Provide Employment Opportunities</li> <li>Reduce traffic congestion</li> <li>Reduce poverty &amp; unemployment rates</li> </ul>

	Repair and pave the internal network of roads	Short Term	<ul style="list-style-type: none"> <li>• Zarqa Governorate</li> <li>• Zarqa Municipality</li> <li>• Ministry of Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• Ease the flow of traffic</li> <li>• Reduce traffic accidents</li> <li>• Mitigate traffic jams</li> </ul>
	Improve the transportation network & roads between Zarqa , the governorates & the Jordanian border	Short, Medium & Long Term	<ul style="list-style-type: none"> <li>• Governorate of Zarqa</li> <li>• Zarqa Municipality</li> <li>• Ministry of Public Works</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate movement &amp; flow traffic from Zarqa to governorates &amp; border areas</li> <li>• Reduce Traffic Accidents</li> </ul>
Administrative and regulatory "Municipality of Zarqa"	Expand the boundaries of Zarqa city, east and west to include the Universities, the Free Zone and the Sharq city	Short & Medium Term	<ul style="list-style-type: none"> <li>• Prime Ministry</li> <li>• Ministry of Municipal Affairs</li> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> </ul>	<ul style="list-style-type: none"> <li>• Increase money supply of the Municipality treasury as a result of including Universities, Free Zone and other areas</li> <li>• Increase the area of the city</li> <li>• Exploit the advantage of having Universities &amp; the Free Zone</li> </ul>
	Restructure the municipality and its human resources	Short Term	<ul style="list-style-type: none"> <li>• Municipality of Zarqa</li> <li>• Ministry of Municipal Affairs</li> <li>• International Donors</li> <li>• Cities &amp; Villages Development Bank</li> </ul>	<ul style="list-style-type: none"> <li>• Raise core competencies &amp; Skills of the Municipality of Zarqa employees</li> <li>• Raise productivity</li> <li>• Raise services levels provided to residents</li> <li>• Ensure effective productivity of employees</li> <li>• Develop indicators to assess the performance of Municipality employees</li> <li>• Increase financial efficiency municipality</li> </ul>
	Design a development plan for the municipality that includes services, infrastructure & a Master Plan	Short Term	<ul style="list-style-type: none"> <li>• Municipality</li> <li>• Cities &amp; Villages Development Bank</li> <li>• Ministry of Municipal Affairs</li> <li>• Grant &amp; aid programs from the USA, Europe, Canada, Japan and others</li> </ul>	<ul style="list-style-type: none"> <li>• Create a master plan for the city</li> <li>• Improve the quality of services provided to citizens</li> </ul>

	Activate the role of the development units in the Municipality & the Governorate & increase the level of coordination	Short Term	<ul style="list-style-type: none"> <li>• Governorate</li> <li>• Municipality</li> <li>• Ministry of Internal Affairs</li> <li>• Ministry of Municipal Affairs</li> </ul>	Improve Municipality development performance which in return will reflect positively on the governorate and the lives of the citizens of Zarqa
	Develop a website for Zarqa City in various languages, which include information, indicators & a documentary on Zarqa.	Short Term	<ul style="list-style-type: none"> <li>• Ministry of Culture</li> <li>• Chamber of Industry</li> <li>• Chamber of Trade</li> <li>• Governorate</li> <li>• Municipality</li> </ul>	Provide information about Zarqa, at a local, national and international levels
	Provide observatories & information center for Zarqa	Short Term	<ul style="list-style-type: none"> <li>• Universities</li> <li>• Municipality of Zarqa</li> <li>• Governorate of Zarqa</li> <li>• Executive Bodies</li> <li>• Department of Statistics</li> </ul>	Provide up to date information, utilize the information in decision-making and directing resources

## ***8. List of the projects on medium and long term***

In light of the participants identifying elements of the local development strategy and the strategic direction through setting policies and programs; the participants proposed a set of projects that are needed in Zarqa (The participants pointed that there is few entities that couldn't attend the workshop whom have a direct relationship with implementing these projects and they are considered as partners or financing entities, therefore, the strategy should be divided on these entities so the projects chosen will be considered and schedules for), the proposed projects where as follow:

### **First: Industry and Trade Sector:**

#### **1. Establishing an industrial city**

	<b>The required information</b>
<b>Project Background</b>	The city of Zarqa Characterized as an industrial city, as it contains about 50% of Jordanian industries, but they are spread all over Zarqa, this is causing lack of integration between the industries, which shows the importance of a fully integrated industrial city.
<b>Project Description</b>	Establish an integrated industrial city, with a variety of disciplines, built according to in-depth studies, taking into account the environmental dimension, and support the employment of labor in Zarqa, which contribute to reduce the problems of poverty and unemployment towards a sustainable development of Zarqa and its citizens
<b>Justification for the project</b>	<ul style="list-style-type: none"><li>- Provide a complete integrated industrial city</li><li>- provide real job opportunities for citizens and job seekers in Zarqa</li><li>- Reduce the problems of poverty and unemployment.</li><li>- Benefit from the project to promote the development of an industrial Zarqa.</li></ul>
<b>Main Objective</b>	Enhance the competitiveness of the industrial sector and improve the infrastructure

<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Create job opportunities</li> <li>- Promoting sustainable development, based on work and production.</li> <li>- Reduce the problems of poverty and unemployment</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Preparation of a feasibility study for the project</li> <li>- Determine the stages of work for various components of the project</li> <li>- Processing different bids</li> <li>- launch the project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	<p>An integrated industrial city with industrial that includes different industrial and productive sectors, food products, pharmaceutical, chemical, clothing, leather. Where there are many expected positive effects for the project at the level of enhancing the competitiveness of the industrial sector in Zarqa, and provide job opportunities, training, Which contribute to achieving sustainable development and reflect positively on people life economically and consequent positive impacts on the business situation and living conditions in Zarqa and its citizens as well as effects on other areas of the governorate and the neighboring governorates such as Irbid, Mafrq.</p>
<b>Project Risk</b>	<ul style="list-style-type: none"> <li>- Environmental risk and therefore must take into account the environmental dimension of establishing the city.</li> <li>- Organizational risk and therefore must work to expand the municipal boundaries of the Zarqa east and west</li> </ul>
<b>The estimated cost</b>	15.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- The preparatory phase 500.000 JD</li> <li>- Feasibility study phase 250.000 JD</li> <li>- Designs and, tendering and evaluation 400.000 JD</li> <li>- Construction and implementation phase 13,850,000</li> </ul>



<b>Funding sources</b>	<ul style="list-style-type: none"> <li>- Ministry of Planning</li> <li>- Ministry of Industry and Trade</li> <li>- Industrial Estates Corporation.</li> <li>- World Bank.</li> <li>- Investment fund social security.</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- The municipality</li> <li>- governorate</li> <li>- Ministry of Industry and Trade</li> <li>- Ministry of Planning.</li> <li>- Industrial Estates Corporation</li> <li>- Trade and industry Chamber</li> </ul>
<b>Priority of the project</b>	in the long term
<b>Preparation time for the project</b>	12 months
<b>The time required for implementation</b>	5 years

## 2. Electronic Incubators project

	<b>The required information</b>
<b>Project Background</b>	Electronic Incubators project, contributing directly in the provision of specialized job opportunities, for the fresh graduates and community colleges graduates, and push towards improving the quality of life for the citizens, and creates a positive work culture in the Zarqa.
<b>Project Description</b>	The establishment of three electronic incubators, in cooperation with universities in Zarqa and especially Hashemite University, Zarqa Al ahlyeh , Applied Balqa.
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Providing job opportunities for university graduates and community colleges in the Zarqa.</li> <li>- Reduce the problems of poverty and unemployment.</li> <li>- activate cooperation between universities and the community</li> </ul>
<b>Main objective</b>	Provide job opportunities to absorb the fresh graduates, and linking educational outcomes with the needs of the market.
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- create job opportunities</li> <li>- Promoting sustainable development, based on work and production.</li> </ul>

	<ul style="list-style-type: none"> <li>- Reduce the problems of poverty and unemployment.</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Address the universities in the Zarqa</li> <li>- To provide the necessary funding</li> <li>- Preparation of designs</li> <li>- Processing of different bids</li> <li>- Start working on the project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	Contribute to the reduction of poverty and unemployment, and increase the number of available jobs for graduates, and to link educational outcomes with the needs of the market.
<b>Project Risk</b>	No risks
<b>The estimated cost</b>	250.000
<b>Investment Cost for Project Implementation</b>	Studies and. tendering phase 50.000 Implementation phase, 200.000
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>- World Bank</li> <li>- The Development Fund for the Governorates.</li> <li>- Donors</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Universities</li> <li>- Municipalities</li> <li>- Governorates</li> </ul>
<b>Priority of the project</b>	in the short term
<b>Preparation time for the project</b>	4 months
<b>The time required for implementation</b>	1 year

