



Consultative Process Report

*Consultative meetings in the Kingdom
governorates*

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Table Of Contents

Executive Summary	3
1. General Background	10
1.1 Introduction	10
1.2 Millennium Challenge Unit - Jordan	11
1.3 Millennium Challenge Corporation	14
2. Consultative Process	16
2.1 Consultative Meetings in the Kingdom Governorates	18
2.2 Methodology	21
3. The Consultative Meetings Results in the Kingdom Governorates	30
3.1 Balqa Governorate	30
3.2 Irbid Governorate	35
3.3 Ajlun Governorate	41
3.4 Zarqa Governorate	46
3.5 Mafraq Governorate	52
3.6 Karak Governorate	57
3.7 Madaba Governorate	62
3.8 Tafileh Governorate	67
3.9 Ma'an Governorate	74
3.10 Aqaba Governorate	80
3.11 Jerash Governorate	85
3.12 The Capital Governorate	89
Appendices	96
A.1 Millennium Challenge Account (MCA – Jordan) Team	97
A.2 Jordan River Foundation Team	97
A.3 Participants in Consultative Meetings	98
A.4 Consultative Meetings Agenda	120
A.5 List of the Materials Distributed During the Meeting	121
A.6 Power point presentation on the Millennium Challenge Account- Jordan	121

Executive Summary

Introduction

Millennium Challenge Corporation (MCC) is an institution under the U.S. government which was established in 2004 to work with some of the low-income countries in the world. MCC relies on the principle that aid becomes more effective when it promotes good governance, economic liberalization and investment in people who seek to achieve economic growth and eradicate the extreme cases of poverty. Hence, the American Millennium Challenge Corporation, through the Millennium Challenge Fund which was established for this purpose, provides financial assistance to countries eligible to benefit from the program to finance development projects aimed at increasing economic growth rates and thus fight poverty.

The consultative process is considered an important element in the development and implementation of programs funded by aid, and aims, through introducing the Millennium Challenge program in Jordan in terms of its objectives, its components, eligibility criteria for Jordan and the expected results, to find common ground among the various sectors of the Jordanian society regarding the most important economic constraints, the means to address them, and putting forward the solutions to work together.

In addition, it aims to build dialogue bridges between the government and the various professional and public sectors, civil society institutions, international and local non-governmental organizations, as well as donor countries and the organizations of the United Nations. This in turn will create a sense of social responsibility and ownership towards the projects that will be implemented through this project.

Given the importance of the participation of all the groups of the civil society in planning and decision-making, the Millennium Challenge Account team, within a time plan that spread over five weeks from April 24 until May 26, 2008, held consultative meetings in all the governorates of the Kingdom, the main objective of which was to present and discuss the results of the constraints analysis and the economic analysis at the sector levels (Apparel sector, tourism sector, pharmaceutical sector and the information technology sector), which took place in the offices based on local and international studies and research pertaining to Jordan.

The aim of these consultative meetings was to identify the economic challenges and priorities of the Kingdom from the viewpoint of the participants via the identification of the priorities for each governorate and adding any new constraints proposed by the participants during these meetings, so as to take them, in addition to office results, into account when developing the concept paper for the proposed projects to be funded by the Millennium Challenge Corporation.

The initial analysis of the results of the consultative meetings illustrated the emphasis on several matters that concern the Jordanian citizen that varied between matters that can be translated into projects and matters related to policies in general. Patronage and favoritism, poor integrated planning, inequality in the allocation of development gains in the governorates and the absence of supervision and follow-up of projects topped the list of administrative and policy priorities, which, despite the fact that these issues are difficult to overcome through specific projects, yet they trigger the need to pay attention to them and deal with.

On the other hand, the sewerage network, environmental pollution, inadequacy of the outputs of the education process to meet the needs of the market and public transport ranked at top priority for projects, i.e. the possibility of dealing with such issues by means of preparing project proposals.

2. Methodology

The consultative meetings are based on the methodology of facilitation which depends on providing the proper environment for the participants to interact amongst themselves in order to identify the priority economic constraints facing the governorates. Effective and all-inclusive participation that involves all players is considered a central element in identifying constraints. In order for this process to progress successfully, effective and practical facilitation methods must be adopted for the working groups. It is also necessary to apply these methods appropriately in the workshops and seminars that bring people together to communicate on matters that concern them; hence the reliance on the dynamic participation of the audience is regarded as a means to stimulate the creative potentials of the participants that are founded on their cohabitation of the reality of the raised issues.

The consultative meetings were implemented in all the governorates of the Kingdom in partnership with the Jordan River Foundation, whose role was limited to logistics and facilitating the meetings.

Action steps for the consultative meeting:

- Introduction to the Millennium Challenge Account-Jordan.
- Presentation of the outputs of the constraints analysis and sector analysis reports.

- Filling the feedback form on the evaluation of economic constraints and sector analysis outcomes individually.
- Identifying additional economic constraints and obstacles specific of each governorate.
- Addition of the governorate-specific constraints to the economic constraints list identified by the Millennium Challenge Account team.
- Participants' Voting on priority economic constraints and obstacles identified by the Millennium Challenge Account team related to each governorate.
- Identify liaison officers in the governorates for the Millennium Challenge Program to be in direct contact with the Millennium Challenge Account team.

3. The Most Significant Challenges and Priorities

Following is a summary of the findings on the main challenges and priorities arrived at by the consultative meetings in all the governorates of the Kingdom and include the following key areas:

- Assessment of the outputs of the constraint and sector analysis.
- Governorates' priorities based on the results of studies on macroeconomic and sector constraints and obstacles.
- Governorates' priorities at project level.
- Governorates' priorities at policy level.

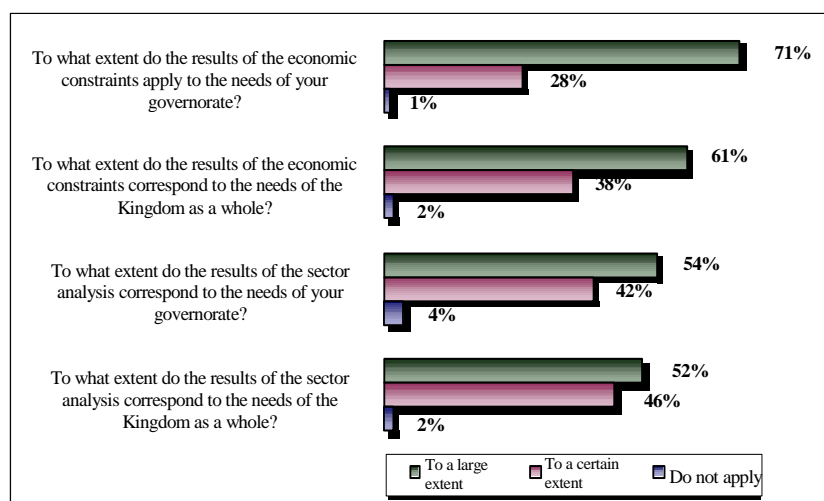
A. Results of the evaluation form:

This form is designed to measure the extent to which the results of the study on economic constraints and sector analysis arrived at by the studies carried out at the office conform to the needs of the governorates, on one hand, and the needs of the Kingdom as a whole, on the other hand. It also included some personal data such as age, sex, educational qualifications and profession, with the aim of performing comparisons and comprehending the impact of these factors on the trends of the involved individuals. The form was filled individually after the presentation from the Millennium Challenge Program, to ensure objective answers without group influence on individuals.

The preliminary results of the analysis (Figure 1) have shown that the majority of participants believe that the outputs of constraint analysis largely correspond with the needs of the Kingdom; this percentage dropped slightly regarding the agreement of the results of sector analysis, which may be attributed to the lack of knowledge of most of the

participants about the details and the grounds of working conditions and the economic challenges of the selected sectors.

Figure (1)



B. Governorates priorities:

The participants in each governorate, and through collective action, added a list of priorities of interest to each governorate, and then voted to select the most important priority among these priorities in addition to the outputs of the economic analysis study which was conducted by the Millennium Challenge Account team. The results showed the existence of two lists of priorities; the first list is in-line with the guidelines of the Millennium Program in terms of putting forth the most important challenges raised at the project level and thus can contribute to the selection of projects proposed for funding; whereas the second list is at the policies level and are the aspects pertaining to public policies and legislation that influence raising the level of economic growth in the various regions of the Kingdom from the viewpoint of the participants.

Based on that, the priorities were divided into three lists. Table (1) shows the ten most important priorities derived from the results of constraints and sector analysis. Price hikes ranked in the first place with 17.9% of the total participants followed by 16.4% for water scarcity and 12.5% for dissatisfaction about the level of wages.

Table (1) Governorates' priorities according to the results of economic constraints studies

	Economic Constraints	(%)
1	Price hikes	17.9
2	Water scarcity	16.4
3	Dissatisfaction about level of wages	12.5
4	Tax increases	11.0
5	Difficulty to obtain funding for small enterprises	7.5
6	Few training programs and non-compatibility to the requirement of work	6.6
7	Geographic remoteness between workplace and location of residence	4.2
8	Increased costs for starting projects	4.2
9	Abstention from work	3.6
10	Many bureaucratic procedures	3.6

Table (2) shows the ten most important economic challenges in the Kingdom at the projects' level added by the participants from all governorates. The problem of sewerage network ranked in the first place, both in terms of deterioration of network or non-availability of sewerage in some governorates, and it emerged as an economic challenge in nine governorates by 11.6% of the total participants, which indicates the extent and the importance of the issue for many citizens. Environmental pollution resulting from industrial emissions of factories, the non-availability or deterioration of neighborhood drainage networks, in addition to soil contamination and the related problems in the agricultural sector came in second place with 11.6%. The inadequate outputs of education to meet market requirements came in third place by 10.8% as was clearly displayed in nine governorates.

It should be noted that the lack of internal transport networks within the governorates, as well as between the governorates, appeared in six governorates by 8.3% of the total participants.

Table (2) Priorities of additional economic challenges in the governorates

At projects' level		(%)
1	Deterioration of sewerage and non-availability in some areas	11.6
2	Environmental pollution	11.6
3	Education outputs that is not adequate to the requirement of labor market	10.8
4	Non-availability of internal transportation networks and between governorates at all times	8.3
5	Lack of interest in breeding livestock and poor investment in pasturage	8.3
6	Non-classification of some governorates as tourism regions	8.1
7	Deterioration of water network, poor distribution of water, water quality, and over-pumping of water	5.1
8	Not utilizing and promoting the available natural resources in some governorates	5.1
9	Increased fuel prices	5.1
10	Poor rehabilitation of tourist areas	4.0
11	Weak agriculture sector and lack of interest in agricultural projects	4.0

Table (3) shows the ten most important economic challenges in the Kingdom at the policy level from the viewpoint of participants which despite its non-agreement with the requirements of the projects proposed for funding by the Millennium Challenge Corporation, yet they reflect an obsession for citizens, and in their view, constitute an obstacle to progress and economic growth. Therefore, it was necessary to present the ten most important challenges of this category. Patronage and favoritism came in the first place, with 13% of the total vote of seven governorates. Poor integrated planning came in second place by 11.5% according to the results of seven governorates. The inequality in the distribution of development and investment earnings in the governorates came in third place by 10.5% according to the views from eight governorates, while non-activating the role of the community as a whole emerged in nine governorates by 9.2%.

Table (3) Priorities of economic challenges in the governorates

	Policy Level	(%)
1	Patronage and favoritism	13.0
2	Poor integrated planning	11.5
3	Inequality in distribution of development and investment earnings among the governorates	10.5
4	Inactivation of the role of the municipality in the development process and poor participation of the community in planning process	9.2
5	Non-availability of industrial/development area in some governorates	6.2
6	Lack of adequate local and media awareness of economic activities/ weakness in specialized media and guidance programs	5.6
7	Centralization of decision making	4.6
8	Few sustainable investment projects	2.6
9	Weak business competitive environment	2.5
10	Weak coordination between government departments and the local sector	2.1
11	Inadequate working conditions (health, social, psychological, financial)	2.1

Based on the previous results, and considering the common challenges, it appears that the water sector, which includes, in addition to scarcity of water, the deterioration of sewerage and non-availability of in some areas, deterioration of water network, poor water distribution, poor quality water and over-pumping, is clearly among the most important priorities as a candidate sector to be among the funded projects. Manpower sector with all its education, training and wages aspects appear to be within these priorities if not the most important. It should also be noted that the transportation sector, whether within or between governorates, came in fourth place among the priorities of the participants due to its impact on several other important sectors that in turn supports economic growth, such as education, employment, health and tourism.

Chapter

1

General Background

Introduction

The Millennium Challenge Corporation (MCC) is a United States Government corporation designed to work with some of the poorest countries in the world. Established in January 2004, MCC is based on the principle that aid is most effective when it reinforces good governance, economic freedom and investments in people. MCC's mission is to reduce global poverty through the promotion of sustainable economic growth.

Before a country can become eligible to receive assistance, MCC looks at its performance on independent and transparent policy indicators. MCC selects eligible countries for Compact Assistance

The Consultative Process is considered among the important elements in developing and implementing the programs funded by aid. By defining the objectives of the Millennium Challenge Account in Jordan (MCA-Jordan), its components, the qualification criteria for Jordan, and the expected results, this approach aims to create a common ground between the various sectors of the Jordanian society to address the foremost economic constraints and ways of dealing with them, as well as offering solutions for them.

Moreover, it aims to build bridges of dialogue between the government and the various professional and popular sectors, civil society organizations, and international and local non-governmental organizations, as well as donor countries and United Nations organizations. This will in turn contribute to creating a sense of social responsibility and ownership towards the projects to be implemented through this program.

In view of the importance of involvement by the civil society in its entire spectrum in planning and decision-making processes, the MCA-Jordan team held consultative meetings in all the governorates of Jordan under the patronage of the Governor within the framework of a schedule (timeline) spanning five weeks beginning from April 24th until May 26th, 2008. The main purpose of these meetings was to overview and discuss the findings of macroeconomic analysis and economic sector analysis (apparel sector, tourism sector, pharmaceutical sector, information technology sector), which were accomplished in-house based on the local and international studies and researches related to Jordan.

These consultative meetings sought to identify the economic challenges and priorities facing the Hashemite Kingdom of Jordan from the viewpoint of the participants by defining the priorities particular to each governorate, as well as identifying any other obstacles (constraints) proposed by the participants in the meetings, to be taken into consideration- alongside the in-house findings- during the development of the concept paper of projects proposed for funding by the MCC.

The initial analysis of the results of the consultative meetings showed the importance of focusing on several issues of concern to the Jordanian citizen, which ranged between those that may be materialized into projects and those related to policies in general. Nepotism, (Wasta), poor integrated planning, unequal distribution of development returns among the governorates, in addition to absence of oversight and follow up on projects emerged at the top of the list of priorities insofar as policies are concerned, which, although difficult to address through specific projects, indicate the need to pay attention to and deal with them.

On the other hand, the sewage network, environmental pollution, public transport, the inadequacy of educational outputs to market needs, emerged as priorities insofar as projects are concerned, which provides the possibility of dealing with them by means of project proposals.