### 3. Establish a specialized training center for hybrid cars

	<b>The Required Information</b>
<b>Project Background</b>	Zarqa have a high proportion of the educated youth who is looking for job opportunities, and in the presence of infrastructure such as the vocational training centers, and because of the market leaning toward hybrid cars (environment friendly), this project will provide trained personnel and professionals in this area, and thus contribute to creating job opportunities and reduce the problems of poverty and unemployment.
<b>Project Description</b>	Establish a specialized center for training in repairing hybrid cars, which will graduate trainees to be professionally and technically qualified to repair and maintain hybrid vehicles
<b>Justification for the project</b>	The lack of specialized training centers in this area in Zarqa and the presence of a need to reduce the problems of poverty and unemployment that faced by the youth, especially that the community of Zarqa have a high percentage of educated youth who is looking for jobs
<b>Main objective</b>	Provide trained qualified human resources
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Reducing the problems of poverty and unemployment</li> <li>- Integration of youth in the labor market and get rid of the culture of shame</li> <li>- Create jobs</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Provide suitable operator through the Vocational Training Corporation.</li> <li>- Provide the necessary funding</li> <li>- Preparation of designs</li> <li>- Processing of different bids</li> <li>- Start working on the project</li> <li>- Provide management and trainers</li> </ul>
<b>The expected outcomes and impacts of the project</b>	<ul style="list-style-type: none"> <li>- Creating job opportunities for young people.</li> <li>- Provide trained qualified human resources.</li> <li>- Take advantage of the center as an example that can be</li> </ul>

	complemented in other governorates and other cities.
<b>Project Risk</b>	No risk
<b>The estimated cost</b>	150.000 JD
<b>Investment Cost for Project Implementation</b>	- Studies and, tendering phase 25.000 - Implementation phase, 125.000
<b>Funding sources</b>	- Vocational Training Corporation - Ministry of Planning - Ministry of Labor - The municipality - Development Fund for Governorates - Jordan Enterprise Development Corporation
<b>Partners</b>	- Vocational Training Corporation - Ministry of Municipal Affairs - Ministry of Labor.
<b>Priority of the project</b>	In the short term
<b>Preparation time for the project</b>	4 months
<b>The time required for implementation</b>	One year

## **- Second: Environmentally**

### **1. Rehabilitation the Zarqa Stream**

	<b>The required information</b>
<b>Project Background</b>	Zarqa suffers from the endemic environmental problem and one of these problems is called the Zarqa stream, which suffers from high pollution, whether its because of the dumping of industrial or household waste, Or even the waste from Khirbet Al Samra, in addition to that the visual pollution of slums built on the sides of the stream, all this calls for the launch of a project that aims for the rehabilitation of Zarqa stream
<b>Project Description</b>	Rehabilitation of Zarqa Stream, and to ensure that no one dumps waste in it, whether industrial or household products, so the stream will go back to being a tourist attraction that have a lot of parks and rests, in addition to the rehabilitation of water to be suitable for agriculture, and to contribute to the reduction of pollution in the Zarqa.
<b>Justification of the Project</b>	<ul style="list-style-type: none"> <li>- High pollution that the steam suffers</li> <li>- Negative effects on the locals because of the pollution</li> <li>- Reduce the poverty and unemployment</li> <li>- Convert the area to an agricultural area</li> <li>- Making the stream and attraction point for tourist</li> </ul>
<b>Main Objective</b>	The rehabilitation of the Stream and stop the pollution caused by it
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Bringing the stream back to life as an attractive agricultural place</li> <li>- Create Jobs</li> <li>- Reduce Pollution</li> </ul>
<b>Project Work plan</b>	<ul style="list-style-type: none"> <li>- Preparation of a feasibility study for the project</li> <li>- Determine stages of the work of various components of the project</li> <li>- Processing of different bids</li> <li>- Start working on the project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	There is a lot of positive effects for this project, such as stopping the pollution problem caused by the stream, and making it suitable for tourist and agriculture, in addition to creating jobs.
<b>Project Risks</b>	<b>No risk</b>
<b>The estimated cost</b>	<b>10.000.000 Dinars</b>
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- Preparation phase and studies 500.000 JD</li> <li>- Designs, tendering and evaluation Phase 500.000 JD</li> <li>- Implementation phase 9,000,000</li> </ul>
<b>Funding sources</b>	- Private sector

	<ul style="list-style-type: none"> <li>- Ministry of Tourism</li> <li>- The Development Fund for the Governorates.</li> <li>- World Bank</li> <li>- Other international donors.</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- The municipality</li> <li>- Ministry of Tourism</li> <li>- Ministry of Agriculture</li> <li>- Tourism Board</li> <li>- Universities</li> </ul>
<b>Priority of the project</b>	With a special priority, and to start the launch directly after of the project studies
<b>Preparation time for the project</b>	8 months
<b>The time required for implementation</b>	3 years

## 2. Waste Recycling

	<b>The required information</b>
<b>Project Background</b>	Zarqa again suffering from the problem of pollution in general, and the problem of collection and disposal of waste in particular, people tend to burn their waste which will help in increasing the pollution which will affect negatively on the lives of citizens and their health
<b>Project Description</b>	Find a mechanism and an effective method to collect and recycle waste in Zarqa, to ensure stopping the problem of pollution caused by burning waste, as well as the possibility to benefit from the project to generate electric power, resulting from the methane gas. in addition to provide opportunities for jobs, and therefore clean the environment , create job opportunities and reduce problems of poverty and unemployment
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Reduce the problem of pollution caused by burning waste.</li> <li>- Benefit from this project through the provision of electrical energy that is environment friendly.</li> <li>- Create jobs.</li> <li>- Reduce the problems of poverty and unemployment</li> </ul>
<b>Main objective</b>	Reduction of the pollution problem in Zarqa and its surrounding areas
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Stop pollution</li> <li>- Create jobs.</li> <li>- Reduce the problems of poverty and unemployment</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>-Make a technical study for the project</li> <li>- present the project for the purpose of funding</li> <li>- Start the implementation of project</li> </ul>

<b>The expected outcomes and impacts of the project</b>	There are many positive effects for the project, which is to reduce pollution, including reflecting positively on the lives and health of the citizens of Zarqa, in addition to create job opportunities that contributes to the reduction of poverty and unemployment, and to get a Clean Zarqa.
<b>Project Risk</b>	No risks
<b>The estimated cost</b>	10.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- Preparation phase and studies 500.000 JD</li> <li>- Designs, tendering and evaluation Phase 500.000 JD</li> <li>- The implementation phase 9,000,000</li> </ul>
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>- Private sector</li> <li>- World Bank</li> <li>- Other donors</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>-The municipality</li> <li>- Ministry of Environment</li> <li>- Governorate</li> <li>- Universities</li> </ul>
<b>Priority of the project</b>	In the medium term and long-term
<b>Preparation time for the project</b>	12 months
<b>The time required for implementation</b>	3-5 years

### 3. The renewable energy project and the generation of electricity from solar energy

	<b>The required information</b>
<b>Project Background</b>	The climate in Zarqa is close to the desert climate, and the sunny days is more than 300 days a year, in addition to Zarqa having a well qualified human resources (university professors) in each of the Hashemite University and Al-Balqa Applied and Zarqa Private universities, which helps to build , launch and manage such a project
<b>Project Description</b>	Exploit the climate and sunny days in Zarqa to generate the electricity that are clean and friendly for the environment , through the creation of fields for generating electrical energy through the sun, and thus reduce the pollution problems in Zarqa, and create jobs in the city and its surrounding areas
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Reduce the problem of pollution.</li> <li>- Increasing the competitiveness of the industrial and commercial sector through the provision of energy at a lower price</li> </ul>

	<ul style="list-style-type: none"> <li>- A positive Investment and exploitation of the Zarqa climate.</li> <li>- Provide job opportunities and sustainable development, therefore reduce problems of poverty and unemployment and improve the lives of people.</li> </ul>
<b>Main objective</b>	- Reduction of the pollution problem and make Zarqa fully integrated environmental industrial city.
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>-Create jobs.</li> <li>- insert the concept of renewable energy practically in Zarqa and produce environmental friendly energy.</li> <li>- Reduction of pollution</li> </ul>
<b>project work plan</b>	<ul style="list-style-type: none"> <li>-Preparation of technical and financial study for the project</li> <li>- provide funding</li> <li>- Preparation of designs and engineering plans required</li> <li>- Bidding</li> <li>- Start the implementation of project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	There are many positive effects for the project, which lies in the reduction of pollution in addition to provide job opportunities, produce environmentally friendly energy at a lower price ,thereby strengthen the competitiveness of the industrial and commercial sector in Zarqa
<b>Project Risk</b>	Failure to provide the necessary funding
<b>The estimated cost</b>	15.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- Preparation and feasibility studies 500.000 JD</li> <li>- Designs, tendering and evaluation Phase 500.000 JD</li> <li>- The implementation phase 14,000,000</li> </ul>
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>-World Bank.</li> <li>- Grant programs of American, European, Canadian, Japanese and other</li> <li>- The private sector.</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>-The municipality</li> <li>- Universities</li> <li>- Electricity Generating Company.</li> <li>- The Governor.</li> </ul>
<b>Priority of the project</b>	This project can be phased on several medium-long term stages
<b>Preparation time for the project</b>	One year
<b>The time required for implementation</b>	3-5 years



### **Third: - Transportation and communication sector:**

#### **1. Light railway project between Amman and Zarqa**

	<b>The required information</b>
<b>Project Background</b>	<p>The close distance between Zarqa and the capital Amman is one of the strengths, Which make it the focus of the government and the national agenda, and since the Zarqa form the human, industrial and commercial force in Jordan, the movement of people and goods is one of the main pillars effecting Zarqa.</p> <p>Because of that the light railway project between Amman and Zarqa is considered one of the most important projects that support the direction of Promoting the Location of Zarqa on the commercial and industrial map in Jordan.</p>
<b>Project Description</b>	Establishment of a light railway line between the Zarqa and the capital Amman.
<b>Justification for the project</b>	<ul style="list-style-type: none"><li>- Reduction of traffic jams.</li><li>- Provide an organized transportation with specified frequencies</li><li>- Facilitate the transportation of people and goods.</li><li>- Create jobs</li></ul>
<b>Main objective</b>	Solve the problems of the external transportation between Zarqa and Amman, and the smooth flow of traffic for the locals of Zarqa to Amman and vice versa.
<b>Specific objectives</b>	<ul style="list-style-type: none"><li>- More organized Transportation.</li><li>- Investment in the transportation sector.</li><li>- Reduce the problem of traffic jams.</li><li>- Create jobs.</li><li>- Reduce the problems of poverty and unemployment</li></ul>
<b>Project work plan</b>	<ul style="list-style-type: none"><li>- Preparation of a feasibility study for the project</li><li>- Determine the stages of work of various components of the project</li><li>- Processing of different bids</li><li>- Start working on the project</li></ul>
<b>The expected outcomes and impacts of the project</b>	Create an organized scheduled transportation system, effectively investing in transportation system, and provide job opportunities that reduce poverty and unemployment, reduce traffic jams in Zarqa.
<b>Project Risk</b>	Reduce the control of bus owners operating on the road between Zarqa Amman