Millennium Challenge Account- Jordan

A Millennium Challenge Account was established at the Prime Ministry in order to enhance the relationship between Jordan and the Millennium Challenge Corporation. As such, the Unit is responsible for the preparation of projects which, it is hoped, will be financed by the MCC after fulfilling a number of prerequisites, which include a growth constraints analysis of the Jordanian economy as a prelude to selecting development projects that would achieve economic dividends, increase job opportunities, and improve citizens' incomes, and in turn alleviate poverty and unemployment through economic growth. The tasks of the Millennium Challenge Unit include the following:

- Prepare the required Economic Constraints Analysis, which is regarded as one of the more pivotal steps in the process of preparing the development program. The report has been discussed with a group of academicians, economists, and private sector representatives.
- Prepare the Economic Constraints Sector Analysis, whereby four sectors were analyzed, namely: apparel, tourism, pharmaceuticals, and information technology. These sectors were the subject of study and discussion with representatives of the relevant sectors.

- Formulate a comprehensive action plan for the consultative process and its implementation, and provide reports on the results of expanded and specialized consultative meeting experts.
- Prepare concept papers for proposed projects in cooperation with relevant parties at the public and private levels, as well as the level of civil institutions.
- Follow up on the evaluation of the projects proposed by the MCC.
- Follow up on eligibility indicators with issuing parties and relevant governmental parties, in order to ensure Jordan's continued eligibility.

Summary of the Growth Constraints Analysis Concluded by the Millennium Challenge Team

The MCC has adopted in its growth constraints analysis the methodology of Harvard University, which is based on analyzing and diagnosing obstacles to economic growth through three main factors:

- Cost of finance.
- Social returns.
- Appropriability

Thus, constraints to economic growth were diagnosed within seven principal categories: the financial sector, the state's natural resources, human resources, infrastructure (includes the communications sector, the water sector, the transportation sector, and the energy sector), innovation and invention, economic risks at the macro level, and the economic risks at the micro level (investment).

In order to better determine the points of strength and the points of weakness in the Jordanian economy, four countries were selected as benchmark countries to be compared with Jordan and to be included in the economic constraints analysis report. These countries are: Egypt, Tunisia, Morocco, and Turkey, and they were chosen for their similarity to Jordan in the levels of development and economic progress.

The economic constraints analysis was accompanied by another economic sector analysis, whereby four sectors were selected for this purpose, namely the communications and information technology sector, the tourism sector, the pharmaceutical sector, and the apparel sector. It should be emphasized that these four sectors were selected in view of their export importance, their high value added, and their high rate of employment.

Following is a summary of the most significant economic constraints at the macro and the sector levels:

Economic Constraints at the Macro Level:

- Manpower/Workforce
 - High rate of unemployment due to:
 - Distance between the workplace and the place of residence
 - Dissatisfaction with level of wages
- Infrastructure
 - Scarcity of water
 - High cost of electricity for export industries
- Macro economy
 - High prices
 - Large gap between imports and exports
- Business Environment
 - High cost of business start-up
 - Cumbersome customs procedures
 - Time needed for preparing and issuing licensees
 - Research and Development

Economic Constraints at the Sector Level:

- Manpower/Workforce
 - Culture of shame
 - Abstinence from work
 - Low productivity, especially in the apparel and tourism sectors, as shown in the study
 - Lack of training programs and their inadequacy for work requirements
 - Braindrain and migration of skilled labor
- Infrastructure
 - Scarcity of water
 - High cost of electricity
 - High cost of marine shipping, especially concerning the apparel sector
- Small and Medium-Sized Projects/Enterprises
 - Difficult access to microfinance

- Collaterals required by banks
- High cost of business start-ups
- Excessive bureaucratic procedures
- High taxes
- Lack of allocations for research and development
- Poor promotion for Jordanian exports abroad

Millennium Challenge Corporation

The Millennium Challenge Corporation (MCC) is a United States Government corporation designed to work with some of the poorest countries in the world. Established in January 2004, MCC is based on the principle that aid is most effective when it reinforces good governance, economic freedom and investments in people. MCC's mission is to reduce global poverty through the promotion of sustainable economic growth.

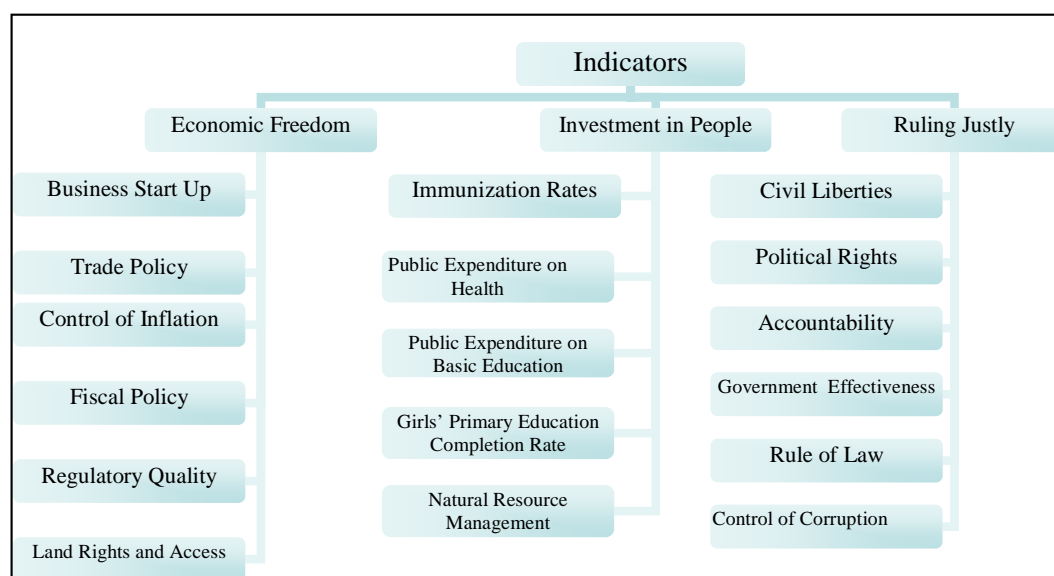
Before a country can become eligible to receive assistance, MCC looks at its performance on independent and transparent policy indicators. MCC selects eligible countries for Compact Assistance

The MCC adopts, in evaluating countries eligible for the development assistance program, a set of indicators prepared by international institutions, such as Freedom House, IFC, Heritage Foundation, International Monetary Fund, the World Bank, and other independent organizations. This is done using their periodical publications which encompass the following categories:

- Ruling Justly
- Investing in People
- Economic Freedom

The competitive assessment for this assistance takes place periodically and annually. It is noteworthy here that Jordan became eligible for the program for the year 2008, succeeding in meeting (11) indicators from the total (17) accredited indicators. Success is achieved by meeting one half of the indicators at a minimum for each of the above categories.

Diagram (1) Eligibility Indicators



The indicators of the Ruling Justly category are measured on the basis of reports issued by both of Freedom House and the World Bank Institute.

Success was achieved in three indicators under the Ruling Justly category for the year 2008, namely the government effectiveness indicator, the rule of law indicator, and the control of corruption indicator. However, Jordan earned a below average rating in the three other indicators, namely civil liberties, political rights, and accountability.

Concerning the category of Investing in People, indicators are measured using reports issued by the World Bank Institute, World Health Organization, UNESCO, CIESEN, YCELP, in addition to country reports.

Jordan was successful in meeting the indicators of 2008, namely: immunization rates, health expenditure, primary education expenditure, natural resource management, and girls' primary education completion rate.

As for the Economic Freedom category, indicators are evaluated through reports issued by the World Bank Institute, IMF, IFC, IFAD, and Heritage Foundation, as well as country reports.

Jordan succeeded in meeting three indicators for the year 2008, namely business start-up, control of inflation, and regulatory quality. However, Jordan earned a below average rating in the other three indicators, namely fiscal policy, business start-up, and land rights and access.

Chapter

2

Consultative Process

The consultative process aims generally at finding a common ground between the various sectors of the Jordanian society to address the foremost economic constraints and ways of dealing with them, as well as offering solutions for them, through the introduction of the Millennium Challenge Account (MCA-Jordan), in terms of its objectives, components, the eligibility criteria for Jordan, and the expected outcomes.

Objectives of the Consultative Process:

- Collect data and information, and consult with all the stakeholders (institutions and individuals).
- Provide information on method of participation in the development and implementation of the agreement for all stakeholders.

Anticipated Outcomes from the Consultative Process:

- Define priorities and challenges that impact economic growth, and alleviate poverty in Jordan.
- Establish strong partnership with all parts of the local society.
- Ensure that projects proposals for funding reflect all the needs and priorities of the citizens.
- Emphasize the principle of transparency through channels of communication between beneficiaries from the projects and the Jordanian government.

Principles of the Consultative Process:

- **Representation** of all sectors of the Jordanian society including marginalized sectors.
- **Advance information** on a regular basis and prior to meetings in order to ensure useful feedback.
- **Accessibility** to information for relevant parties and partners regarding the most important and the latest developments about projects to be implemented using various communication channels, such as the website, the e-mail and others.

- **Communication:** Adopting a two-way communication method when undertaking any conference or meeting, and continuing this method with the participants even after the conclusion of such meetings.
- **Acknowledgment:** All proposed ideas and opinions are important, and will be taken into consideration when promulgating and formulating final decisions.
- **Transparency** of decision-making concerning projects, their method of implementation and their progress status.

Target Groups for the Consultative Process:

- Associations.
- Universities.
- Private Sector.
- Non-governmental organizations, both local and international.
- Parliamentarians.
- Local communities.
- Donor countries.
- Civil society institutions.
- Media.

Mechanisms of the Consultative Process:

In order to ensure the comprehensive implementation of the consultative process, national meetings will be held in various regions, in addition to specialized meetings for certain sectors, such as economists, academicians, donor countries, the media, and others. Furthermore, media outlets, such as radio, television, and daily newspapers, will be utilized and involved in these meetings. During those meetings, the most important findings of the economic constraints analysis and the sector analysis will be presented, after which priorities considered by the participants as contributors to economic growth and poverty alleviation in the Kingdom will be concluded.

A special website is developed to present and introduce the MCC and the MCA-Jordan. This site contains the most important data and information regarding the completed phases of implementation and those that are underway, as well as an e-mail address designed to enable all sectors to communicate directly with the MCA-Jordan to inquire about certain matters or express an opinion, or offer proposals. The website address is:

www.mca-jordan.gov.jo

Phases of the Consultative Process:

- **Phase 1: Information.** In the early parts of the process, MCA-Jordan will communicate with key stakeholders in the Jordanian society to raise awareness about the various steps and requirements that characterize MCC's proposal development process.
- **Phase II: Problem Identification.** MCA-Jordan will conduct an analysis of Jordan's economy using the Constraints Analysis and Sector Analysis, two tools designed to highlight impediments to economic growth and business expansion. As this analysis returns preliminary results, MCA-Jordan will reach out to experts for "peer group" feedback on its draft reports and initial findings. After completing this process, expanded consultative meetings are convened at the level of the governorates in order to verify the validity of the in-house studies and measure their compliance with citizens' needs on the ground, as well as to identify any constraints that may have been overlooked in the course of the in-house studies and that are of concern to citizens.
- **Phase III: Project Design.** Following the second phase of consultations, MCA-Jordan will consolidate insights on the identification of problems and begin developing "project concepts" to propose for MCC funding. At an early stage, MCA-Jordan will present these project concept ideas to potential beneficiaries, representatives from civil society organizations and NGOs, the private sector, local elected officials and other relevant groups in order to solicit their feedback and incorporate their suggestions in ways that strengthen the impact and likely success of the project concepts. .
- **Ongoing consultations.** Once project concepts are developed and submitted to MCC, MCA-Jordan will continue to manage public consultations on an ongoing basis. These will involve close communication and coordination with key stakeholders affected by proposed projects, including direct communication with intended beneficiaries in order to review and refine project concepts along the way.

Consultative Meetings in the Kingdom Governorates

MCA-Jordan has held consultative meetings in all governorates of the Kingdom under the patronage of the governor, with key officials and relevant stakeholders in the major regions of the Kingdom, within a specified timeline (end of April and throughout May), to discuss the findings of the economic constraints analysis reports in order to determine priorities particular to each governorate and to add any new constraints proposed by the participants in these meetings, so that these are documented and taken into consideration when developing concept papers for projects proposed for funding.

Accordingly, a meeting was held with a select group of representatives of civil society organizations to share experiences and lessons to build on them. The participants expressed readiness to cooperate with MCA-Jordan to the extent possible.

Figure (2) Schedule of the Consultative Meetings

Governorate	Date	Governorate	Date
Balqa	Thursday 24/04/2008	Madaba	Thursday 15/05/2008
Irbid	Tuesday 29/04/2008	Al-Tafila	Sunday 08/05/2008
Ajlun	Tuesday 06/05/2008	Ma'an	Monday 19/05/2008
Zarqa	Thursday 08/05/2008	Aqaba	Tuesday 20/05/2008
Ma'raq	Sunday 11/05/2008	Jerash	Thursday 22/05/2008
Karak	Tuesday 13/05/2008	Amman	Monday 26/05/2008

Implementation of Consultative Meetings:

Each meeting included between 60 – 80 people. In view of the relatively small size of the MCA team and the short period of time, it was necessary to find a partner that would be responsible for holding these meetings. Accordingly, several meetings were held with the Jordan River Foundation (JRF) to discuss the possibility of cooperating with it on this issue, given the Foundation's practical experience in the field of strengthening societal participation and, more specifically, its knowledge of the requirements of MCC. JRF, using its specialized team trained in this field, held more than 15 meetings in various municipalities and areas, within the framework of the Threshold Plan.

Objectives of the Consultative Meetings:

The consultative meetings aimed at:

- Introducing MCA-Jordan.
- Presenting the findings of the economic constraints analysis and sector analysis reports.
- Consulting over findings and their compatibility with the needs of the governorate.
- Adding constraints particular to the governorate, if any.
- Determining the constraints that are of priority for the governorate.

Anticipated Outputs from the Consultative Meetings:

- Determine the priorities and challenges that impact economic growth and poverty alleviation in Jordan for each governorate.
- Establish a strong partnership with all segments of the local community through liaison officers committees.

- Ensure that all citizens' needs and priorities are reflected in the projects proposed for fusing.

Participation Selection Mechanism:

In order to guarantee broad and varied societal participation representing each one of the governorates, MCA-Jordan adopted the following methodology in selecting and inviting the participants:

- Address the Minister of Interior and send invitations to official and governmental parties through the governors in each governorate, in addition to representatives of women, youth, media, and academic sectors. The list of invitees through the offices of the governors included between 50 – 70 people.
- Address direct invitations to civil and private institutions and organizations, while giving consideration to choosing them from all the provinces, districts and villages of the governorates in order to ensure the representation and involvement of the various local communities. The list of invitees included between 50-60 people.

The most important sectors that participated in the meetings were:

- Members of parliament representing the governorate.
- Mayors.
- Provincial governors.
- Members of the local municipal councils.
- Representatives of civil society organizations (cooperative and charitable societies, sports and youth clubs, woman committees).
- Representatives of the private sector.
- Representatives of the public sector and relevant governmental departments, labor, tourism, agriculture, water, educations, industry and trade.
- Women civil sectors.
- Youth civil sectors.
- Professors and students at the faculty of economics in universities.
- Representatives of the media sector.

Methodology

Management of Consultative Meetings:

The consultative meetings are based on a method of facilitation, which depends on providing the suitable environment for interaction between the participants to determine the economic constraints of priority in the governorates. The effective and inclusive participation of everyone is considered a pivotal element for determining the constraints. For this participation to successfully materialize, practical and effective methods must be adopted to facilitate the work of the groups. Moreover, these methods should be appropriately applied in workshops and seminars in which individuals discuss issues of concern to them. Thus, relying on the dynamic participation of attendees is considered an important mechanism to encourage their creativity that is based on their actual experience of the matters discussed.

Work Method in the Consultative meeting:

Figure (2) Consultative Meeting: Methodology

Demand-Driven	Participants are the source of information; they are also involved in identifying priorities and developing a plan of action
Strategic planning	Focus is on specific strategies for action and not on wish lists and desires
Multisectoral	Discussion among working groups opens effective communication channels between representatives of different sectors of society
Workshop Format	A day of intensive group effort that provides the opportunity to conclude tangible findings to be documented and adopted as priority needs of the governorate.
Interactive and Fast-paced	There is an opportunity for each participant to work with a different group quickly and dynamically.

Work Steps in the Consultative Meeting:

A general outline of a town hall session includes:

1. **Sharing CA and SA findings:** brief information about MCC, MCA-Jordan, objectives, programs, principles, eligibility indicators, and findings of the constraint and sector analysis is presented to the participants using a simplified power point presentation.
2. **Validation of CA and SA findings:** a feedback form is distributed to validate the findings of CA and SA and is completed individually to avoid peer impact on participants' opinion. The form includes information about gender, age, educational background, and occupation. Four questions regarding relevancy of CA and SA findings with each governorate needs and challenges.
3. **Current Analysis Session:** Current realities were assessed by workshop participants. Participants were broken up into discussion groups. This session directs participants to think about specific actions, taking into consideration local strengths, available resources, and success achieved to-date. During these discussions, each group analyzes their community's, current challenges and constraints, then add 3-4 new constraints that were not mentioned in the presentation.

In order to ensure all participants are equally able to voice their input, the following method is used:

- a. Ideas are written individually by each participant on a form distributed for this purpose.
 - b. Groups discuss all ideas.
 - c. Groups select three to four ideas and write them down on colored card boards.
 - d. All additional constraints are collected and displayed on the main chart on the front wall
 - e. Several prompts are put forth by facilitators to help participants in their discussions
4. **General discussion Session:** Following completion of the Current Analysis Session, participants move on to the general discussion session guided by the master facilitator from Jordan River Foundation. The methodology of this session is based on five steps: asking a focus question, brainstorming, compiling similar responses into clusters, selecting expressive words for each cluster, and selection of a title for each cluster. The shared vision developed by participants is based on the current situation assessment developed by participants in the previous session

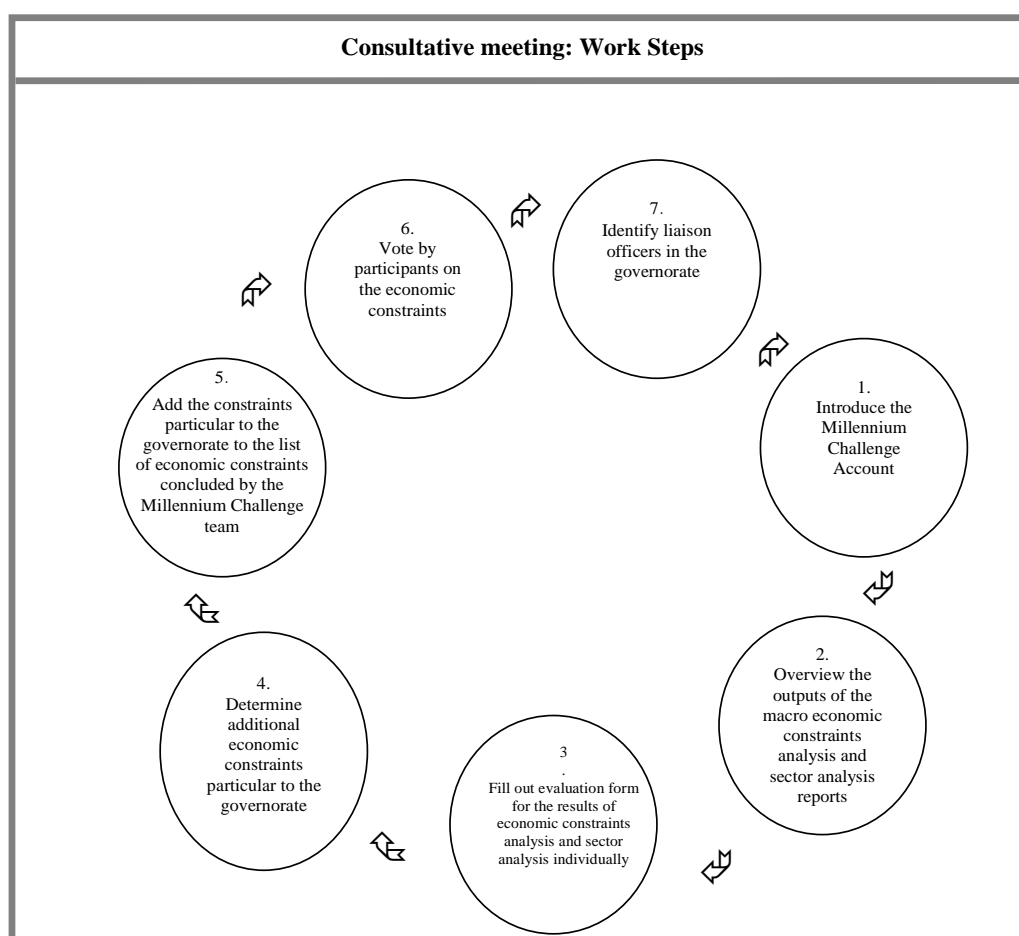
Building on the assessment, participants maintained a dialogue exchanging ideas and viewpoints to gain a common understanding.

5. **Prioritization of constraints Session:** This session aimed at prioritizing proposed constraints according to agreed upon criteria.

Voting on projects process follows these rules:

- Each participant has two votes.
- Two stickers are distributed to each participant for voting purposes.
- Each participant must vote for two different constraints that, in his or her view, have priority. This must be done by pasting each sticker next to the selected items on the flip chart next each group.
- Participants may not vote twice for the same constraint.
- Facilitators sum up the votes for each item per group.
- Total sum up for all groups is done on the main chart on front wall

Figure (3)



Basic Values and Principles Governing the Consultative Meeting:

Figure (4) Basic Values and Principles Governing the Consultative Meeting

Values and principles observed by facilitation process during the workshop

<i>FOUNDATIONAL VALUES</i>	
Gaining dynamism from the diversity of participants' expertise and experiences	Participation
Using both small and large groups for planning	Teamwork
Thinking with minds and hearts to produce intuition and insights	Creativity
Building on common ground and weaving together shared insights and focused direction	Consensus
Leading us to the future, the plans must have practical and tangible results.	Action

Presentation of the Millennium Challenge Account and its Objectives

A presentation about MCA-Jordan and its objectives was given, as well as the consultative process it applies. The presentation started with a statement by H.M. King Abdullah II Ibn Al-Hussein:

(I am fully confident that we in Jordan, young and old, men and women, concur on belonging to this homeland, and strive together irrespective of difference of opinion, for the sake of the future of our sons and daughters. A homeland is not built by slogans, but rather by sincere and serious action).

The components of the presentation included:

- The MCC.
- The basic principles of the MCC.
- Projects of the MCC.
- Eligibility criteria of the MCC.
- Introduction to the MCA-Jordan.
- Basic components of the concept paper.
- Overview of the macro economic constraints.
- Overview of the sector economic constraints.
- Introduction of the consultative process and its objectives.
- The consultative process's plan in the governorates.
- Overview of the segments of participants in the consultative process.
- Anticipated outputs of the consultative process.
- The presentation also included an introduction to the means of communicating with MCA-Jordan using the webpage on the website of the Prime Ministry www.pm.gov.jo or using the e-mail mea-jordan@pm.gov.jo .

The Evaluation Form for the Results of the Economic Constraints Analysis and the Sector Analysis, and its Purpose:

An evaluation questionnaire dealing with the results of the economic constraints analysis and the sector analysis was distributed to all the participants. The questionnaire included a number of questions that focus on the results of economic constraints analysis and the sector analysis concluded by the MCA-Jordan team. The participants filled the questionnaire individually prior to going into their work groups. The form also included information on participant's gender, educational level, profession, and age group. Upon the preliminary analysis of the forms, it was found that there is noticeable participation by women in these workshops, where the percentage of women participants reached 33% as opposed to 67% for men. Moreover, the academic representation included all levels as is shown in (Figure 6), in addition to age group representation, where the age of participants ranged between 18-55 years and above (Figure 7).

As for the results of the in-house evaluation of the results of the economic constraints analysis, they indicated significant compatibility between the views of citizens and the findings of the in-house studies.

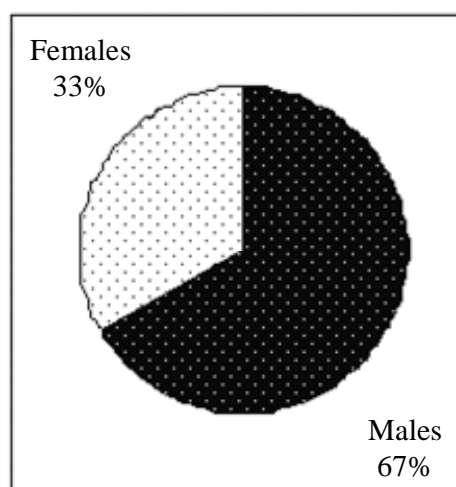


Figure (5) Male and female participants in consultative meetings

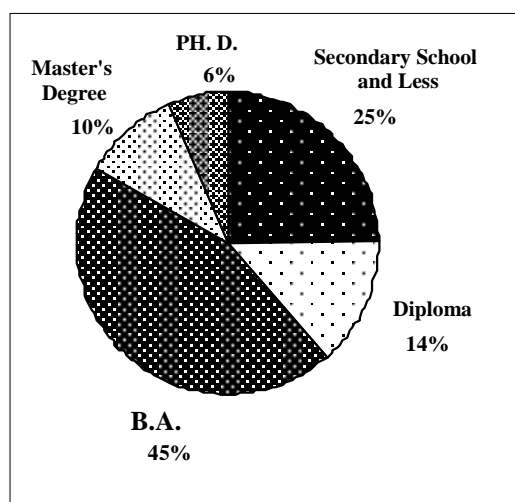


Figure (6) Educational level of participants in the consultative meetings

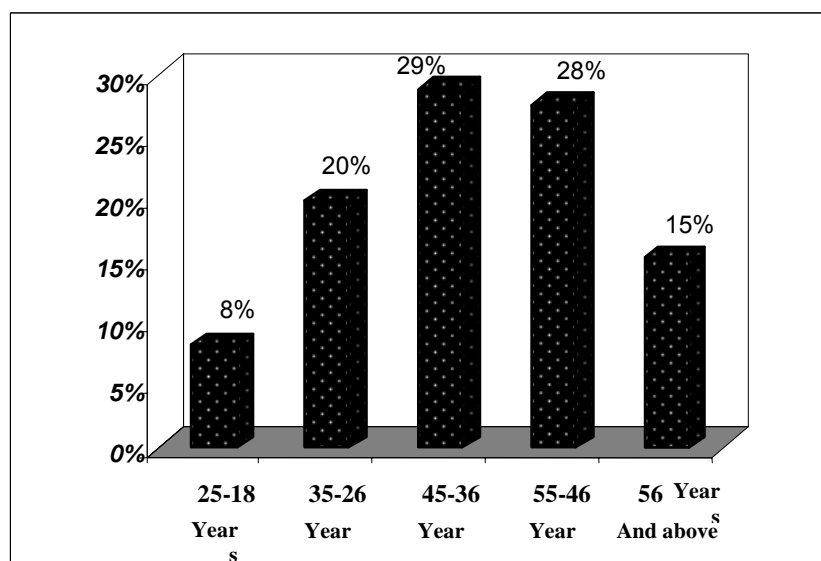


Figure (7): Age of participants in consultative meetings

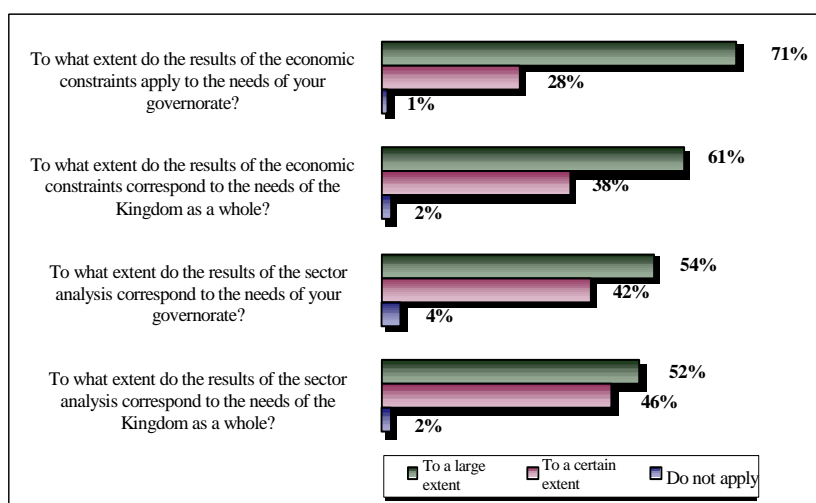


Figure (8): Extent of the applicability of the economic constraints results and the sector analysis to the needs of the governorates and the Kingdom as a whole

Identification of Economic Constraints of Priority to the Governorates:

In order to ensure all participants were equally able to voice their input, the following method was used

1. Ideas are written individually by each participant on a card distributed for this purpose.
2. Groups discuss all ideas.
3. Each group selects 3 or 4 priorities (depending on the number of groups in each meeting) and writes them on colored cards.
4. Each group chooses one participant to present the group priorities and share ideas with all workshop participants.

Presentation of Proposed Priorities:

1. The facilitation team presented all the priorities concluded by the groups.
2. The priorities were discussed.
3. The participants agreed on these priorities.
4. An appropriate title for these priorities was chosen and agreed upon.
5. The constraints agreed upon by the groups are added to the list of economic constraints concluded by the MCA-Jordan team.

Voting on the Priorities:

Following the documentation of the newly added constraints agreed upon by the participants of each governorate, a new list is developed in addition to the primary one provided by the MCA-Team. The facilitation team gave participants the opportunity to vote on both final lists. The voting process took place according to the following mechanism:

- Each workshop participant has two votes.
- Accordingly, two stickers were distributed to every participant.
- Each participant is allowed to vote for two constraints that are of the highest priority to him/her on the list of economic constraints, which included the constraints concluded by MCA-Jordan and the constraints particular to the governorate.

Chapter

3

The Consultative Meetings Results in the Governorates

3 -1 Balqa Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Sameh Al-Majali, Governor of Balqa Governorate, opened the meeting by welcoming the participants from the Balqa governorate. He then talked about the natural features of the Governorate, which he described as primarily agricultural and touristic, and said that it requires projects that accommodate the Governorate's natural resources, and called for the establishment of feasible economic projects.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Balqa Governorate was the first of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Balqa Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Balqa Governorate

The priorities for Balqa Governorate were determined using the previously explained consultative process. Participants were divided into 6 discussion groups, representing different spheres of the community in the Governorate.