<b>The estimated cost</b>	50.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- Preparation and feasibility studies phase 1,000,000 JD</li> <li>- Designs, tendering and evaluation Phase 2,000,000 JD</li> <li>- Implementation phase 47,000,000</li> </ul>
<b>Funding sources</b>	Private sector
<b>Partners</b>	<ul style="list-style-type: none"> <li>- The municipality</li> <li>- Ministry of Transport</li> <li>- Private sector</li> <li>- Transport Regulatory Commission</li> </ul>
<b>Priority of the project</b>	In the long term
<b>Preparation time for the project</b>	24 months
<b>The time required for implementation</b>	5 years

## 2. Car parks

	<b>The required information</b>
<b>Project Background</b>	Zarqa Suffers in general and the city center in particular from congestion and narrow streets and lack of parking which affects the movement of people , vehicles and commercial traffic, especially if we know that a large number of vehicles park in the streets leading to a state of confusion which makes the city center crowded
<b>Project Description</b>	Establish a parking lot on a piece of land in the city center, within several floors and a capacity of about 1000 car, and provide it with all the means of public safety
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Get rid of the problems of traffic jam in Zarqa</li> <li>- Facilitate the entry and exit of individuals</li> <li>- Stimulate the trade movement that was affected by the limitation of car parks</li> </ul>
<b>Main objective</b>	Provide additional parking and get rid of the traffic jam in Zarqa
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Stimulate the movement of individuals</li> <li>- Stimulate the trade traffic</li> <li>- Gaining revenue for the municipality by imposing a small fee on cars</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Provide a piece of land dedicated for the project</li> <li>- provide the necessary funding</li> <li>- Preparation of designs</li> <li>- Processing of different bids</li> <li>- Start working on the project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	Stimulate business and trade and get rid of traffic jams, and to achieve additional revenue for the municipality
<b>Project Risk</b>	No risk
<b>The estimated cost</b>	3.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- Purchase a piece of land 200,000 JD</li> <li>- Preparation phase: 75,000 JD</li> <li>- Feasibility study Phase: 75,000 JD</li> <li>- Designs, tendering and evaluation Phase: 100,000 JD</li> <li>- Construction and Implementation phase;2,550,000 JD</li> </ul>
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>- World Bank</li> <li>- The municipality</li> <li>- Baldiati project</li> <li>- Provincial Development Fund</li> </ul>
<b>Partners</b>	The municipality
<b>Priority of the project</b>	In short term

<b>Preparation time for the project</b>	5 months
<b>The time required for implementation</b>	1 year

#### **Fourth: Organizational:**

##### 1 - The expansion of municipal boundaries

	<b>The required information</b>
<b>Project Background</b>	Zarqa municipality suffers from the small space of 65 square km only, and the establishment of any investment projects requires the expansion of municipal boundaries, especially since the city suffers from crowded population. In addition, there are important parts of Zarqa is not included within the boundaries of the municipality such as east city and King Abdullah bin Abdul Aziz city and the Free Zone and universities, "the Hashemite and Zarqa Private" which means to deprive the municipality of a lot of revenue and earnings, In addition, create a situation of separation between the old city and new city, which makes the city lose its Featured character.
<b>Project Description</b>	Expand the municipal boundaries of Zarqa toward the eastern region to include the city of King Abdullah Bin Abdul Aziz, and the Free Zone and Alhishmah University and Zarqa Al Ahlia in addition to expand its borders to the west to include the communities nearby within the Zarqa Governorate
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Investment reasons</li> <li>- Strengthen the revenues of the municipality</li> </ul>
<b>Main objective</b>	Maximizing the benefit of the municipality of Zarqa from its nearby areas
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- The ability to create new investments</li> <li>- Additional financial returns to the municipality</li> <li>- Preach the gap between the different parts of zarqa</li> </ul>
<b>Project work plan</b>	submit an application to the competent authorities and take the approval
<b>The expected outcomes and impacts of the project</b>	Increase the area of the municipality, which helps in establish investment projects and supply the municipal treasury with returns like fees and taxes that can be collected from the residential , industrial and educational areas for the municipality and create job opportunities
<b>Project Risk</b>	Some parts of the Governorate might resist being included in the municipality boundaries
<b>The estimated cost</b>	20.000 JD

<b>Investment Cost for Project Implementation</b>	Legal advice 10.000 JD Documents, and meetings 10.000 JD
<b>Funding sources</b>	Municipality
<b>Partners</b>	<ul style="list-style-type: none"> <li>- The municipality</li> <li>- Governorate</li> <li>- Ministry of Municipalities</li> <li>- Free Zones</li> <li>- the Council of Ministers</li> </ul>
<b>Priority of the project</b>	In the short term
<b>Preparation time for the project</b>	3 months
<b>The time required for implementation</b>	One year

## 2. Rehabilitation of the city center

	<b>The required information</b>
<b>Project Background</b>	the city center of Zarqa suffer from traffic jams, violation on the streets, narrow streets, un clean streets that are full of waste, all this led to Zarqa becoming less attractive city and negative impact on trade and reduce the chance of attracting visitors, students and employees
<b>Project Description</b>	Rehabilitation of the city center, and to stop the violation on the streets, and make some of its streets in the city center where cars are not allowed
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Restore the spirit and glow to the downtown</li> <li>- activating the trade.</li> </ul>
<b>Main objective</b>	Rehabilitation of the city center and make it an attractive place
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Stimulating the trade</li> <li>- Reduce the traffic jam</li> <li>- Make the downtown an attractive place</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Preparation of a feasibility study for the project</li> <li>- provide the necessary funding</li> <li>- Processing of different bids</li> <li>- Start working on the project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	Revive the city center, stimulating the trade and tourism, thus creating new job opportunities and make the downtown a destination for the Zarqa citizens, in addition to reducing traffic jams and reduce pollution from vehicles.
<b>Project Risk</b>	There is no risk of the project especially if the car parking

	project is implemented too
<b>The estimated cost</b>	5.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- A technical study on the general situation of the city center 100.000</li> <li>- Preparation phase 100.000 JD</li> <li>- Feasibility study 100.000 JD</li> <li>- Designs, tendering and evaluation Phase 150.000 JD</li> <li>- The implementation phase 4,550,000 JD</li> </ul>
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>- World Bank</li> <li>- Departments and agencies of other international donors</li> <li>- Development Fund for Governorates</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- The municipality</li> <li>- Governorate</li> <li>- Private sector</li> <li>- Chamber of Commerce</li> <li>- Management of traffic / Public security</li> </ul>
<b>Priority of the project</b>	In the short term
<b>Preparation time for the project</b>	3 months
<b>The time required for implementation</b>	One year

### **Fifth: - Gardens, parks and green spaces: -**

#### **1 – Establishment of parks and green areas**

	<b>The required information</b>
<b>Project Background</b>	the city of Zarqa is suffering from a shortage of parks and green spaces, , they are being violated and misused , which urgently require to begin to establishing a number of gardens, parks and Provide it with necessary services to manage, operate and maintain
<b>Project Description</b>	Establish an integrated Gardens that include places for play and entertainment, serving all ages and categories, that are managed and operated effectively, to be supported with all the infrastructure services and other services such as restaurants, cafeterias and parking
<b>Justification for the project</b>	<ul style="list-style-type: none"> <li>- Create an recreation area for the people of Zarqa</li> <li>- Create jobs.</li> </ul>
<b>Main object</b>	Establish suitable gardens and parks for Zarqa citizens
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Parks , playgrounds and green spaces to serve the citizens of the Zarqa</li> <li>- create job opportunities</li> </ul>

<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- provide pieces of land</li> <li>- provide funding</li> <li>- Preparation of designs and engineering plans for infrastructure</li> <li>- Bidding</li> <li>- Start the implementation of project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	Find places of recreation for the citizens of the Zarqa, and create jobs.
<b>Project Risk</b>	Poor management , misuse and abuse
<b>The estimated cost</b>	1.000.000 Dinars
<b>Investment Cost for Project Implementation</b>	<ul style="list-style-type: none"> <li>- Preparation phase 50.000 JD</li> <li>- Studies and designs and, tendering 100.000 JD</li> <li>- The implementation phase 850.000</li> </ul>
<b>Funding sources</b>	<ul style="list-style-type: none"> <li>- World Bank</li> <li>- Development Fund for Governorate</li> <li>- Private sector</li> <li>- grants and aids</li> <li>- International Programs ( American, European, Canadian, Japanese and others)</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- The municipality</li> <li>-Governorate</li> <li>- Private sector</li> </ul>
<b>Priority of the project</b>	In the short and long term
<b>Preparation time for the project</b>	12 months
<b>The time required for implementation</b>	3 years

### **Sixth: projects that support the competitive sectors:**

1 - Design a development plan for the municipality and its human and financial resource

	<b>The required information</b>
<b>Project Background</b>	Municipality of Zarqa suffering from several weakness points in its unqualified and untrained human resource and the rising number of employees, lack of database, information and computers that enable employees to accomplish business with the least possible time, Also the municipality suffers lack of income and lack of financial plans that indicate the mechanisms of exchange and how to increase the investment of the municipality through projects that generate more income

	to the municipality, in addition to the problems and issues relating to the organizational structure and job descriptions and many other issues and weaknesses that indicate the need for a long term executive plan to prioritize these issues and needs and start including them in the municipality budget.
<b>Project Description</b>	Prepare a detailed plan to identify a set of projects that the municipality needs through building database, and improve the human resources and raise the education, training, as well as to plan financial resources and introduce a number of production and investment projects that increase the financial resources of the municipality.
<b>Justification for the project</b>	Get rid of the weaknesses points, improve human resources, increase their productivity and increase the municipality revenues
<b>Main objective</b>	Raise the efficiency of the municipality and enhance the human resources and increase the productivity and revenues
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Develop a database</li> <li>- Improve the mechanism of collecting the revenues</li> <li>- Raising the proficiently level of staff</li> <li>- Create a database for production projects for the municipality</li> <li>- Preparation of job descriptions and evaluate the performance of employees</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Assign a specialized consulting firm that works with the municipality team</li> <li>- Preparation of the study and evaluation of results</li> <li>- Search for funding to implement projects at the municipality level</li> <li>- Start the implementation of project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	Improve the performance of municipality services, and create a comprehensive database that show the status of various services, and improve the image of service providers in the municipality in terms of culture and technical capabilities and the growth in revenues and simplify the procedures and processes for the various reviewers.
<b>Project Risk</b>	No risks
<b>The estimated cost</b>	200.000 Dinars
<b>Investment Cost for Project Implementation</b>	- Preparation of TOR, tendering and evaluation Phase; 25,000 JD Implementation and preparation of study by consulting firm phase; 175,000 JD
<b>Funding sources</b>	grants and aids programs of American, European, Canadian, Japanese and other
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Private sector</li> <li>- The municipality</li> <li>- Ministry of Municipalities</li> <li>- entities related to the work of municipality</li> </ul>



<b>Priority of the project</b>	In the short term
<b>Preparation time for the project</b>	2 months
<b>The time required for implementation</b>	One year

## 2. Design a development plant for the municipality relating to infrastructure and services and master plan

	The required information
<b>Project Background</b>	The municipality of Zarqa suffers from many weaknesses relating to the incomplete master plan that helps in organizing the city and divide the investments into sectors and implement organizational rules that helps in achieving a balanced growth among projects, in addition to some problems in infrastructure in roads and water and sewage and pollution problems and many other issues that need to be identified and put in an executive plan (long term) to prioritize these issues and start including them in the municipality budget
<b>Project Description</b>	Prepare a detailed plan to identify the form and content of the master plan and complete all its phases, and create a prioritized plan that include the most importance infrastructure projects needed
<b>Justification for the project</b>	Get rid of the weaknesses and create a master plan that supports an organized growth to deferent sectors, and attract various investments, and to improve the infrastructure to cope with expansion in the city.
<b>Main objective</b>	Raise the level of performance of the municipality through

	the services and provide distinguished services
<b>Specific objectives</b>	<ul style="list-style-type: none"> <li>- Create a master plan that fits the growth of the city</li> <li>- Improve the infrastructure</li> </ul>
<b>Project work plan</b>	<ul style="list-style-type: none"> <li>- Assign a specialized consulting firm that works with the municipality team</li> <li>- Preparation of the study and evaluation of results</li> <li>- Search for funding to implement projects at the municipality level</li> <li>- Start the implementation of project</li> </ul>
<b>The expected outcomes and impacts of the project</b>	Improvements to the performance of the municipality, and create a master plan that help in identifying the growth patterns among the sectors, in addition to improving the image of Zarqa in terms of readiness of infrastructure for investments
<b>Project Risk</b>	No risks
<b>The estimated cost</b>	150,000 Dinars
<b>Investment Cost for Project Implementation</b>	Preparation of TOR, tendering and evaluation Phase: 20,000 JD Implementation and preparation of study by consulting firm phase: 130,000 JD
<b>Funding sources</b>	- Grants and aids programs of American, European, Canadian, Japanese and others.
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Private sector</li> <li>- Municipality</li> <li>- Ministry of Municipalities</li> <li>- Entities related to the work of municipality</li> </ul>
<b>Priority of the project</b>	Short-term
<b>Preparation time for the project</b>	2 months
<b>The time required for implementation</b>	1 year

## ***9. Prioritization of the Projects***

The priority of the projects has been identified taking into consideration the group of criteria that have been made clear to them and include: -

- Projects must be within the vision of the city and its development goals
- Projects that reflect the urgent need for the city of Zarqa
- Projects are applicable
- Projects with positive effects on Zarqa, cities and neighboring Governorates.
- Projects that will enhance the strengths and reduce weaknesses.

The priorities of the projects came as follows: -

<b>Project</b>	<b>Repetition rate</b>	<b>Ordered by Priority</b>
<b>Rehabilitation of Alzarqa Stream</b>	148	1
<b>The Light Rail between Zarqa and Amman</b>	116	2
<b>Establishment of Public Gardens and Green areas</b>	113	3
<b>Waste Recycling</b>	109	4
<b>Establishment of Car Parks</b>	101	5
<b>Rehabilitation of City center</b>	87	6
<b>The expansion of municipal boundaries</b>	80	7
<b>Establishment of an Integrated Industrial Zone</b>	67	8
<b>Renewable energy project and the generation of electricity from solar energy</b>	59	9
<b>Designing of a plan for the restructuring of the municipality and the development of human and financial resources</b>	28	10
<b>Creating Electronic Incubators</b>	28	10
<b>Development of Master Plan</b>	25	11
<b>Establish a Training center that is specialized in hybrid cars</b>	20	12

## 10. Action plan for implementation of the development strategy of the city of Zarqa

It was previously identified, the elements of the local development strategy and identify strategic directions through a set of policies and programs that enhance the strengths and reduce weaknesses were also review a range of projects proposed by the participants and prioritization, However there must be a clear action plan in terms of strategy, which enables the implementation of the strategic directions as well as projects that have been noted, taking into consideration that the required fund stated is for the financing of the activities and not to be salaries or incentives for the committees, the action plan came as follows: -

Procedure / Goal	Responsible Parties	Timeline	Required Fund (JD)	Sources of Fund
<p>Activation of the role of the Advisory Council or the establishment of specialized entity to oversee the implementation of the content of the development strategy and project plans through the following:</p> <ul style="list-style-type: none"> <li>- Coordinate with different parties for the purposes of starting the implementation of projects</li> <li>- Prioritization of policies and programs that have been mentioned in the strategy for the purpose of starting to implement to reduce the weaknesses of the city</li> <li>- Coordination to provide the necessary funding by the Action Plan for projects.</li> <li>- attract local and foreign investment</li> </ul>	<p>-Governor -Advisory Board -The relevant departments in the public and private sector</p>	Constantly	50.000	<p>- Municipality - Governorate - Ministry of Municipalities</p>

Create a Supporting technical team for the Advisory Board to develop performance indicators to the development plan and list of projects and follow up the implementation of these projects	-Governor -Advisory Board - The relevant departments in the public and private sector	Constantly	50.000	- Municipal - Governorate - Ministry of Municipalities
Develop an investment plan for the city include the priority sectors, and processing feasibility studies for projects to be presented to investors and international bodies	- An external consultant - Advisory Board	1 year	200,000	-Jordan investment board - Baladiati Project -Municipality - Ministry of Planning
Establishment of Trade and Industry promotion unit responsible of marketing Zarqa in relation to Trade and Industry that includes representatives from the Trade and Industry chambers and the private sector ,the unit will coordinate with the Advisory Council on the implementation of projects and follow-up tourism projects referred to in the Action Plan	- Trade and Industry chambers - Governor - Municipal - Jordan Investment Board	Constantly	300.000	- Provincial Development Fund - Baladiati Project
Launching a media campaign focusing on the concepts and the importance of work and productivity and the importance of training	- consulting company - Ministry of Labor - Vocational Training Corporation	6 months	300.000	- World Bank - Ministry of Planning - Other donors
Establish a specialized unit of environmental affairs, responsible for monitoring and follow up on environmental issues in Zarqa and coordination with all the concerned parties in coordination with the Advisory Council	- Ministry of Environment - Governor - Municipal - Petroleum Refinery Company	Constantly	300.000	- Ministry of Environment - Baladiati Project - Petroleum Refinery Company - other donors

## ***11. Capital Investment Plan***

Zarqa Local City Development Strategy identified a set of strategic goals, listed below:

- The First Goal: Ensure that the population of Zarqa is benefiting from the available job opportunities
- The Second Goal: Ensure the results from the development process are reflected on the population of Zarqa
- The Third Objective: Provide an integrated infrastructure to support the development process
- The Fourth Goal: Improve institutional structures related to the development process

The Strategy included a set of strategic directions, action plan, a range of activities and projects, thus the presence of investment costs associated with the implementation of these activities and projects. An estimated value of the funding needed to implement the list of projects referred to in the previous tables is around (109,770,000) JD , as well as the investment costs associated with implementing a set of activities and action plan referred to earlier.

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

- The launch of an integrated governmental program that includes these projects where part of the financing of these projects comes from the Governorate Development Fund, especially infrastructure projects and projects related to training and capacity building.
- Financing of small and medium-sized projects by private sector companies in the region, such as phosphate and potash companies.
- Funding of some projects by the Central governments from the Municipalities Budget.
- Launch a municipality encouragement fund, all municipalities; projects are evaluated based on their impact on the dimension of local communities' development.
- Coordinate with government agencies such as the Ministry of Planning and international Cooperation, JEDCO, the Ministry of Tourism, and the Ministry of Finance to get some grants and support from international bodies for the implementation of some of the projects included in the plan.