The outputs of the groups were as follows:

1. Weak practical marketing experience and its difficulty, and the absence of marketing institutions.
2. High cost of energy.
3. Sewage problems.
4. Condescending opinion in vocational training.
5. The absence of a free development zone.
6. The absence of industrial projects.
7. The absence of waste recycling projects.
8. Weak marketing practical experience and the absence of marketing institutions.
9. Ground surface irrigation.
10. High cost of university education.
11. Nepotism and favoritism. (wasta)
12. The absence of advanced planning.
13. The absence of land zoning for establishing projects/factories.
14. The need to activate religious tourism.
15. Absence of sewage networks.
16. High fuel prices.
17. The foreign labor force.
18. Environmental waste.
19. Poor application of environmental regulations.
20. Combating nepotism and favoritism. (wasta)
21. Administrative deterioration and disguised unemployment.
22. Scarcity of professions for youth.
23. Weak transportation networks connecting the governorates (railway).
24. Lack of targeted investments and development projects.
25. Weak agricultural laws.
26. Vocational education.
27. Inadequate criteria for classifying students in the vocational stream.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

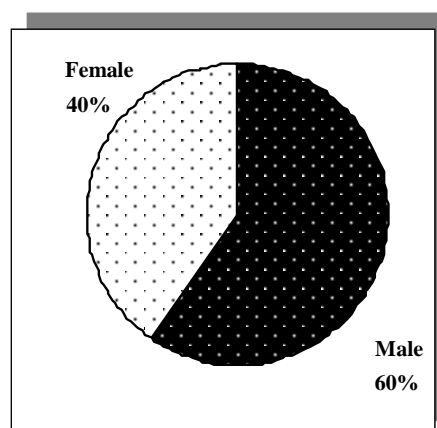
Inadequate educational outputs for the job market	Lack of waste recycling projects	Lack of sewage networks	Lack of advance planning and coordination
Nepotism and favoritism (wasta)	Lack of targeted investments and development projects	Rise of fuel prices	Absence of railroad connection between the governorates

Final Results

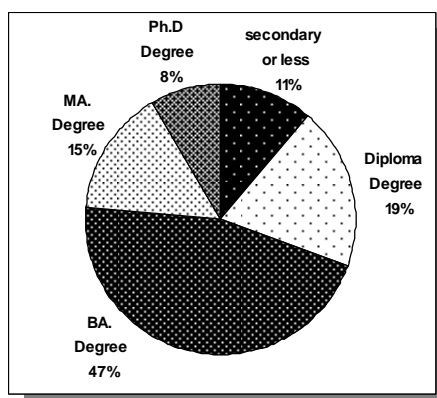
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

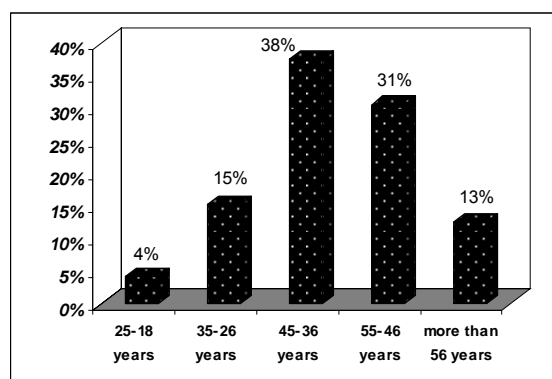
1. Active women participation in Balqa Governorate, with 40% for women as opposed to 60% for men:



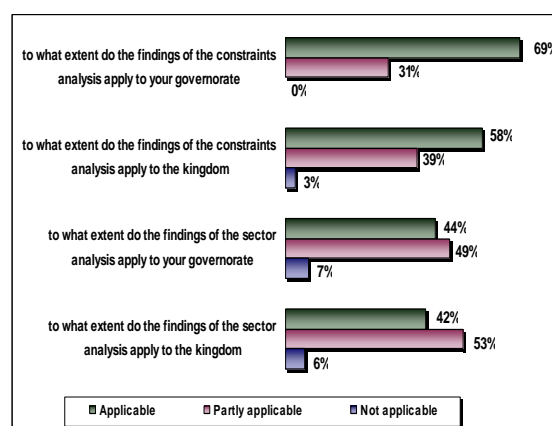
2. The educational levels of the participants varied, but the highest number of participants were holders of the B.A. degree:



3. The age groups of participants also varied, but the highest number of participants were of the age group 36-45 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Balqa Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities:

Following are the results in priority order according to the votes of the participants:

Table no (3.1)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Dissatisfaction with wage levels	11
Nepotism (wasta)	10
Lack of sewage networks	9
Rise in fuel prices	9
Lack of an industrial free zone	8
Lack of advance planning and coordination	7
Inflation	6
Lack of waste recycling projects	6
Water scarcity	5

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
High taxes	5
Culture of shame	3
Difficult access to microfinance	3
Inadequate educational outputs for the job market	3
Lack of targeted investments and development projects	3
Abstinance from work	2
Negative impact of investment on the environment and people	2
Absence of railroad connection between the governorates	2
Scarcity of training programs and their unsuitability for the job market	1
Brain drain/migration of skilled labor	1
Inadequate promotion for Jordanian exports abroad	1

Table no (3.2)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Dissatisfaction with wage levels	11
Inflation	6
Water scarcity	5
High taxes	5
Culture of shame	3
Difficult access to microfinance	3
Abstinance from work	2
Scarcity of training programs and their unsuitability for work requirements	1
Brain drain/migration of skilled labor	1
Inadequate promotion for Jordanian exports abroad	1

Table no (3.3)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Nepotism (wasta)	10
Lack of sewage networks	9
Rise in fuel prices	9
Lack of a free development zone	8
Lack of advance planning and coordination	7

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Lack of waste recycling projects	6
Inadequate educational outputs for the job market	3
Lack of targeted investments and development projects	3
The negative impact of investment on the environment and people	2
Absence of railroad connection between the governorates	2

3 -2 Irbid Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Ali Al-Fayez, Governor of Irbid, welcomed the participants from the governorate, and asserted the importance of brainstorming in the formulation of ideas, as there are major projects that will be funded by the United States in the field of development. He referred to H.M. King Abdullah II's initiative of launching the Irbid economic development area. He explained that the initiative emerged with the aim of reducing unemployment, where the labor force would be Jordanian as opposed to foreign labor, and that this area will become a nucleus for a set of economic activities complementary to their counterparts in other governorates, thus advancing the process of sustainable development towards alleviating poverty and unemployment throughout the governorate. He pointed out to constraints facing governors in terms of legislation and jurisdictions.

Subsequently, the Governor explained the constraints that face the governorate, such as the lacking availability of optimal investments, the lacking awareness of economic development, the low level of economic changes, the weak connection between scientific research and the status quo, and the absence of an up-to-date database, as well as the absence of an economic map comprising a comprehensive development plan.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Irbid Governorate was the second of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Irbid Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Irbid Governorate

The priorities for Irbid Governorate were determined using the previously explained consultative process (see page 22). Participants were broken up into 9 discussion groups, representing different spheres of the community in the Governorate.

The outputs of the groups were as follows:

1. Absence of small projects, and particularly micro enterprises.
2. Absence of a marketing plan and the weaknesses of production quality.
3. Absence of sewage facilities or industrial water treatment units.
4. The centralization of the decision-making process in the capital, and the absence of any decision-making abilities in the governorates.
5. Old water networks and absence of sewage networks.
6. Improvement of the work-related health, social and psychological environment.
7. Constant changes in legislation and its lack of stability.
8. Absence of expos along the lines of the Amman expos.
9. Urban development infringes upon agricultural land.
10. Poor legislation and on-site planning.
11. Poor tourism promotion.
12. The limited investment projects and the absence of investors.
13. Absence of coordinating offices among the working government institutions.
14. Poor of administrative and technical supervision.
15. High cost of fuel.
16. Nepotism and favoritism, and administrative deterioration. (wasta)
17. Lack of job opportunities.
18. Corruption in all its forms, including favoritism and nepotism.(wasta)
19. Favoritism, nepotism, and administrative corruption. (wasta)
20. Failure to choose the appropriate qualifications, the prevalence of corruption, and the absence of supervision, inspection, and accountability.
21. Unorganized expansion of the national assistance.
22. Poor of institutional planning (weakness in coordination between concerned parties and the wrongful application of privatization).
23. Failure to exploit the natural resources of the Kingdom.
24. Poor tourism promotion throughout the Kingdom.

25. Lacking clarity of economic policies because they lack (credibility, balance, and sustainability).
26. Poor infrastructure (water, sewage, and roads).
27. Inadequate youth participation in local development.
28. Problem of sewage facilities.
29. Unbalanced incentives for the governorates.
30. Lack of stability and job security in the professions (absence of social security).
31. Absence of an up-to-date database.
32. The water network is old and in need of change, in order to limit water waste which amounts to 41%.
33. Sewage.
34. High-level of restrictions and interest on small businesses.
35. Low wages and failing to meet workers needs.
36. Abandonment of the agricultural sector.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Sewage	Application mechanisms for legislations are not activated	Natural resources are not utilized in a sustainable manner	poor demand management for water and inadequate networks
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Inadequate tourism promotion	Increased restrictions and interest on small projects	Unbalanced incentives for the governorates	Nepotism and administrative and financial corruption (wasta)
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Weakness in institutional planning (inadequate coordination among various parties and wrong application of privatization)	Lack of an effective marketing plan	Incompatibility of educational outputs with the job market	Inadequate youth involvement in social development
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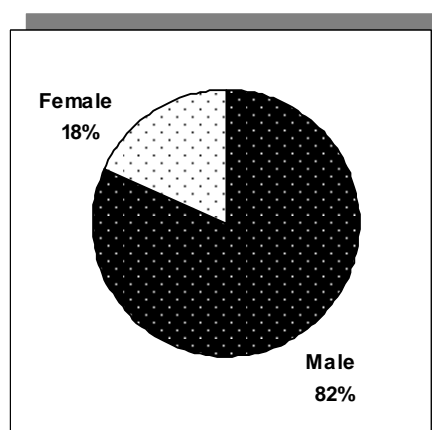
Scarcity of investment projects and absence of investors	Distance from the agricultural sector and urban sprawl (absence of legislations that support the sector)	Rise in fuel costs
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Final Results

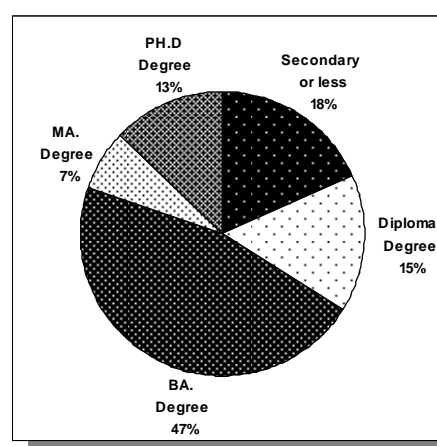
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

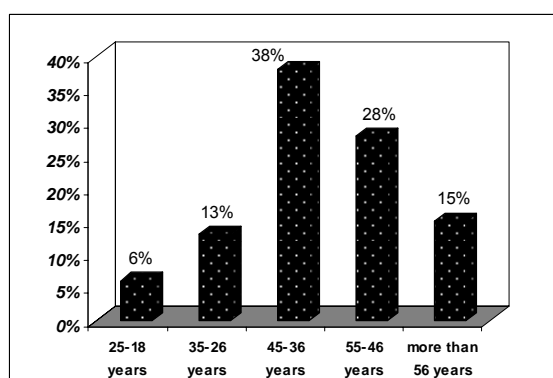
1. Low women participation in Irbid Governorate, with 18% for women as opposed to 82% for men:



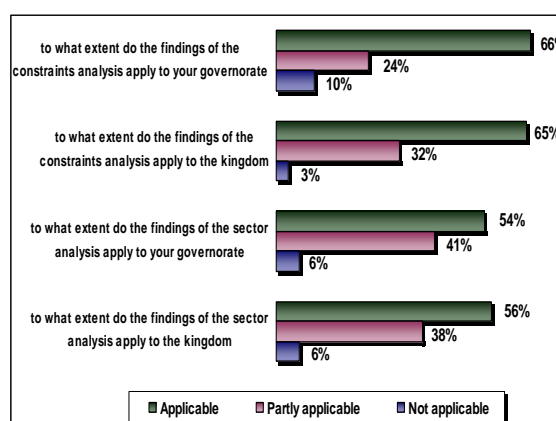
2. The educational levels of the participants varied, but the highest number of participants were holders of the B.A. degree: 47%



3. The age groups of participants also varied, but the highest number of participants were of the age group 36-45 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Irbid Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities:

Following are the results in priority order according to the votes of the participants:

Table no (3.4)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Nepotism and administrative and financial corruption (wasta)	25
Work conditions (health, material, social and psychological)	13
Rise in fuel prices	10
Water scarcity	8
Unequal allocation of incentives among the governorates	8
Lack of a unified database for the economic sector	8
Neglecting the agricultural sector and urban sprawl (lack of legislation supporting this sector)	7
Sewage	6
Natural resources are not harnessed in a sustainable manner	6
High taxes	5
Inflation	5
Increased restrictions and interest on small projects	5
Poor institutional planning (weak coordination between the parties and faulty implementation of privatization)	5
Inadequate management of water demand and weak networks	3
Lack of investment projects and investors	3
Lack of an effective marketing plan	3
Inadequate educational outputs for the job market	3
Inadequate youth involvement in social development	3
Culture of shame	2
Difficult access to microfinance	2
High cost of business start-ups	2
Inadequate transportation network	2
Scarcity of training programs and their unsuitability for work requirements	1
Dissatisfaction with wage levels	1
High collateral required by banks	1

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Excessive bureaucratic procedures	1
Long period of time required for preparing and issuing licenses	1
Insufficient tourism promotion	1

Table no (3.5)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Water Scarcity	8
Inflation	5
Culture of shame	2
Difficult access to microfinance	2
High cost of business start-ups	2
Scarcity of training programs and their unsuitability for work requirements	1
Dissatisfaction with wage levels	1
High collateral required by banks	1
Excessive bureaucratic procedures	1
Long period of time required for preparing and issuing licenses	1

Table no (3.6)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Nepotism and administrative and financial corruption	25
Work conditions (health, material, social and psychological)	13
Rise in fuel prices	10
Unequal allocation of incentives among the governorates	8
Lack of a unified database for the economic sector	8
Distance from the agricultural sector and urban sprawl (lack of legislation supporting this sector)	7
Sewage	6
Inadequate use of natural resources	6
High taxes	5
Increased restrictions and interest on small projects	5
Poor institutional planning (weak coordination between parties and faulty implementation of privatization)	5
Inadequate management water demand and weak networks	3
Lack of investment projects and investors	3
Lack of an effective marketing plan	3
Inadequate educational outputs for the job market	3
Inadequate youth involvement in social development	3

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Inadequate transportation network	2
Insufficient tourism promotion	1

3 -3 Ajlun Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Ali Al-Shar`a opened the meeting by welcoming the participants from the governorate of Ajlun, and urged participants to consider the best opportunities for development and utilization of the resources of Ajlun. He called on participants to think on the national level rather than on the personal interests and motivations so as to be contributors to the country with its nature, history and civilizations. The Governor explained that studies have shown that the population of the governorate is young and possesses high academic qualifications.

He expressed the hope that reform and development and challenges will achieve the aspirations of the citizens of Ajlun, in line with the realities and ambitions of the governorate that distinguish it from other governorates.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Ajlun Governorate was the third of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Ajlun Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Ajlun Governorate

The priorities for Ajlun Governorate were determined using the previously explained consultative process (see page 22). Participants were broken up into 5 discussion groups, representing different spheres of the community in the Governorate.