## **12. Recommendations & Lessons Learned**

Zarqa City represented the perfect model for preparing a city strategy for two reasons: First the urgent need for Zarqa to have an economic development plan to serve as a roadmap for the development of the city, and the development of its human resources and promising sectors with competitive advantage. Second, is the extent of awareness, diligence and cooperation extended by different segment of the community through participation in workshops; where they were attentive in selecting projects that reflect the urgent needs of the city, and putting forward unique ideas during the discussions. To ensure the benefit from this national effort, we must take the following recommendations and lessons learned into account:

**First:** In order for the positive effects of implementing the strategy to impact all parties in the private and public sector, it's important to adhere to the action plan, and form the committees and working groups put forward.

**Second:** The necessity of proceeding in the decentralization project, with some supervisory controls on the performance of municipalities

**Third:** Municipalities in various regions of the Kingdom suffer from the absence of a master plan that includes proper urban planning for the growth of the city, as well as, the development plans of projects within various sectors. The master plan should be formulated with broad participation of all institutions working in the public and private sectors, civil society institutions and other relevant authorities.

**Fourth:** The need to hold workshops for knowledge transfer within the borders of municipalities in the Kingdom to inform them, about Karak, Tafila, Mafraq and Zarqa's experience; and hold training workshops for Development Unit managers in these municipalities.

**Fifth:** Begin gradually to replicate this project on a number of new municipalities in the Kingdom, such as Ajloun, Jerash, Irbid, Ma'an, Salt, and Aqaba.

**Sixth:** Strengthen the governments' orientation towards increasing the municipalities' capacity, to be self-reliant and achieve their resources, and complete a set of investment projects that increase the municipality's revenue through partnering with the private sector in those areas.

### 13. ANNEXES

#### **Appendix (1)** **SWOT Analysis Points Prioritized**

**Table 1: Final Scores and Ranking of the Strengths (S)**

<b>Prioritization of Strengths by participants</b>	<b>Total Points</b>	<b>Ranking</b>
Industrial Sector	425	1
Commercial Sector	418	2
Geographical Location	414	3
Population Diversity	410	4
Demographics	386	5
Education Sector	377	6
Infrastructure	280	7

**Table (2) Final Scores and Ranking of the Weaknesses**

<b>Prioritization of weaknesses by Participants</b>	<b>Total Points</b>	<b>Ranking</b>
Lack of Coordination between the Executive Authorities of the City	356	1
Air Pollution	349	2
Water Supply	343	3
Road Network	340	4
Playgrounds & Green Areas	340	4
Poverty	338	5
Slums	337	6
Public Transportation	336	7
Water Pollution	335	8
Waste Management	330	9
City Center	323	10
Cultural Heritage	314	11
Adequacy of Educational Facilities	312	12
Financial Situation of the Municipality	307	13
Municipality Employees	306	14
Adequacy of Health Care Facilities	305	15
Public Participation	301	17



**Table (3) Final Scores and Ranking of the Opportunities**

<b>Prioritization of Opportunities by Participants</b>	<b>Total Points</b>	<b>Rank</b>
Expand the boundaries of the municipality to include the free zone and the universities	369	1
Presence of Universities (Hashemite University, Zarqa Private University, Branch of Balqa University)	342	2
Free Zones	341	3
Light Rail project between Amman and Zarqa	340	4
Utilize the municipality land in implementing investment projects	340	4
Reform and rehabilitate Zarqa's stream	337	5
Zarqa City Master Plan	329	6
Invest the Grants from International Agencies	322	7
King Abdullah bin Abdul-Aziz City	315	8
Millennium Challenges Project	314	9
Governorates Fund	297	10

**Table (4) Final Scores and Ranking of the Threats**

<b>Prioritization of Threats by Participants</b>	<b>Total Points</b>	<b>Rank</b>
Lack of tools to measure and reduce air and water pollution	384	1
The continued dumping of waste and the contamination of Zarqa's Stream	378	2
The neglect of traffic problems and abuse on the streets within the city	349	3
Migration of the population from Zarqa to Amman	348	4
Old City's loss of its traditional characteristics	337	5
Weaknesses in project management	308	6
Continuation of the current relationship between the municipality and the Free Zoon	288	7

**Appendix (2)**  
**List of Participants in Workshops**  
**1. Workshop 1**

<b>No.</b>	<b>Name</b>	<b>Title/ Institution</b>
.1	Sameh Al-Majali	Governor of Greater zarqa
.2	Abed Al- Mohdy AL- Domor	the Chief of Police Dep.
.3	Brigadier Mr. Ahmad Odinat	Director of Intelligence
.4	Colonel. Mr Marwan Syoof	Compassionate intelligence chief
.5	Coloel Mr. Waled Saub	Director of Civil Defence
.6	Brigadier Mr. Fawaz Oliyan	Chief of Police Dep./Rusaifa
.7	Eng. Saleh Abady	Director of Zarqa Works Department
.8	Dr. Bashar Abu Salim	Director of Zarqa Health Dep.
.9	Eng. Abd ALraheem AL-Zawahrah	Director of Zarqa Agriculture Department
.10	Eng. Nawaf AL-Doghmy	Director of Education
.11	Eng. Mohammad Abu Medan	Director of Zarqa water
.12	En. Ahmad Harahshah	Director of Municipality Affairs for Zarqa Governorate
.13	Eng. Kholod Maaitah	Director of government buildings / Zarqa
.14	Naeem Hadadeen	Director of Zarqa Culture Dep.
.15	Ma'moon AL-Omary	President of the Joint Services Board of Zarqa Governorate
.16	Jamal Batayneh	Director of Zarqa Awqaf
.17	Ramzi AL-Shaweesh	Director of Commerce and Industry
.18	Jalal Ahmad Ghareeb	Director of Social Development
.19	Hussein AL-Jboor	Director of Youth Welfare
.20	Eng. Suliman Abu Toaimah	Director of Electricity Company
.21	Eng. Rasmi Zghool	Director of Vocational Training
.22	Mashhor Tarawneh	Director of Zarqa Free Zone
.23	Eng. Abd AL-Majeed Khabour	Director of Environment

.24	Romil Ghareeb	Director of the Office of Tourism and Antiquities
.25	Abed AL-Raheem AL-Zawahreh	All Jordan Youth Coordinator for the Zarqa Governorate
.26	Eyad Haddad	Director of Transport Regulatory Commission of Zarqa
.27	Mazen Karaymeh	Director of Zarqa Labor
.28	Mohammad Turkey Bani Khalid	Director of Palestinian Affairs
.29	Eng. Ghaleb AL-Khawaldeh	Director of the Agricultural Credit Corporation of Zarqa Governorate
.30	Hani Abu Naeem	Director of Social Security
.31	Jamal Shhadah	Director of Zarqa Cooperation
.32	Hani AL- shawash	Executive Director for Petroleum Refinery
.33	Dr. Monther Kreshan	Dean of the Zarqa Faculty of Applied University
.34	Dr. Mause AL- Momani	Dean of Faculty of Zarqa
.35	Malak Abu Zonot	Director of Vocational Training for female
.36	Mahmoud Shqerat	Director of retired military and veterans Office
.37	Ibtisam Altanas	Mawared Company Representative
.38	Jamal Hajeer	President of Zarqa Chamber of Commerce
.39	Omar Khalil	President of Zarqa Chamber of industry
.40	Amaal Salem	the Director of UNRWA/ Zarqa
.41	Falah AL- Omosh	Chairman of the Municipal Committee / Zarqa
.42	May Marji	Chairman of the Municipal Committee/ Hashimiya
.43	Tahssen Gahwaji	Chairman of the Municipal Committee/ Berrin
.44	Ibrahim AL- Hadded	Chairman of the Municipal Committee/ Ad-Dulayl
.45	Eng. Ghassan Zureigat	Chairman of the Municipal Committee/ Al Azraq
.46	Eng. Saleh AL- Abady	Chairman of the Municipal Committee/ Rusaifa
.47	Eng Qasem Dardour	Chairman of the Municipal Committee/ al-Halabat
.48	Fayez Maharmeh	President of Contractors Association
.49	Salameh Ghowairy	Parliament Member
.50	Mohammad Khawaldeh	Advisory Board Member

## **2. Workshop 2**

<b>No.</b>	<b>Name</b>	<b>Sector</b>
1.	Mr. Mohammed Aqeel	Governor Assistant of the Zarqa Development
2.	Eng. Mohamed Zawahra	Head of Zarqa Development Unit
3.	Mr. Ahmed Mohamed Khairi	All Jordan Youth Commission
4.	Hanin Kamal Mahmoud	All Jordan Youth Commission
5.	Nora Khalayleh	All Jordan Youth Commission
6.	Neda Makahleh	All Jordan Youth Commission
7.	Khloud Mohammed Taleb	All Jordan Youth Commission
8.	Mariam Ghowiri	Zarqa Municipality
9.	Dr. Mohamed Ahmed Rasheed	Islamic Education Charity Association
10.	Eng. Mohamed Zidan Qaisi	Head of the Agricultural Credit Corporation
11.	Khawlah Yousif Ali	Alrsifah Charity
12.	Omar Khattab Omar	Zarqa Culture Department
13.	Rowan Ziad Azem	All Jordan Youth Commission
14.	Suliman Daradkeh	Associations Head
15.	Saeed Abu Halima	Arab Company
16.	Abdul-Majid Khabour	Department of Environment
17.	Alaa Ahmed Saade	Company "private sector"
18.	Eng. Qasim Dardour	Al-Halibate Municipality
19.	Ibrahim Hamdan	Mayor of Al-Thaleel
20.	Eng. Ghassan Zureikat	Mayor of the Zarqa
21.	Said	Association to facilitate access to marriage
22.	Sabri Radwan	Zacharias Charity
23.	Jihad Fah	Free Zones Corporation
24.	Mohammed Abdullah Kandil	Civil defense
25.	Abdullatif Lutfi	Civil defense
26.	Lara Abdul Hameed	Zarqa Chamber of Commerce
27.	Wael Masri	Rusaifa charity
28.	Hammoud Yousif Zeuod	The Hashemite
29.	Ahmed Abdel-Ghani	Free Zones
30.	Jihad	Free Zones
31.	Eng. Mohammed Abed	Department of Government Buildings
32.	Eng. Suleiman Abu Toaima	Jordanian Electric Power Company
33.	Najeh Hisham	Civil Status and Passports
34.	Eng. Ziad Maaytah	Zarqa Municipality
35.	Eng. Saleh Al-Abadi	Department of Public Works and Housing
36.	Salem Othman	Al-Halibate Association
37.	Lama	Deaprtment of Education
38.	Dr. Muawiya Abedulmajeed	Bara Charity
39.	Amer Saleh	Shabib Media
40.	Nassif Ghassan Khatib	Al-Hikma Association
41.	Eng. Qasim	Municipality of Al-Hashmieh

42.	Adnan Ismail	Zad Al-Kheir Association
43.	Anwar Al-Majali	Oasis Association
44.	Shaker Al-Zouhrah	Zawahra Association
45.	Majid Ahmed Suleiman	Saad bin Maaz Association
46.	Fayez Iskaka	Zarqa Chamber of Commerce
47.	Alab Farah Haddad	Orthodox Association
48.	Hatem Mohamed	Merchant
49.	Shaher Mohammed Salman	Petroleum Refinery Company
50.	Shafa Qasim	King Abdullah Center
51.	Aisha Abu Shusha	King Abdullah Center
52.	Khetam Ibrahim Saleh	Family Affairs Welfare Association
53.	Entisar Abu Hawilah	King Abdullah Center
54.	Malek Ahmad	The Vocational Training Corporation
55.	Fouad Zeud	All Jordan Youth Commission
56.	Mohamed Saad	All Jordan Youth Commission
57.	Aida Najeh	All Jordan Youth Commission
58.	Donna Rousan	All Jordan Youth Commission
59.	Badia Atwa	Nashmate Association
60.	Arwa Abdul Razak	Zarqa Municipality
61.	Jihad Muhammad	Jihad Abu-Sharar Co.
62.	Eng. Tahseen Qahwaji	Chairman of Bairin Municipality Committee
63.	Eng. Saddam Khalayleh	Bairin Municipality
64.	Nashat Majali	Jordan News Agency
65.	Iyad Khatab	King Abdullah Center
66.	Eng. Awad Barakat	Zarqa Municipality
67.	Rula Ziad	All Jordan Youth Commission
68.	Dr. Faisal Al-Ghazou	Ministry of Environment
69.	Eng. Ibtehaj Al-Tamimi	Zarqa Municipality
70.	Muna Salim	Culture
71.	Osama Mohammed	Shoaa Association
72.	Eng. Farah Dawood	Ministry of Municipal Affairs
73.	Elham Zoubi	Ministry of Municipal Affairs
74.	Raghda Dweikat	Ministry of Municipal Affairs
75.	Khaled Alroajfeh	Ministry of Municipal Affairs
76.	Shady Alqtaunh	Ministry of Municipal Affairs
77.	Iyad Batoush	Tariq Public Security Center
78.	Dr. Abdulrahim Hamdan	The Hashemite University
79.	Mohammed Salameh	Al-Hashemieh Association
80.	Dr. Abdulrahim Bashir	Zarqa Agriculture Department Head
81.	Nasser Darawshe	Labour Department
82.	Amjad Zawahra	Zarqa Youth Department
83.	Saleh Daifallah	President of the Associations Union
84.	Munira Saleh	Ministry of Culture
85.	Dr. Lail Al-Fayez	Head of Zarqa Health Department

86.	Eng. Salem Hiyari	Director of Engineering
87.	Zuhair Abu Khadija	Social Activist
88.	Kauthar Ghouri	Women Committees Forum
89.	Hassan Deghimat	Zarqa Chamber of Industry
90.	Abdul Rahman Al-Absi	Dawayima Association
91.	Ziad Mohammed	Ziana Jewelry
92.	Hussein Mohamed	Department of Education
93.	Marwan Ahmad	Association of Yarmouk
94.	Hamid Mahmoud	Yajouz Association
95.	Eng. Mai Marji	Head of the Hashmite Municipal Committee
96.	Rasmia Abdul Rahman	Al-Safwa Association
97.	Fadi Maaytah	Area Manager
98.	Mazen Alkraima	Operations Manager
99.	Sabah Al-Anani	Hittin Women Camp Association
100.	Mohammed Habashneh	Associations Union
101.	Aida Al-Jamal	Social Activist
102.	Weam Omuri	Al-Bazar Charity
103.	Fatima Ajawi	National Forum
104.	Mona Abu Bakr Arslan	Sokhna Women Association
105.	Mohammed Saudi	Al-Tafleh Association
106.	Ezzeddine Mohamed	Chechen Charity
107.	Rahma	Shuaa Al-Nour Association
108.	Mohammed Abu Khalifa	Social Activist
109.	Turki Mohammed Maree	Social Activist
110.	Abdullah Khalayleh	Wattan Kidergaten Association
111.	Eng. Riad	Zarqa Municipality
112.	Eng. Humaidan Amoush	Zarqa Municipality
113.	Hassan Amoush	Zarqa Municipality
114.	Lubna Omar Kassem	Al-Hussein Association
115.	Abdelkader Nazal	Omar Bin Al-Khatib Association
116.	Juma Mohammed	Hittin Women Camp
117.	Rasmi Al-Ali	The Vocational Training Corporation
118.	Fares Saleem	Al-Hikma Association
119.	Samia Chechani	Sokhna Women
120.	Mohamed Nasri	Social Activist
121.	Osama Hammour	Haimir Villages Charity
122.	Rizk Alaourtani	Prince Talal Housing Association
123.	Mohammed Shorbaji	Islamic Culture Association
124.	Hana Chachan	Heritage Preservation Association
125.	Jamila Mashaqbeh	Women Committees Forum
126.	Ahmed Abu Qtam	Social Activist
127.	Suleiman Al-Khalidi	Anthalah Association
128.	Mohammed Abed	Craftsmen Association
129.	Basma Mohammed	Member of the Women's Committees

130	Lutfi Yousif	Amiriya Social Development Association
131	Sheikh Taysir Khalayleh	Social Activist
132	Fatima Khalayleh	Social Activist

### **3. Workshop 3**

<b>No.</b>	<b>Name</b>	<b>Sector</b>
1.	Mohammad Aqeel	Vice President of Governor of Zarqa for Development affairs
2.	Eng. Areej Zraiqat	Ministry of Municipalities
3.	Ilahm Alzoabi	Ministry of Municipalities
4.	Ragh Dwaikat	Ministry of Municipalities
5.	Heba Zoabi	Ministry of Municipalities
6.	Khalid Rawajfeh	Ministry of Municipalities
7.	Shadi Qatarneh	Ministry of Municipalities
8.	Mohran Sahori	Ministry of Municipalities
9.	Haya Hmaidan	Kolona AlUrdon Youth Organization
10.	Eng. Ahmad Lahham	Hussein Thermal Station
11.	Jamelah Talab	AlDlayl Women Association
12.	Sahar Mohammad	AlDlayl Women Association
13.	Fatmeh Mlouh	AlDlayl Women Association
14.	Edah Alathammat	AlDlayl Women Association
15.	Intesar Mohammad	AlDlayl Women Association
16.	Nafel Fahed	AlDlayl Women Association
17.	Ali Abdaljawad	Ministry of Municipalities
18.	Ghazi al Zawahreh	Water Authority
19.	Emad Abdalqader	Water Authority
20.	Eng. Eyad Alnemri	Alzarqa Engineering
21.	Eng. Omar Abu Resheh	Jordan Telecom
22.	Dr. Abdalkareem Alshawarbeh	Zarqa Health Directorate
23.	Eng. Khalid Ahmad	Zarqa Guiding Unit
24.	Nayef Al Sharafat	Social Security Corporation
25.	Shafa Qasem	King Abdullah Center
26.	Aesheh abu Housheh	King Abdullah Center
27.	Firyal Turki	Aloan Health Association
28.	Seham Alumari	Alyaqeen Association
29.	Reem Agha	Activist



30.	Watfa Mahmoud	Social Activist
31.	Amerah Mohammad	Social Activist
32.	Rasmeyeh Mahmoud	Social Activist
33.	Khadra Abu shanab	Social Activist
34.	Mahmoud Abdalateef	Social Activist
35.	Eng. Mohammad Alzawahreh	Head of Zarqa Development Unit
36.	Mahmoud Alkhalayleh	Social Activist
37.	Eng. Mahmoud Mohammad	Directorate of Government Buildings
38.	Eng. Jamal Shehadeh	Social Activist
39.	Ibrahim Abdalmonaem	Department of Antiquities
40.	Nisreen Mowafaq	Zarqa Development Directorate
41.	Ahmad Mohammad	Kolona AlUrdon Youth Organization
42.	Foad Saleh	Kolona AlUrdon Youth Organization
43.	Arwa Al Arda	Zarqa Municipality
44.	Maryam Alghwari	Zarqa Municipality
45.	Hassan Mahmoud	Zarqa Trade Chamber
46.	Malak Ahmad	Vocational Training
47.	Mousa Alfahd	Farmer
48.	Mohammad Terawi	Farmer
49.	Yazan Mohammad	Farmer
50.	Eng. Ghaleb Hasan	Public Works
51.	Hasan Dghaimat	Zarqa Industry Chamber
52.	Yosra Abdalkareem	Working women Association
53.	Farah Jalal	Jordanian Association
54.	Mohammad Alhabashneh	Jordanian Association
55.	Hamzeh Mohammad	Kolona AlUrdon Youth Organization
56.	Abdalahman Alzaghloul	Kolona AlUrdon Youth Organization
57.	Maher Lahham	Zarqa Trade Chamber
58.	Jehad Jamil	Zarqa Trade Chamber
59.	Wasfi Almomani	Zarqa Municipality
60.	Dr. Abdalraheem hamdan	Vice-president of Hashemite University