The outputs of the groups were as follows:

1. Poor infrastructure (waste disposal (dumping), sewage, transport, rural roads).
2. Absence of the necessary tourism infrastructure in the governorate (public park, tourist restaurant, facilities for tourist promotion).
3. Absence of an infrastructure for industrial projects (an industrial city).
4. Absence of sewage facilities.
5. Lack of tourism promotion for Ajlun.
6. Absence of a university and a hospital.
7. Incompatibility of development allocations with the nature of the region.
8. Poor promotion due to poor infrastructure.
9. Poor in the road network, particularly the agricultural roads.
10. Absence of tourist roads particular to Ajlun.
11. Poor role of woman in development.
12. Accumulated debts of the municipality.
13. Absence of the tourist culture in the community.
14. Lack of sustainable productive investment projects.
15. Favoritism and nepotism (not appointing the right person in the right job).
16. Institutional weakness.
17. National Assistance Fund.
18. Failure to activate the concept of comprehensive development which includes local and national integration in terms of official and practical policies.
19. Inadequate and unfair financial allocations in some of the governorates, in light of the comparative advantages, with a view to achieving the optimal utilization of resources in support of the gross national product.
20. The problem of marketing.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

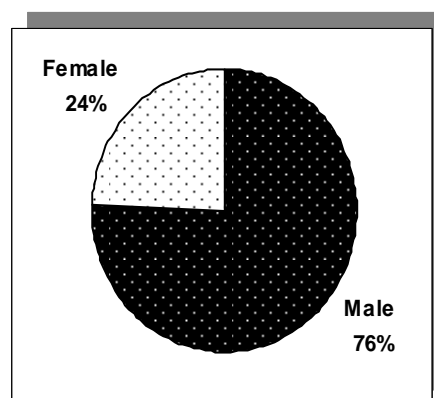
Poor condition of the Main Roads Network	Lack of a Tourist Road Particular to Ajlun (Turkish Road)	Limited Sewage Network	Lack of Tourism Promotion for Ajlun
Lack of/Poor Qualified Tourist Areas	Scarcity of Sustainable Productive Investment Projects	Absence of a Public University	Weakness in the Policies of the National Assistance Fund
Nepotism	Poor Agricultural Marketing	Role of the Municipality in the Development Process is not Activated	Poor Role of Woman in Development
Inadequate Tourist Facilities in Ajlun			

Final Results

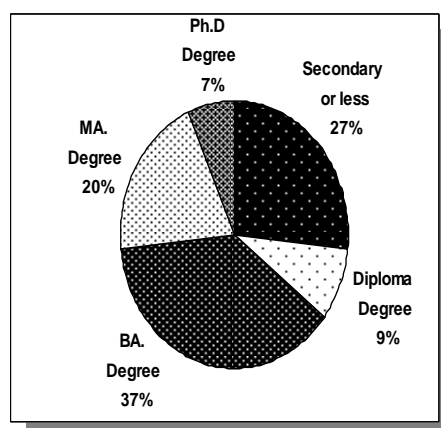
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

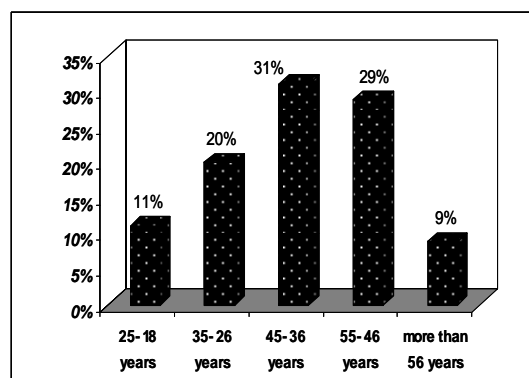
1. Moderate women participation in Ajlun Governorate, with 24% for women as opposed to 76% for men:



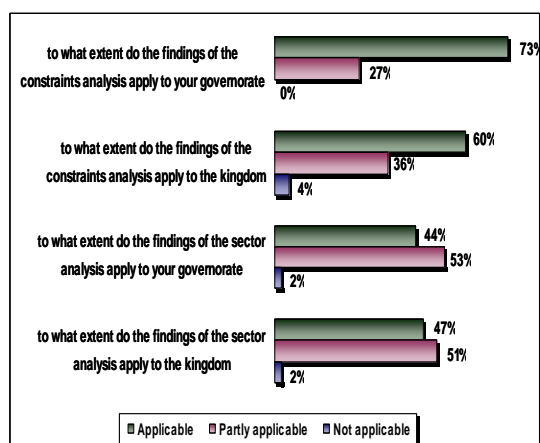
2. The educational levels of the participants varied, but the highest number of participants were holders of the B.A. degree: 37%



3. The age groups of participants also varied, but the highest number of participants were of the age group 36-45 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Ajlun Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no. (3.7)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Lack of a Public University	15
High Taxes	12
Lack of a Tourist Road Particular to Ajlun (Turkish Road)	12
Role of the Municipality in the Development Process is not Activated	9
Lack/Poor of Qualified Tourist Areas	7
Scarcity of Sustainable Productive Investment Projects	5
Inadequacy of Tourist Facilities in Ajlun	4
Difficult access to microfinance	3
Abstinance from Work	2
Distance between the workplace and the place of residence	2
Increase in Prices	2
Inadequate role of women in development	2
Inadequate Training Programs and their Unsuitability for Work Requirements	1
Dissatisfaction with Wage Levels	1
Water Scarcity	1
Increase in electricity costs	1
Cumbersome Bureaucratic Procedures	1
Poor condition of the Main Roads Network	1
Inadequate water sewage network	1

Table no (3.8)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
High taxes	12
Difficult access to microfinance	3
Abstinance from work	2
Distance between the workplace and the place of residence	2
Increase in Prices	2
Lack of training programs and their Unsuitability for Work requirements	1
Dissatisfaction with Wage Levels	1
Water Scarcity	1
Increase in electricity costs	1
Cumbersome Bureaucratic Procedures	1

Table no (3.9)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Lack of a Public University	15
Lack of a Tourist Road Particular to Ajlun (Turkish Road)	12
Role of the Municipality in the Development Process is not Activated	9
Lack of/Poor Qualified Tourist Areas	7
Scarcity of Sustainable Productive Investment Projects	5
Inadequate Tourist Facilities in Ajlun	4
Lack of Tourism Promotion for Ajlun	3
Inadequate Role of Women in Development	2
Poor Main Roads Network	1
Inadequate Water Sewage Network	1

3 -4 Zarqa Governorate

Inauguration of the Consultative Meeting

Assistant Governor of Zarqa for Development Affairs, H.E. Ahmad Al-Shatanawi, began his speech by welcoming the guests at the Zarqa Governorate. His Excellency explained that the superior utilization of resources and the attainment of objectives must occur through focusing on human development, which revolves around the development of the human capability to realize ambitions and to fulfill material needs. Accordingly, there must be a focus on education and the alleviation of poverty and unemployment, as well as health, while also providing the suitable climate.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Zarqa Governorate was the fourth of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Zarqa Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results

of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Zarqa Governorate

The priorities for Zarqa Governorate were determined using the previously explained consultative process (see page 22). Participants were broken up into 7 discussion groups, representing different spheres of the community in the Governorate.

The outputs of the groups were as follows:

1. Infringing urban development on agricultural lands.
2. Lack of governmental interest in the agricultural sector, and in particular the livestock sector.
3. There is no activation of laws, and there are weaknesses in their application.
4. Absence of a link between salary scales and incentives and work productivity.
5. Lack of local and proper media awareness regarding current activities.
6. There is no policy for replacing expatriate workers.
7. The dilapidation of the sewage and water network, and the misdistribution of water and deterioration of its quality.
8. Environmental pollution.
9. Environmental pollution as a disincentive to investment.
10. Environmental pollution resulting from industrial waste.
11. Absence of private sector contribution to the development of local society.
12. Misplanning by civil society institutions from the administrative, financial, and cooperative society aspects.
13. Failure to assign state land for investment purposes.
14. The unfair allocation of investments.
15. Poor coordination between governmental departments and the private sector.
16. The monopoly on development projects by small cliques.
17. Failure to provide health coverage in line with the population density in the governorate.
18. Absence of a complete and comprehensive industrial area in the governorate.
19. Population density and failure to utilize the surrounding areas.
20. Absence of an appropriate internal transportation network for all times.
21. The poor participation of women in economic activities.
22. Inadequate educational outputs for work requirements.
23. The incompatibility of educational outputs to the needs of the job market.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Decline of the water network, misdistribution and low quality	Lack of an internal transportation network for all times, and between the governorates	Environmental Pollution	Poor legislation, and lack of activation
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Poor contribution by the private sector to developing the local community	Unjust allocation of investment in a manner suitable for the nature of the governorate	Absence of facilities that foster investment	Lack of assignment of state lands for investment purposes
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Educational outputs are unsuitable for job market needs	Lack of a complete and comprehensive industrial area	Poor health care and the social security umbrella	Poor funding for cooperative societies
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Poor participation of women in economic activities	Poor coordination between governmental departments and the private sector	Lack of suitable local and media awareness insofar as activities	Urban expansion at the expense of the agricultural sector
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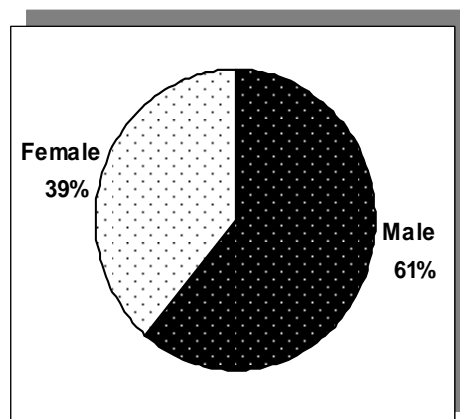
Decline of the sewage network	Monopolization of development projects and their management by cliques
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Final Results

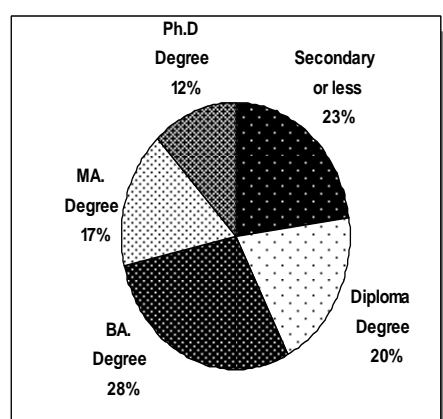
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

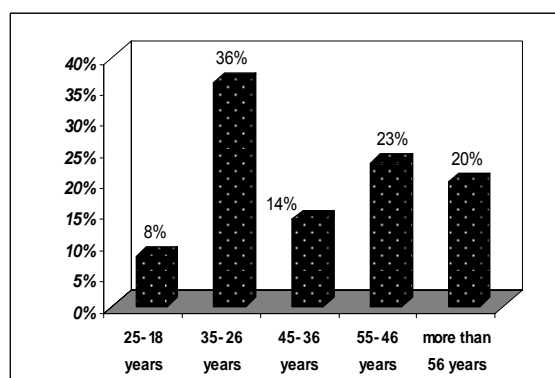
1. Active women participation in Zarqa Governorate, with 39% for women as opposed to 61% for men:



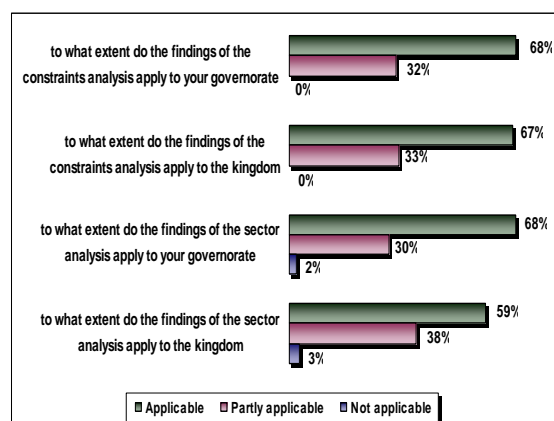
2. The educational levels of the participants varied, but the highest number of participants were holders of the B.A. degree:



3. The age groups of participants also varied, but the highest number of participants were of the age group 26-35 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Ajlun Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no. (3.10)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Environmental Pollution	35
Lack of a complete and comprehensive industrial area	10
Increase in prices	8
Monopolization of development projects and their management by cliques	6
Poor legislation and lack of activation	5
Lack of an internal transportation network for all times and between the governorates	5
Distance between the workplace and the place of residence	4
Dissatisfaction with wage levels	4
Cumbersome bureaucratic procedures	4
Inadequate educational outputs for job market needs	4
Weakness in funding for cooperative societies	4
Poor coordination between governmental departments and the private sector	4
Abstinence from work	3
Scarcity of training programs and their unsuitability for work requirements	3
High cost of business start-ups	3
Deterioration of the sewage network and its absence in some areas	3
Lack of assignment of state lands for investment purposes	3
Unjust allocation of investment in a manner suitable for the nature of the governorate	3
Poor women's participation in economic activities	3
Lack of suitable local and media awareness insofar as activities.	3
High taxes	2
Poor private sector contribution to local community development	2
Water scarcity	1

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
High cost of electricity	1
Scarcity of allocations for research and development	1
Weakness in health care and the social security umbrella	1

Table no (3.11)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Increase in Prices	8
Distance between the workplace and the place of residence	4
Dissatisfaction with wage levels	4
Cumbersome bureaucratic procedures	4
Abstinence from work	3
Scarcity of training programs and their unsuitability for the work requirements	3
High cost of business start-ups	3
High taxes	2
Water scarcity	1
High cost of electricity	1
Scarcity of allocations for research and development	1

Table no (3.12)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Environmental pollution	35
Lack of a complete and comprehensive industrial area	10
Monopolization of development projects and their management by cliques	6
Poor legislation and lack of activation	5
Lack of an internal transportation network for all times and between the governorates	5
Inadequate educational outputs for job market needs	4
Poor funding for cooperative societies	4
Poor coordination between governmental departments and the private sector	4
Deterioration of the sewage network and its absence in some areas	3
Lack of assignment of state lands for investment purposes	3
Unjust allocation of investment in a manner suitable for the nature of the governorate	3
Poor women's participation in economic activities	3
Lack of suitable local and media awareness insofar as activities.	3
Poor private sector contribution to local community development	2
Poor health care and the social security umbrella	1

3 -5 Mafrq Governorate

Inauguration of the Consultative Meeting

H.E. Dr. Zeid Zreiqat, Governor of Mafrq, opened the meeting by welcoming the guests in the Mafrq Governorate - a governorate for which we anticipate a brilliant future. His Excellency indicated the importance of the governorate from an investment standpoint, particularly after creating the Development Al-Hussein Ben Talal Zone. He referred to the issues of unemployment and poverty which are the foremost problems facing the sons and daughters of the governorate.

His Excellency called for giving attention to developmental programs and projects with a view to finding radical solutions for these problems at both the local and national level.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Mafrq Governorate was the fifth of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Mafrq Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Mafrq Governorate

The priorities for Mafrq Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 6 discussion groups, representing different spheres of the community in the Governorate.

The outputs of the groups were as follows:

1. Weak tourism promotion for the areas with the exception of Petra and Jerash.
2. Weak media promotion for the developmental and economic areas.
3. Poor role of the media in promoting the area and the projects.