61.	Mohammad Abu Ali	Zarqa Governorate
62.	Dr. Mohammad Rasheed	Charity Society for Islamic education
63.	Ehab Hadid	Social Activist
64.	Mahmoud Alzawahreh	Education Ministry
65.	Hussain Saadadin	Zarqa Trade Chamber
66.	Enaam Jodeh	Zarqa Environment Directorate
67.	Noor Ibrahim	Environmental Police
68.	Rasmi Zaghloul	Vocational Training
69.	Eng. Abdalkareem zawahreh	Kolona AlUrdon Youth Organization
70.	Rula Zeyad	Kolona AlUrdon Youth Organization
71.	Walaa Abdaljabbar	Kolona AlUrdon Youth Organization
72.	Eng. Mohammad Zidan	Agriculture Lending
73.	Manwar Mahmoud	Farmer
74.	Akram Abualfool	Zarqa Trade Chamber
75.	Fayez Ahmad	Zarqa Trade Chamber
76.	Eyad Haddad	Land Transportation Commission
77.	Soaad Alhabashneh	Retaining culture Association
78.	Eng. Khaldoun Khasawneh	Unions
79.	Ramzeyeh Al-khateeb	Women Union
80.	Saleh Alkhalayleh	Associations Union
81.	Satea Al madadha	Ministry of Industry and Trade
82.	Ahmad Yonis	Kolona AlUrdon Youth Organization
83.	Najah al Zain	Directorate of Operations in Zarqa
84.	Ali Maani	Ministry of Municipalities
85.	Dr. Mohammad Alshareaa	Petrol Refinery
86.	Elayyan Alzeben	Jordan Post
87.	Dr. Ali Qandil	Doctors Association
88.	Suleiman Rashed	Farmer
89.	Wesam Mashoor	Farmer
90.	Jameleh Almashaqbeh	Women Forum
91.	Mahfooth Abu Mahfooth	Zarqa Trade Chamber

92.	Eng. Fares Hassan	Alhekme Charity Organization
93.	Dr. Ahmad Elemat	Jordanian Association for fighting poverty and unemployment
94.	Abeer Jameel	Khawla Association
95.	Badeaa Al Hindawi	Khawla Association
96.	Rahma Isaq	Zarqa Development Committee
97.	Jibreel Awad	Social Activist
98.	Rahmeh Rasem	Kolona AlUrdon Youth Organization
99.	Mohammad Aljaber	Zarqa Development Unit

### Annex (3)

#### Copy of the coordination letters between the Municipality, the Ministry of Interior Affair, the Ministry of Municipal Affairs and the Local and Regional Development Project

بسم الله الرحمن الرحيم

THE HASHEMITE KINGDOM  
OF JORDAN  
Ministry of Municipal Affairs  
AMMAN

المملكة الأردنية الهاشمية  
وزارة الشؤون البلدية  
عمان

الرقم: ٢٩٢٨٤  
التاريخ: ١٥/١٠/٢٠٠٩  
الموافق: ١٥/١٠/٢٠٠٩

السيد رئيس بلدية الزرقاء  
السيد رئيس بلدية الكرك الكبرى  
السيد رئيس بلدية المفرق الكبرى  
السيد رئيس بلدية الطفيلة الكبرى

الموضوع: برنامج استراتيجية تنمية المدن المبرمجة إقليمياً  
لمدن (الزرقاء، الكرك، المفرق، الطفيلة).

نظراً للمباشرة خبير أعداد استراتيجيات تنمية المدن المبرمجة إقليمياً لبلدياتكم في  
النصف الثاني من شهر تشرين الأول لعام 2009.  
وإشارة للرسالة الإلكترونية الواردة من البنك الدولي واتحاد المدن العالمي و  
المتضمنة الموافقة من حيث المبدأ على المباشرة بتنفيذ هذا البرنامج البالغ تكلفته  
حوالي 917000 دينار أردني بمنح خارجيه ومساهمات الحكومية الأردنية.

أرجو العمل على اتخاذ قرار مجلس بلدي يتضمن موافقة البلديات على رصد  
مخصصات مالية في موازنة البلدية لعام 2010 بواقع 20000 دينار لكل بلدية من  
بلدياتكم وذلك لغايات المحافظة على استدامة البرنامج، ولغايات استقطاب الدعم  
المالي والفني من الجهات الدولية المانحة مستقبلاً ورفعته بالسرعة الممكنة لإدارة  
المشروع في دائرة التخطيط الإقليمي والبرامج الدولية ليتم رفعه لاحقاً للجهات  
المانحة.

واقبلوا فائق الاحترام

المهندس شحادة ابوهديب  
وزير الشؤون البلدية

نسخة لحضرة الأمين العام  
نسخة لمراقبة مدير عام بنك تنمية المدن والقري  
نسخة للسيد مدير دائرة التخطيط الإقليمي والبرامج الدولي/مدير المشروع  
نسخة للسيد مدير دائرة المجالس المحلية

تم إنج. جيل عمان هاتف ٩٦٢ ١٦١١٣١٣ - ٩٦٢ ١٦١١٣١٣ - ٩٦٢ ١٦١١٣١٣ - ٩٦٢ ١٦١١٣١٣  
Tal: (962) 8 451393 97 Fax: (962) 8 4640404 - 4617135 - P.O. Box 1795 Amman 11118 Jordan



السلطة الفلسطينية

٢٤٨٥٩

الرقم

الموضوع

الموافق

السيد رئيس بلدية الزرقاء  
السيد رئيس بلدية المفرق الكبرى  
السيد رئيس بلدية الكرك الكبرى  
السيد رئيس بلدية الطفيلة الكبرى

الموضوع / إعداد استراتيجيات تنمية المدن المبرمجة إقليمياً لكل من بلديات  
(الزرقاء، المفرق الكبرى، الكرك الكبرى، الطفيلة الكبرى) ضمن مشروع التنمية  
الإقليمية والمحلية

حرصاً على نجاح العمل في برنامج استراتيجيات تنمية المدن المبرمجة  
إقليمياً ضمن مشروع التنمية الإقليمية والمحلية لبلدياتكم .  
أرجو سرعة العمل على تشكيل فريق عمل على مستوى كل بلدية وعلى النحو  
التالي :-

1. السيد رئيس البلدية / رئيساً لفريق العمل .
2. مدير البلدية .
3. خمسة أعضاء من المجلس البلدي .
4. مدراء كافة الدوائر في البلدية .
5. مهندسو مديرية الشؤون البلدية في المحافظة .
6. مهندسو مجلس الخدمات المشتركة في المحافظة .
7. مندوبي بنك تنمية المدن والقرى في المحافظة .
8. مندوبي الدوائر الحكومية في المحافظة - وزارة الأشغال العامة والإسكان  
وزارة الصحة ، وزارة التربية والتعليم، وزارة السيرة والآثار ، وزارة  
التنمية الاجتماعية، وزارة الداخلية، وزارة البيئة، وزارة العمل ، وزارة المياه  
والري .
9. رؤساء وحدات التنمية في بلديات المحافظة .
10. مندوبي المؤسسات الأهلية والنقابات والاتحادات . لعمالية والجمعيات  
الخيرية والجامعات والقطاع الخاص والمؤسسات الصناعية الكبيرة وصندوق  
الزكاة وصندوق المعونة الوطنية .



الرقم .....  
التاريخ .....  
الوقت .....

راجيا أن يصلني الرد على ذلك قبل نهاية هذا الشهر نتتمكن من استكمال الإجراءات واتخاذ المشروع حسب البرنامج الزمني المعد لهذه الغاية وفي حالة أي استفسار يرجى الرجوع إلى السيد مدير دائرة التخطيط الإقليمي والبرامج الدولية على الفاكس رقم 4622514 خلوي 0795910009 و بريد إلكتروني [Saleh.Jaradat@yahoo.com](mailto:Saleh.Jaradat@yahoo.com)

واقبلوا الاحترام

علي الغزاوي

وزير الشؤون البلدية  
المختص  
أحمد سليم الخزو  
الأمين العام

نسخة / لعلوفة الأمين العام  
نسخة / لعلوفة محافظ الزرقاء  
نسخة / لعلوفة محافظ المفرق  
نسخة / لعلوفة محافظ الكرك  
نسخة / لعلوفة محافظ الطفيلة

نسخة / السيد مدير دائرة التخطيط الإقليمي والبرامج الدولية  
نسخة / السيد ..... / من أجل ارتباط المشروع في مديرية .....





المراسل  
التاريخ  
الرقم

- ممثلين عن المنظمات الأهلية والنقابات والاتحادات والجمعيات الخيرية .
- والنسائية والقطاع الخاص .
- ممثلين عن الجامعات الرسمية والخاصة في المحافظة .
- بعض وجهاء المدينة .
- رئيس وحدة التنمية المحلية في المحافظة والبلدية .
- ممثلين عن الغرف الصناعية والتجارية في المحافظة .
- مدير مؤسسة الأعمار في المحافظة .
- مندوبي إدارة البرنامج في الوزارة .
- رؤساء فرق العمل في البلديات .

وفي حالة أي استفسار يرجى الرجوع إلى السيد مدير دائرة التخطيط الإقليمي والبرامج  
التوثيقية على الفاكس رقم 4622514 خنوي 0795910009 و بريد الكتروني  
[Saleh.Jaradat@yahoo.com](mailto:Saleh.Jaradat@yahoo.com)

وتفضلوا عطفوتكم بقبول فائق الاحترام

علي الغزاوي  
وزير الشؤون البلدية

المختص  
أحمد سليم العزوة  
الأمين العام

نسخه / لمطوفة لأمين العام .  
نسخه / للسيد مدير دائرة التخطيط الإقليمي والبرامج الدولية / مدير المشروع .  
نسخه / للسيد رئيس بلدية الزرقاء .  
نسخه / للسيد رئيس بلدية النفرات الكبرى .  
نسخه / للسيد رئيس بلدية الكرك الكبرى .  
نسخه / للسيد رئيس بلدية الطليعة الكبرى .