4. The vast area of the Governorate and the distance of the settled areas from the center of the Governorate and the centers of the district. Also, investment is not allocated to remote areas.
5. Poor investment attraction and few factories.
6. Unfair allocation of developmental and investment projects.
7. Nepotism and favoritism which are constraints to development, and are one form of corruption.
8. Lack of investors and the inability of decision makers to attract investors.
9. Centralized decision making.
10. Not activating the role of women in the local community and in terms of decision making process.
11. Not following the sound methodology in planning.
12. Corruption (nepotism, intercession, and administrative corruption).
13. Conflict of public and economic policies insofar as agriculture and industry.
14. 70% of the governorate's residents are under-privileged.
15. Not involving the people of the Governorate in the decision making process.
16. Unfair distribution of the dividends of development between the governorates.
17. Mismanagement of grants by intermediary institutions.
18. Lack of institutionalization after implementing development projects and not implementing sustainable plans.
19. Energy and water, and not finding an alternative to energy and stopping excessive water pumping.
20. The educational outputs do not correspond to the market requirements.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Poor role of woman in the local community	Lack of institutionalization after implementation of development projects and non-sustainability	Weakness in planning leading to injustice of development and investment projects and lack of transparency	Centralized decision making
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Excessive water pumping	Not finding alternative sources of energy	Conflicting governmental policies in the economic, agricultural and industrial fields	Educational outputs do not correspond with the market requirements.
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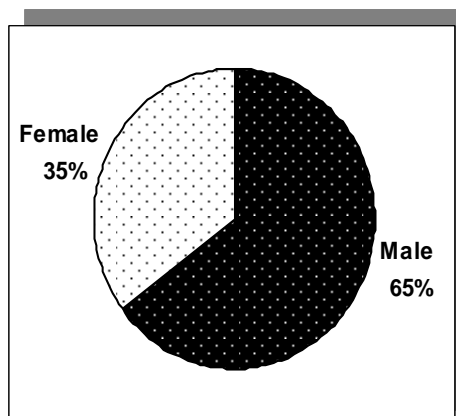
Poor media promotion for development, economic and tourism areas

Final Results

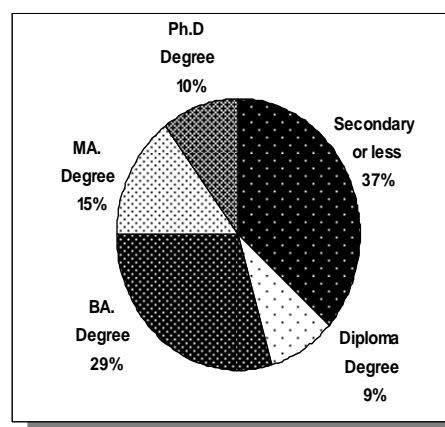
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

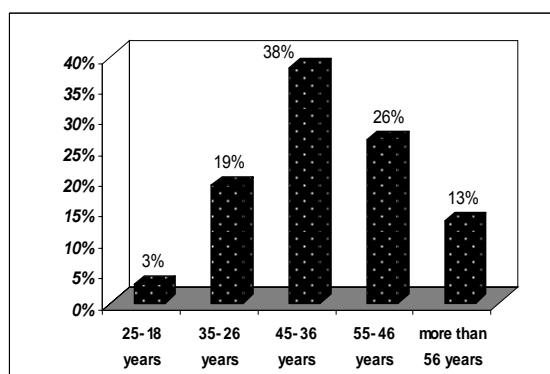
1. Active women participation in Mafaq Governorate, with 35 for women as opposed to 65% for men:



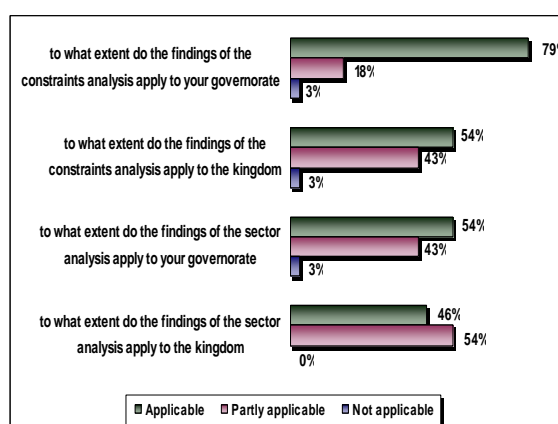
2. The educational levels of the participants varied, but the highest number of participants were holders of the Secondary Class:



3. The age groups of participants also varied, but the highest number of participants were of the age group 36-45 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Mafarq Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no. (3.13)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Weakness in planning leading to injustice of development and investment projects and lack of transparency	22
Rise in prices	14
Poor media promotion for development, economic and tourism areas	14
Centralized decision making process	13
Excessive water pumping	8
Difficult access to microfinance	7
Poor role of women in the local community	7
Dissatisfaction with the wage levels	5
Not finding alternative energy sources	5
Lack of institutionalization after implementation of development project and non-	4

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
sustainability	
Conflicting governmental policies in the economic, agricultural and industrial fields	4
Increase in taxes	3
Abstinance from work	2
Distance between the workplace and the place of residence	2
Water scarcity	2
Educational outputs do not correspond with the market requirements.	2
Lack of training programs and their unsuitability for work requirements	1
Lack of allocations for research and development	1

Table no. (3.14)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Rise in prices	14
Difficult access to microfinance	7
Dissatisfaction with the wage levels	5
High taxes	3
abstinence from work	2
Distance between the workplace and the place of residence	2
Water scarcity	2
Lack of training programs and their unsuitability for work requirements	1
Lack of allocations for research and development	1

Table no (3.15)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Weakness in planning leading to injustice of development and investment projects and lack of transparency	22
Poor media promotion for development, economic and tourism areas	14
Centralized decision making process	13
Excessive water pumping	8
Poor role of women in the local community	7
Not finding alternative energy sources	5
Lack of institutionalization after implementation of development project and non-sustainability	4
Conflicting governmental policies in the economic, agricultural and industrial fields	4
Educational outputs do not correspond with the market requirements.	2

3 -6 Karak Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Fawwaz Irsheidat, Governor of Karak, opened the meeting by welcoming the guests at the Karak Governorate. At the outset, he noted the accomplishments in the governorate in the development field, indicating that the Karak governorate accomplished in 2007 a ratio of 86% of development projects: the health care centers are in an excellent condition and are extremely well equipped, new schools were built in the education sector, and the condition of the roads is excellent, particularly since they are one of the most importance causes of development, growth, and the encouragement of investment.

The Governor also addressed the problems faced by the governorate, particularly the problems of poverty and unemployment, which are caused by the fact that everyone approaches the public sector for employment, when in fact this sector cannot absorb all the job applicants. Hence, there should be a greater reliance on private and vocational training institutions. Moreover, the Governor also referred to the water scarcity problem and centralized decision making process.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Karak Governorate was the sixth of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Karak Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Karak Governorate

The priorities for Karak Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 5 discussion groups, representing different spheres of the community in the Governorate

The outputs of the groups were as follows:

1. Lack of planning and economic and strategic studies.
2. Poor investment in the Governorate.
3. Lack of cultural awareness in the economic and investment arenas.
4. Poor planning, implementation and follow up, and lack of sustainability plans for the projects.
5. Increase in the costs of production requirements.
6. The dividends of development are not distributed among the governorates.
7. Unfair distribution of non-national investments.
8. Unsound planning in terms of funding, programs, training, coordination.
9. Increase in the cost of transportation and a scarcity thereof.
10. Lack of investment projects in order to limit poverty and unemployment.
11. Lack of follow up and evaluation of development projects.
12. Lack of sewage facilities.
13. Few productive projects.
14. Lack of attention given to the agricultural sector and livestock breeders.
15. Weakness in the partnership between the public and private sectors.
16. Absence of parties that offer job opportunities for unemployed women.
17. State lands are not invested for grazing purposes.
18. Poor coordination between governmental and non-governmental parties.
19. Poor tourism promotion.
20. Educational outputs are not suitable for the job market.
21. The role of youth is not activated in terms of involvement in the job market.
22. Nepotism.
23. Centralization.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Unfair distribution of national investments	Poor planning, implementation and follow up, and lack of sustainability plans for the projects	Lack of follow up and evaluation of development projects	Increase in costs of production requirements.
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Poor tourism promotion	Educational outputs are not suitable for the job market	Corruption and nepotism	The role of youth is not activated in terms of involvement in the job market
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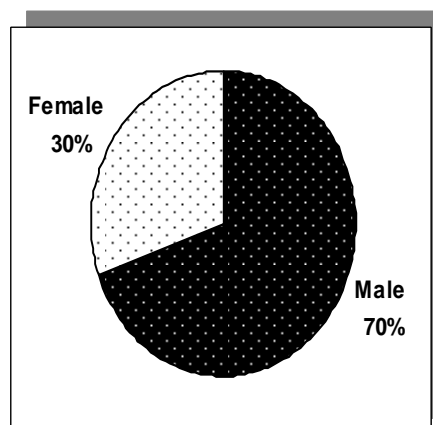
Poor investment promotion in the Governorate	Poor transportation network inside the governorate	Centralization of Governmental Decision Making
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Final Results

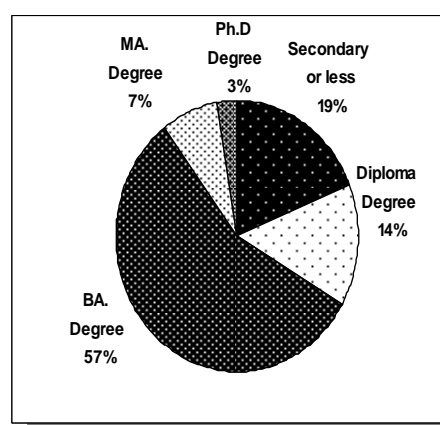
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

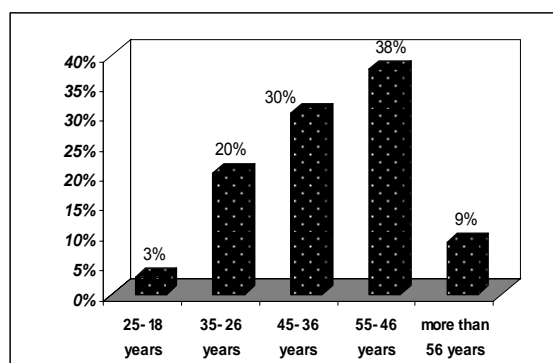
1. Active women participation in Karak Governorate, with 30% for women as opposed to 70% for men:



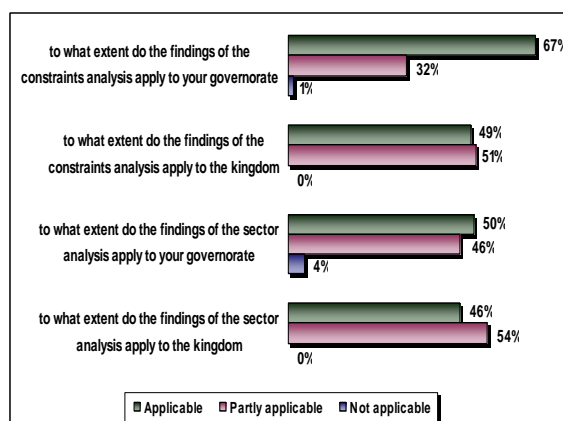
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree:



3. The age groups of participants also varied, but the highest number of participants were of the age group 46-55 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Karak Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no. (3.16)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Corruption and nepotism	15
Unfair distribution of national investments	12
Lack of a sewage network in some areas	10
Poor planning and implementation, and a lack of a plan for sustainable projects	9
Increase in costs of production requirements	9
Weak interest in the agricultural sector	8
Lack of cultural awareness in the economic and investment fields	7
Poor investment in the Governorate	6
Rise in prices	5
Poor coordination between the public and private sectors	5
Centralized governmental decision making	5
Lack of training programs and their inadequacy for work requirements	4
Water scarcity	4
High taxes	3

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Poor tourism promotion	3
Lack of follow up and evaluation of projects	2
Weak transportation network inside the Governorate	2
Educational outputs are not suitable for the job market	2
The role of youth is not activated in the job market	2
Culture of shame	1
Brain drain and migration of skilled labor	1
Distance between the workplace and the place of residence	1
Difficult access to microfinance	1
High collateral required by banks	1
The gap is large between imports and exports	1
Weak investment promotion in the Governorate	1

Table no. (3.17)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Rise in prices	5
Lack of training programs and their inadequacy to work requirements	4
Water scarcity	4
High taxes	3
Culture of shame	1
Brain drain and migration skilled labor	1
Distance between the workplace and the place of residence	1
Difficult access to microfinance	1
Large collateral required by banks	1
Large gap between imports and exports	1

Table no (3.18)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Corruption and nepotism	15
Unfair allocation of national investments	12
Lack of sewage networks in some areas	10
Poor planning and implementation and lack of plan for sustainable projects	9
Increase in costs of production requirements	9
Low interest in the agricultural sector	8
Lack of cultural awareness in the economic and investment fields	7
Little investment in the Governorate	6

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Weak coordination between the public and private sector	5
Centralization of governmental decision making	5
Weak tourism promotion	3
Lack of follow up and evaluation of projects	2
Inadequate transportation network inside the Governorate	2
Educational outputs are incompatible with the job market	2
The role of youth in the job market is not activated	2
Weak promotion of investment in the Governorate	1

3 -7 Madaba Governorate

Inauguration of the Consultative Meeting

Mr. Hassan El-Assaf, Governor of Madaba, opened the meeting by welcoming the guests from the Madaba Governorate. He expressed his appreciation for what the Millennium Challenge Account is doing through its visits on all economic levels, which aim to help Jordan move forward. As for development, it has engaged the interest of His Majesty through a number of development projects which have reflected positively on citizens. 722 projects have been implemented throughout all sectors, and the number of projects in 2008 reached 52. He pointed out that the Governorate awaits more projects in order to alleviate poverty and unemployment and to improve the infrastructure. He stressed that all the citizens are responsible for development, and that the latter is not solely the concern of a particular segment of society, but is rather the responsibility of all sectors.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Madaba Governorate was the seventh of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Madaba Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results

of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Madaba Governorate

The priorities for Madaba Governorate were determined using the previously explained consultative process (see page 22). Participants were broken up into 6 discussion groups, representing different spheres of the community in the Governorate

The outputs of the groups were as follows:

1. Policies and procedures of the donor quarters.
2. Need to update the legislations and laws pertaining to investment in tourism.
3. Generally, there is a lack of oversight over the allocation of projects
4. High interest rates in the event of obtaining loans.
5. Lack of laws protecting agricultural lands.
6. Marginalization of the agricultural sector.
7. Gap between education and market needs.
8. Educational inputs are incompatible with educational outputs.
9. Weak tourism promotion in the Governorate.
10. Inadequate health services for the residents of the region.
11. Development projects are unsustainable.
12. Lack of public transportation.
13. Bad planning and implementation of development and tourism projects.
14. Poor basic services, the infrastructure, and transportation network.
15. Schools are in a poor condition and are not cared for.
16. Poor tourism marketing.
17. Poor comprehensive planning (tourism, agriculture, infrastructure, basic services).
18. Poor tourism promotion and the protection of the local product.
19. Few big industrial projects in the Governorate.
20. Lack of a database for the Governorate.
21. Centralization in preparation of the budget, and a lack of awareness of the priorities.
22. Corruption and nepotism.
23. Corruption.
24. Poor quality of studies relating to financing projects, and a lack of evaluation of their findings.
25. There are no adequate studies for the needs of the local market.
26. Lack of tourism planning to exploit tourism in the Governorate.
27. Lack of investment projects that attract manpower in the Governorate.
28. There are no financial investments and investment projects.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