#### Annex (4)

#### Media coverage of participatory workshops with the local community in the city of Zarqa

### **لقاء تشاوري لبحث مشروع استراتيجية تنمية مدينة الزرقاء**

29/07/2011

الزرقاء - العرب اليوم - خالد الخريشا

عقد في مركز الملك عبدالله الثاني الثقافي بالزرقاء اللقاء التشاوري الاول لاصحاب الشأن " لبحث مشروع استراتيجية تنمية مدينة الزرقاء " والذي افتتحه محافظ الزرقاء سامح المجالي .

وقال المجالي ان "الزرقاء مقبلة على مشروع تحدي الالفية البالغة تكلفته 350 مليون دينار والذي سينهي مشكلات الزرقاء المائية اضافة الى مشروع ادارة الازمات الرامي لربط الدوائر والمؤسسات لايجاد بنى تحتية مميزة وخدمات شاملة تعالج القضايا البيئية والخدمية المختلفة التي يعاني منها ابناء الزرقاء".

وقرر المحافظ خلال اللقاء تشكيل لجنة لدراسة كافة الدراسات التي اعدتها خبير التخطيط الحضري واستراتيجية تنمية المدن انجيلو دورسو من رؤساء بلديات المحافظة ولجان المرأة ومديري الدوائر والمؤسسات ذات العلاقة بالبلديات .

واشار رئيس لجنة بلدية الزرقاء المهندس فلاح العموش الى اهمية توسعة حدود بلدية الزرقاء نحو الشرق والغرب كون الزرقاء ذات الكثافة العالية سكانيا تعاني من ضيق حدودها البالغة 60 كلم<sup>2</sup> العمل على رفع المستوى الاقتصادي للبلدية لمواجهة المتطلبات الواجب تنفيذها من خلالها بعد ترحيل معسكرات الجيش التي كانت تعتبر رافدا اقتصاديا مهما مبينا ان ضم الجامعة الهاشمية والزرقاء الخاصة والمنطقة الحرة لحدود بلدية الزرقاء بات امرا ضروريا لتكوين قرى وتجمعات حولها تزيد من رقعة المدينة الحالية وتزيد من واقع التنظيم وتخفف من ازمات المرور الحالية داخل شوارع الزرقاء .

وكان مستشار استراتيجيات تنمية المدن المهندس محمد بني عامر استعرض حاجة الزرقاء للتخطيط الاستراتيجي العام وتحليل الوضع الحالي السكاني والاجتماعي والاقتصادي للزرقاء ونقاط القوة والضعف في مشروعاتها ومؤسساتها ومبينا التحديات التي تواجهها المتمثلة بتلوث الهواء الناجم عن المصانع وتلوث سيل الزرقاء ومركز المدينة المتدهور نتيجة ضيق الشوارع والارصفة وضعف التخطيط الحضري للمدينة نتيجة عدم توسعها افقيا وعموديا والافتقار للموارد المالية لامتناس التوسع والافتقار للتنسيق مع المؤسسات وعجز البلدية عن توفير بنى تحتية موازية للتوسع والتراكمات في الدين العام وعدم قدرة البلدية على توفير خدمات حسب المعايير المطلوبة بسبب الايرادات الضعيفة

0.



عقد في مركز الملك عبدالله الثاني الثقافي في الزرقاء أمس اللقاء التشاوري الثاني لمناقشة "مشروع - الزرقاء استراتيجية تنمية المدن" والوضع الحالي والأفاق الاستراتيجية لمدينة الزرقاء.

وقال مندوب محافظ الزرقاء لشؤون التنمية المتصرف محمد عقل الذي افتتح اللقاء إن التخطيط طويل الأجل يعكس التطلعات الحقيقية لتطوير أية مدينة بحجم الزرقاء وكثافة سكانها، داعياً إلى بناء استراتيجيات واضحة للواقع الذي تعيشه المدينة من مشكلات لتعزيز نقاط القوة ومعالجة نقاط الضعف لتخفيف المشكلات التي تواجه سكان المدينة من بطالة وفقر. وأضاف أن الزرقاء جزء حيوي ومهم من المملكة وتحتاج إلى تحسين وتطوير وتخطيط شامل وواضح المعالم مشيراً إلى أنها مقبلة على مشروع تحدي الألفية الذي وقعت اتفاقية البدء بتنفيذه بكلفة 350 مليون دينار والذي سينهي مشكلات الزرقاء المائية إضافة إلى مشروع إدارة الأزمات الرامي إلى ربط الدوائر والمؤسسات لإيجاد بنى تحتية مميزة.

وأشار مندوب رئيس بلدية الزرقاء/ مدير وحدة بلدية الزرقاء المهندس محمد الزواهرة إلى أهمية توسعة حدود بلدية الزرقاء نحو الشرق والغرب كونها تعاني ضيقاً في مساحتها البالغة 65 كيلو متراً مربعاً، وذلك للعمل على رفع المستوى الاقتصادي لها لمواجهة المتطلبات الواجب تنفيذها بعد رحيل المعسكرات التي كانت تعد رافداً اقتصادياً مهماً لها.

وبين المستشار الرئيسي للتطوير والتخطيط الاستراتيجي الدكتور محمد بني عامر أهداف اللقاء المتمثلة بتحليل نقاط القوة والضعف والفرص والتهديدات والتعرف على الأهمية النسبية من وجهة نظر المشاركين وصياغة رؤية مدينة الزرقاء المبنية على تلك النقاط وتحديد الأهداف الاستراتيجية للوصول إلى الغايات والأهداف التي ترقى بالزرقاء نحو التقدم.

ولفت إلى حاجة الزرقاء للتخطيط الاستراتيجي العام وتحليل الوضع الحالي السكاني والاجتماعي والاقتصادي ونقاط القوة والضعف في مشروعاتها ومؤسساتها مبيناً أن التحديات التي تواجه الزرقاء تتمثل بتلوث الهواء الناجم عن المصانع والشركات وسيل الزرقاء والمصفاة ومصانع الحديد ومركز الزرقاء التجاري الضيق وضعف التخطيط الحضري للمدينة وعدم توسعها أفقياً وعمودياً والافتقار إلى الموارد المالية والتنسيق بين المؤسسات وعجز البلدية عن توفير البنى التحتية.

وعباً 150 مشاركاً يمثلون المؤسسات والدوائر ذات العلاقة استبانة لبيان نقاط القوة والضعف لواقع الزرقاء والتهديدات التي قد تواجهها مستقبلاً.-(بثرا)

### مدينة الزرقاء لقاء تشاوري لمناقشة مشروع استراتيجية تنمية

ناقش اللقاء التشاوري الاول الذي عقد اليوم الخميس في مركز الملك عبدالله الثاني - (الزرقاء 28 تموز (بترا الثقافي بالزرقاء مشروع استراتيجية تنمية مدينة الزرقاء

مقبلة سامح المجالي ان الزرقاء تحتاج الى التحسين والتطوير والتخطيط، مبينا ان الزرقاء وقال محافظ الزرقاء الزرقاء المائية اضافة الى على مشروع تحدي الالفية البالغة كلفته 350 مليون دينار والذي سينهي مشكلات لايجاد بنى تحتية مميزة وخدمات شاملة تعالج القضايا مشروع ادارة الازمات الرامي لربط الدوائر والمؤسسات يعاني منها ابناء الزرقاء البيئية والخدمية المختلفة التي

الدراسات التي اعدتها خبير التخطيط الحضري وقرر المجالي في اللقاء تشكيل لجنة لدراسة جميع تتكون من رؤساء بلديات المحافظة ولجان المرأة ومديري الدوائر واستراتيجية تنمية المدن انجيلو دورسو بالبلديات والمؤسسات ذات العلاقة

حدود بلدية الزرقاء نحو الشرق والغرب واكد رئيس لجنة بلدية الزرقاء المهندس فلاح العموش اهمية توسعة للبلدية ومواجهة المتطلبات الواجب تنفيذها بعد ترحيل لما لذلك من دور في رفع المستوى الاقتصادي رافدا اقتصاديا مهما، مشيرا الى ان ضم الجامعة الهاشمية والزرقاء معسكرات الجيش التي كانت تعتبر الحرة لحدود بلدية الزرقاء بات امرا ضروريا لتكوين قرى وتجمعات حولها تزيد من رقعة الخاصة والمنطقة المدينة الحالية وتزيد من واقع التنظيم وتخفف ازمات المرور

استراتيجيات تنمية المدن المهندس محمد بني عامر عرض حاجة الزرقاء للتخطيط وكان مستشار ونقاط القوة والضعف في الاستراتيجي العام وتحليل الوضع الحالي السكاني والاجتماعي والاقتصادي للزرقاء مشروعاتها ومؤسساتها

شكلها المحافظ اجتماعات متتالية لوضع التوصيات المناسبة لجميع قضايا الزرقاء وتقرر ان تعقد اللجنة التي بها وتنفيذ ما يتم ومشكلاتها والحلول المناسبة لها وفق جداول مدروسة بهدف رفعها للجهات المختصة للعمل الموافقة عليه

حدادين ومديرو الدوائر في المحافظة للمشاركة في وضع وحضر اللقاء النائبان سلامة الغوري وبسام التصورات والتوصيات

### List of Sources and References

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6. White paper, Sustainable Local Economic Development Framework, Leading Point Management Advisory, 2011.
7. Towards a new Generation of Cities, Guidebook for City Development Strategies in Southern Mediterranean Countries.2011