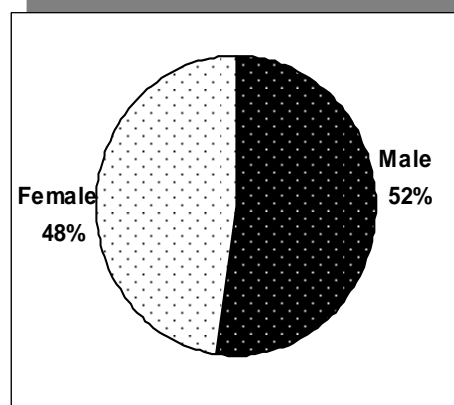
Lack of tourism planning to exploit tourism in the Governorate	Lack of a database for the Governorate	Inadequacy of studies of the needs of projects, and an absence of evaluation of their findings	Poor comprehensive planning (tourism, agriculture, infrastructure, basic services).
Corruption and nepotism	Gap between education and market needs	Policies and procedures of the donor quarters	Centralization in preparation of the budge, and a lack of awareness of the priorities
Generally, there is a lack of oversight over the allocation of projects	Lack of protection for the agricultural sector	High interest rates in the event of obtaining loans	Scarcity of investment projects that are suitable for the nature of the area
Poor basic services and the infrastructure			

Final Results

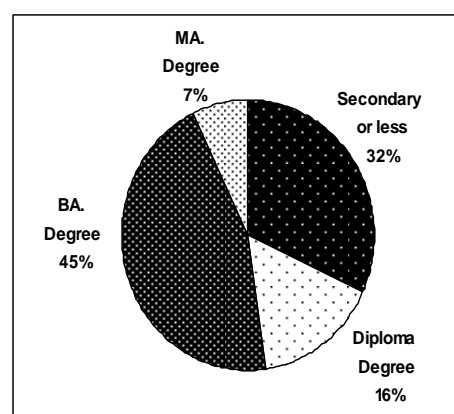
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

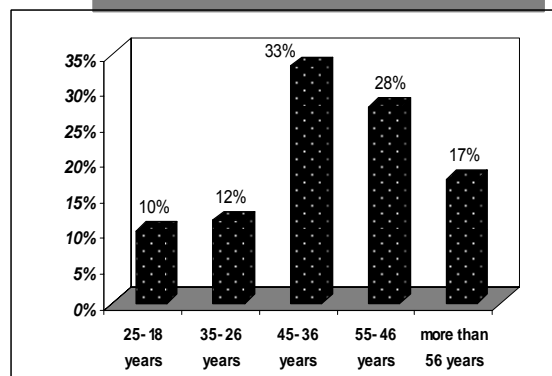
1. Active women participation in Madaba Governorate, with 48% for women as opposed to 52% for men:



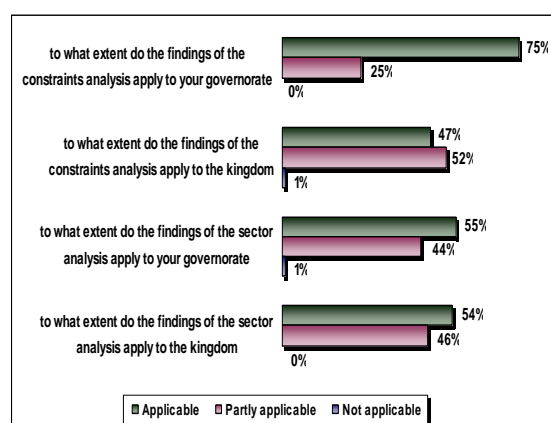
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree:



3. The age groups of participants also varied, but the highest number of participants were of the age group 36-45 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Madaba Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no (3.19)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Corruption and nepotism	18
Poor comprehensive planning (tourism, agriculture, infrastructure, basic services)	16
Few investment projects that are suitable for the nature of the area	12
Lack of strategic planning for exploiting tourism in the region	8
Poor basic services, the infrastructure, and transportation network	8
Generally, there is a lack of oversight over the allocation of projects	7
Poor quality of studies relating to funding projects, and a lack of evaluation of their findings	6
Lack of protection for the agricultural sector	6
Difficult access to microfinance	4
High cost of business start-ups	3
Centralization in preparation of the budget, and a lack of awareness of the priorities.	3
Water scarcity	2
Excessive bureaucratic procedures	2
High prices	2
Culture of shame	1
Abstinence from work	1

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Low productivity, especially in the areas of clothes manufacture and tourism as the study has shown	1
Brain drain and migration of skilled labor	1
Dissatisfaction with the wage levels	1
Rise in cost of electricity	1
Large collateral required by banks	1
High taxes	1
Long period of time required for preparing and issuing licenses	1
Gap between education and market needs	1

Table no (3.20)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Difficult access to microfinance	4
High cost of business start-ups	3
Water scarcity	2
Excessive bureaucratic procedures	2
Rise in prices	2
Culture of shame	1
Abstinence from work	1
Low productivity, especially in the areas of clothes manufacture and tourism as the study has shown	1
Brain drain and migration of skilled labor	1
Dissatisfaction with the wage levels	1
Rise in cost of electricity	1
High collateral required by banks	1
High taxes	1
Length of time required for preparing and issuing licenses	1

Table no (3.21)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Corruption and nepotism	18
Poor comprehensive planning (tourism, agriculture, infrastructure, basic services).	16
Few investment projects that are suitable for the nature of the area	12
Lack of tourism planning for exploitation of tourism in the area	8
Inadequate level of basic services and infrastructure	8
Generally, an absence of oversight over the allocation of projects	7

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Inadequacy of studies of the needs of projects, and an absence of evaluation of their findings	6
Lack of protection for the agricultural sector	6
Centralization in preparation of the budget of the Governorate, and a lack of awareness of the priorities.	3
Gap between education and market needs	1

3 -8 Tafileh Governorate

Inauguration of the Consultative Meeting

The Governor of Tafileh, H.E. Mr. Khaled Awadallah, opened the meeting by welcoming the guests from Al-Tafileh Governorate. He expressed the need of the Governorate for numerous things. He expressed the hope that those concerned would define the constraints with a view to attempting to devise the suitable solutions. He also explained that the Millennium meeting would lay down the basis for a genuine developmental dimension that is rooted in a database and realistic and precise studies that take into consideration priorities that recognize the geographic and historic aspects of the region, and that provide adequate funding for the management of societal projects that contribute to the lives of the inhabitants and which reduce the threat of poverty and unemployment.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Tafileh Governorate was the eighth of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Tafileh Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Tafileh Governorate

The priorities for Tafileh Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 6 discussion groups, representing different spheres of the community in the Governorate

The outputs of the groups were as follows:

1. Absence of comprehensive planning in the tourism field.
2. Lack of seriousness in supporting agricultural projects, and lack of projects for water harvesting.
3. Al-Tafileh is absent from the tourism map.
4. Lack of investment projects, particularly those in the tourism, medical, and religious spheres.
5. The educational outputs are unsuitable for the job market needs.
6. Lack of job opportunities for youth that are compatible with their specializations.
7. Few job opportunities for women.
8. Weak investment culture due to the unsuitability of the Investment Encouragement Law for the southern regions.
9. Scarcity of investment opportunities inside the Governorate and dearth of job opportunities.
10. Scarcity of major investment projects.
11. Scarcity of economic investments in the Governorate.
12. Not involving the local community in expressing its opinion on projects to be implemented which leads to return of a high ratio of the Governorate's budget to the treasury at the end of each year, while the consultative council only considers what has been decided.
13. Unfair distribution of the dividends of development, and a lack of seriousness on the part of official quarters in following up on promises, and the faults in the privatization programs.
14. The problem of tribal collective lands.
15. Inadequate administrative, technical, and financial planning.
16. Lack of support for inventors.
17. Abandonment of investment in the agricultural sector due to high costs.
18. Lack of investment units that include experts which leads to unsound planning.
19. Geographic nature of the Governorate.
20. Inadequacy of the infrastructure (sewage, roads, lighting), and poor basic services (health, education, youth).
21. Poor role of parliamentarians in the Governorate.
22. Little interest in cooperative and charitable societies and clubs (technical and financial support).

23. Inadequate contribution of companies (cement, potash, phosphate) to community development.
24. The companies operating in the Governorate contribute little to its development.
25. High costs of university education have financially exhausted the families.
26. Inadequacy of the public transport sector.
27. The natural resources of the Governorate are not invested (copper, magnesium, oil shale).
28. The Tafileh Governorate is not included in the map of the Jordan Investment Board.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

The Investment	Lack of consultative		
The sewage system does not cover all the areas	Lack of a public hospital	Inadequacy of the role of parliamentarians in the Governorate	Inadequate public transportation sector

Inadequate interest in charitable and cooperative societies, and clubs	Lack of justice in sharing the dividends of development	Privatization programs are deficient	The local community is not involved in choosing projects
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Lack of seriousness in supporting the agricultural sector	Lack of a comprehensive plan for the governorate and lack of coordination with the concerned quarters	The Governorate is not included in the investment encouragement map	The natural resources of the Governorate are not invested (copper, magnesium, oil shale).
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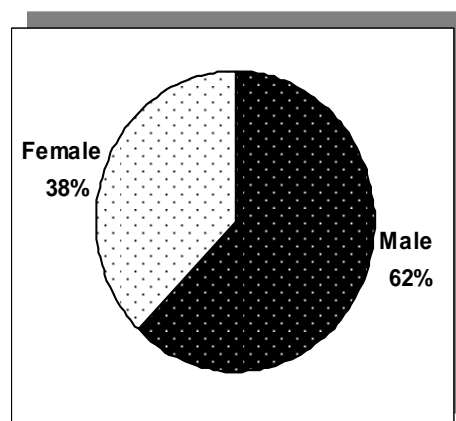
Inadequate contribution of companies to the development of the local community
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Final Results

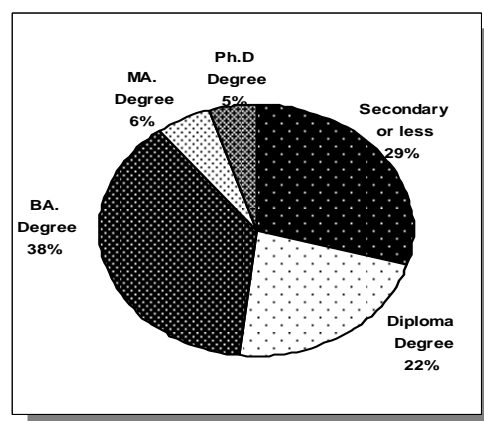
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

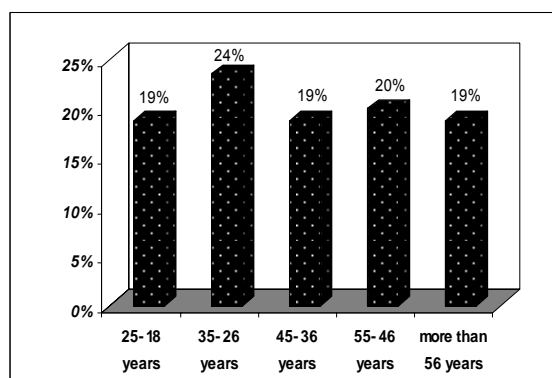
1. Active women participation in Tafileh Governorate, with 38% for women as opposed to 62% for men:



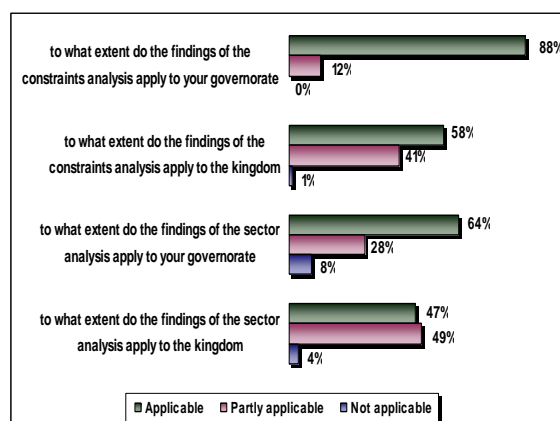
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree:



3. The age groups of participants also varied, but the highest number of participants were of the age group 28-35 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of al- Tafileh Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no (3.22)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
The Governorate is not included in the investment encouragement map	29
Poor role of parliamentarians in the Governorate	21
Lack of justice in sharing the dividends of development	15
Lack of a public hospital	11
The Investment Encouragement Law is not suitable for the securities of the Governorate	10
Lack of seriousness in supporting the agricultural sector	9
Tafileh is absent from the tourism map	8
Inadequacy of the privatization program	5
Scarcity of training programs and their unsuitability for the work requirements	4
Lack of consultative investment units which leads to unsound planning in the Governorate	4
Incompatibility between the educational outputs with market needs	4
Inadequate interest in charitable, cooperative societies and clubs	4
The sewage system does not cover all the areas	3
Inadequate public transportation system	3
Inadequate contribution of companies to the development of the local community	2
Not involving the local community in choosing projects	2
Abstinance from work	1
Water scarcity	1
Inadequate promotion of Jordanian exports abroad	1
The natural resources of the Governorate are not invested (copper, magnesium, oil shale).	1
Poor role of parliamentarians in the Governorate	21
Lack of justice in sharing the dividends of development	15
Lack of a public hospital	11
The Investment Encouragement Law is not suitable for the securities of the Governorate	10
Lack of seriousness in supporting the agricultural sector	9
Tafileh is absent from the tourism map	8
Inadequacy of the privatization program	5
Scarcity of training programs and their unsuitability for the work requirements	4
Lack of consultative investment units which leads to unsound planning in the Governorate	4
Incompatibility between the educational outputs with market needs	4
Inadequate interest in charitable, cooperative societies and clubs	4
The sewage system does not cover all the areas	3
Inadequate public transportation system	3
Inadequate contribution of companies to the development of the local community	2
Not involving the local community in choosing projects	2

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Abstinance from work	1
Water scarcity	1
Inadequate promotion of Jordanian exports abroad	1
The natural resources of the Governorate are not invested (copper, magnesium, oil shale).	1

Table no (3.23)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Scarcity of training programs and their unsuitability for the work requirements	4
Abstinance from work	1
Water scarcity	1
Inadequate promotion of Jordanian exports abroad	1

Table no (3.24)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
The Governorate is not included in the investment encouragement map	29
Poor role of parliamentarians in the Governorate	21
The dividends of development are unfairly distributed	15
Lack of a public hospital	11
The Investment Encouragement Law is not suitable for the Governorate	10
Lack of seriousness in supporting the agricultural sector	9
Tafileh is absent from the tourism map	8
Inadequacy of the privatization programs	5
Lack of consultative investment units which leads to unsound planning in the Governorate	4
Incompatibility between educational outputs with the market outputs	4
Lack of concern for charitable and cooperative societies, and clubs	4
The sewage system does not cover all areas	3
The public transport system is inadequate	3
Inadequate contribution of companies to the development of the local community	2
The local community is not involved in choosing projects	2
The natural resources of the Governorate are not invested (copper, magnesium, oil shale).	1

3 -9 Ma'an Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Mohammad Al-Rawashdeh, Governor of Ma'an, opened the meeting by welcoming the guests from the Ma'an Governorate. His Excellency overviewed the challenges facing Jordan which stem from scarcity of water and energy resources and prices increases, in addition to the regional and international problems and their direct and indirect impact on Jordan. He indicated that these challenges are ever-present. The Jordanian society, notwithstanding these challenges, is steadfast in its path. In fact, the Jordanian Government has taken some measures to overcome these challenges. These measures have included announcing the social safety net, subsidizing some prices, expanding the health insurance umbrella, launching the initiative of decent housing for a decent living, and the distribution of food parcels.

Moreover, the President of Al-Hussein Bin Talal University, Dr. Ali Al-Hurut, delivered a statement in which he indicated that we, based on the title of the meeting, are facing a real challenge in the economic social and political arenas, and that the Hashemite leadership, whose wisdom and perception is attested to by one and all, and that we must be up to the level of this leadership in terms of thinking, planning, and accomplishment. Furthermore, the efforts of all the people here must come together to be up to the level, ambitions and approach of our leadership in facing the challenges and dangers.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Ma'an Governorate was the ninth of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Ma'an Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Ma'an Governorate

The priorities for Ma'an Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 5 discussion groups, representing different spheres of the community in the Governorate

The outputs of the groups were as follows:

1. Scattered population centers (demographic distribution).
2. Government policies and strategies are not stable regarding investment, and are variable based on changed individuals.
3. Educational outputs are not compatible with the job market.
4. Lack of awareness in terms of innovating new businesses.
5. Not promoting the area in terms of tourism and the economy.
6. Poor media and cultural role in promoting tourism.
7. The role of the woman's sector is weak in the development process.
8. The local community in the Governorate is not involved in defining its needs in terms of major productive and investment projects.
9. Centralization in decision making and poor local popular participation.
10. Centralized decisions.
11. Lack of a free zone in the industrial city.
12. Poor training and rehabilitation that is supportive of the needs of the job market.
13. The fragmentation of ownership of agricultural lands and the increase in jointly owned lands.
14. Lack of support of the sector in terms of vegetal and livestock aspects.
15. Lack of developmental agricultural investment projects that curtail urban sprawl.
16. Poor utilization of available water resources.
17. The natural resources of the Governorate such as glass, marble, and copper are not exploited.
18. There is no utilization and promotion of available natural resources and investing them in a manner that is beneficial to the local communities.
19. A lack of optimal utilization of natural resources (oil shale, glass sand, silicon, oil if present).
20. Alternative energy in terms of wind and oil shale are not utilized.
21. Size of incentives for Ma'an investors is not suited for the challenges in the Governorate.
22. Poor infrastructure supporting investment (roads, public services).
23. Lack of sewage network in some of the areas of the Governorate (regular maintenance of existing networks).
24. Weak transportation network which does not cover distant areas.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Weak transportation network which does not cover distant areas	Weak supporting infrastructure in the area	Size of incentives for Ma'an investors is not suited for the challenges in the Governorate.	There is no utilization and promotion of available natural resources
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Little support for the agricultural sector	The fragmentation of ownership of agricultural lands and the increase in jointly owned lands	Centralization in decision making	The local community in the Governorate- especially women- is not involved in defining its needs
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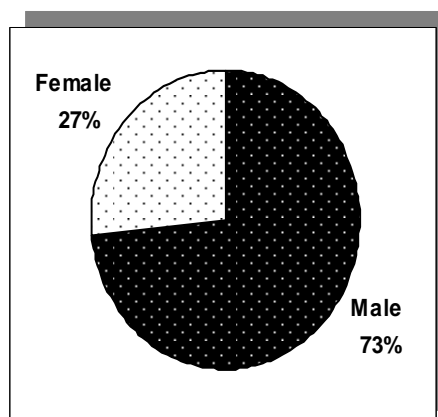
Government policies and strategies are not stable regarding investment, and are changing based on changed individuals	Dispersal of population centers (demographic distribution)	Lack of sewage network in some of the areas	Poor utilization of available water resources
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Final Results

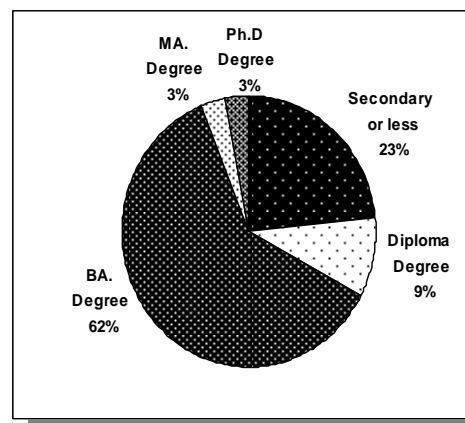
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

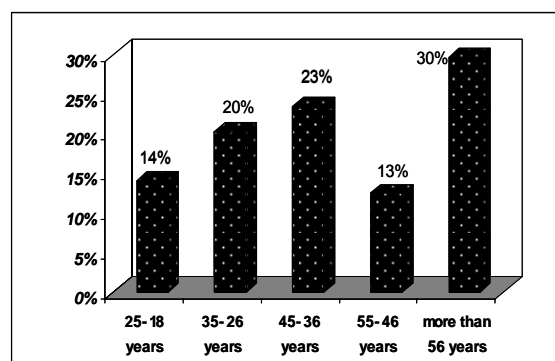
1. Moderate women participation in Ma'an Governorate, with 27 % for women as opposed to 73 % for men:



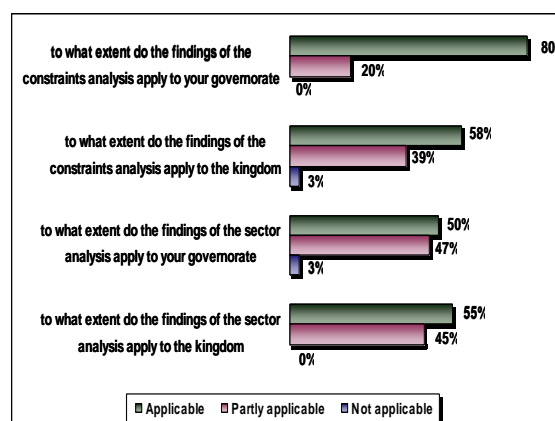
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree: 62%



3. The age groups of participants also varied, but the highest number of participants were of the age group more than 56 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Ma'an Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no (3.25)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
There is no utilization and promotion of available natural resources and investing them	12
Incentives for Ma'an investors is not suited for the challenges in the Governorate	11
Little support for the agricultural sector	9
Lack of a media and cultural role in tourism and economic promotion	9
Poor utilization of available water resources	8
Water scarcity	7
Lack of sewage network in some of the areas of the Governorate	6
High cost of business start-ups	5
Weak transportation network which does not cover distant areas	5
Few training programs which are unsuitable for the job requirements	4
Rise in prices (inflation)	4
The local community in the Governorate- especially women- is not involved in defining its needs	4
Dispersal of population centers (demographic distribution)	3
Culture of shame	2
Centralization in the decision making process	2
Government policies and strategies are not stable regarding investment, and are changing based on changed individuals	2
Distance between the workplace and the place of residence	1
Dissatisfaction with the level of wages	1
Rise in cost of electricity	1
High collateral required by banks	1
Excessive bureaucratic procedures	1
Inadequate promotion of Jordanian exports abroad	1
Long period required for preparing and issuance of licenses	1
Poor supporting infrastructure in the areas	1
The fragmentation of ownership of agricultural lands and the increase in jointly owned lands	1

Table no (3.26)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Water scarcity	7
High cost of business start-ups	5
Lack of training programs and their inadequacy for the job market	4

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Rise in prices	4
Culture of shame	2
Distance between workplace and place of residence	1
Dissatisfaction with wage levels	1
Rise in cost of electricity	1
High collateral required by banks	1
Cumbersome bureaucratic procedures	1
Jordan exports are inadequately promoted abroad	1
Length of time required for preparing and issuing licenses	1

Table no (3.27)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
There is no utilization and promotion of available natural resources and investing in them	12
Incentives for Ma'an investors is not suited for the challenges in the Governorate	11
Little support for the agricultural sector	9
Lack of a media and cultural role in tourism and economic promotion	9
Poor utilization of available water resources	8
Lack of sewage network in some of the areas of the Governorate	6
Weak transportation network which does not cover distant areas	5
The local community in the Governorate- especially women- is not involved in defining its needs in terms of projects	4
Scattered of population centers (demographic distribution)	3
Centralization of the decision making process	2
Government policies and strategies are not stable regarding investment, and are changing based on changed individuals	2
Poor supporting infrastructure in the areas	1
The fragmentation of ownership of agricultural lands and the increase in jointly owned lands	1

3 -10 Aqaba Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Samir Mbeideen, Governor of Aqaba,, opened the meeting by welcoming the guests from the Aqaba Governorate. H.E. underlined the role of administrative governors in the developmental arena, and called on the Ministry of Interior to create a special department devoted to the development field to be headed by the Governor. This underscores the fact that the administrative governor is aware of the concerns of the region, and the needs and concerns of the citizens, and it is incumbent on him to follow up on development projects and progress. The Governor explained that these challenges are addressed by royal initiatives and development programs, and that we must accept reality and the existing challenge. Equally, we must foster accomplishment. The Governor overviewed the challenges faced by the Governorate, which are represented by poverty, unemployment, and the large geographic area, not to mention the harsh desert conditions of some areas. H.M. the King has ordered that Aqaba be converted to a special economic zone with a view to enhancing the economic standard and attracting capital, so that it becomes an advanced regional center.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Aqaba Governorate was the tenth of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face Aqaba Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in **Aqaba** Governorate

The priorities for Aqaba Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 5 discussion groups, representing different spheres of the community in the Governorate

The outputs of the groups were as follows:

1. Absence of parties elected by the local community in Aqaba to participate in the planning and decision making process.
2. The local community is not involved in decision making particular to projects that meet its needs.
3. Some of the outside investors and foreigners monopolize some of the overlapping professions.
4. Allowing outside capital and people of influence to compete with the local community despite a lack of equivalence.
5. Lack of a reference point for the local community and organization due to overlapping jurisdictions between governmental organizations.
6. Lack of an analytical and comprehensive database on the current and future job market situation.
7. The presence of some regulations and legislations which impede economic development, especially those relating to the local community, and not benefiting from the comparative advantage of the region.
8. Lack of educational programs for enabling the community to be abreast of economic change in Aqaba.
9. Lack of incentives, and cumbersome procedures for establishing small and medium-sized industrial and investment projects.
10. Lack of quarters that offer financial and technical support for small and medium-sized projects.
11. Lack of a contribution by investment companies to developing the community.
12. Concentration of investment and service projects in the city center, and their paucity in surrounding villages.
13. Inadequate specialized health care.
14. Imbalance and unfair distribution of the dividends of development among all the areas.
15. Lack of tourism facilities that are suitable for the ordinary citizen.
16. Erosion of a distinguishing feature of Aqaba- the sea- as a consequence of investments, which deprives Jordan and Jordanians of what is one of the most important recreational and economic center for generations to come.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

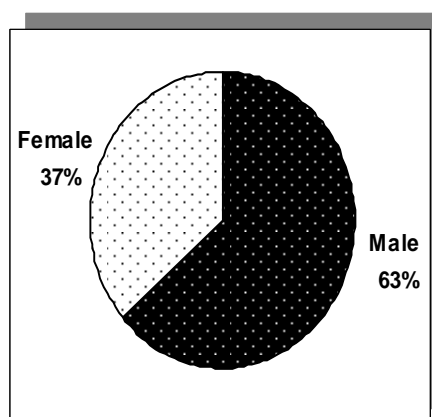
Centralization of services and investment projects at the city's center, while the surrounding villages get a small share	Inadequate presence of quarters that provide technical and financial assistance for small and medium-size businesses	Inadequacy of the role of investment companies in developing the local community	The educational outputs are unsuitable for the job market (awareness raising, education, training)
Permissiveness in letting capital and beneficiaries compete with the local community	Presence of regulations and legislations which impede economic development, while the comparative advantage of the region is not exploited	The local community (an electing body) is not involved in the planning and decision making process	Inadequacy of specialized healthcare in the South
Lack of an analytical database on the current and future job market		Lack of tourist facilities at prices appropriate for the ordinary citizen	

Final Results

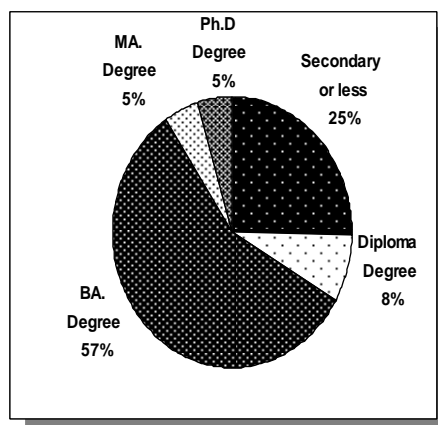
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

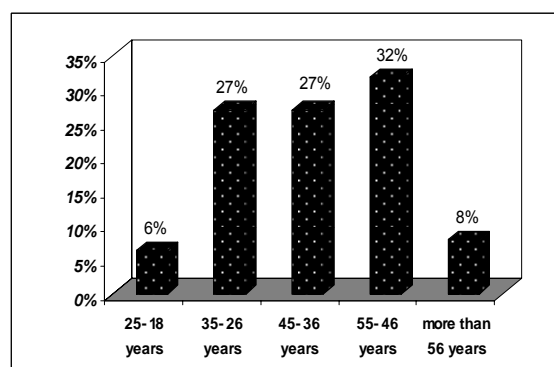
1. Active women participation in Aqaba Governorate, with 37 % for women as opposed to 63 % for men:



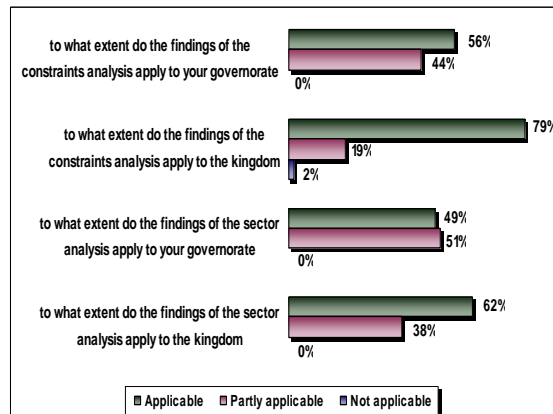
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree: 57%



3. The age groups of participants also varied, but the highest number of participants were of the age group 46-55 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Aqaba Governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no (3.28)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
The local community (an electing party) is not involved in the planning and decision-making process	24
Education outputs are not compatible with the job market needs (education, awareness raising, training)	18
Water scarcity	12
Allowing outside capital and people of influence to compete with the local community despite a lack of equivalence	11
The presence of some regulations and legislations which impede economic development, especially those relating to the local community, and not benefiting from the comparative advantage of the region	5
Lack of parties that offer financial and technical support for small and medium-sized projects.	4
Lack of training programs suitable for work requirements	3
Dissatisfaction with wage levels	3
Rise in prices	3
Investment companies play a weak role in developing the local community	3
Lack of an analytical and comprehensive database on the current and future job market situation	3
Inadequate specialized health care in the South	3
Lack of tourism facilities at prices that are suitable for the ordinary citizen	3
Difficult access to microfinance	2
Cumbersome bureaucratic procedures	2
Concentration of investment and service projects in the city center, and their paucity in surrounding villages	2
Culture of shame	1
Rise in cost of electricity	1
High taxes	1

Table no (3.29)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Water scarcity	12
Scarcity of training programs and their unsuitability for the job market	3
Dissatisfaction with the wage levels	3
Rise in prices	3
Difficult access to microfinance	2
Cumbersome bureaucratic procedures	2
Culture of shame	1

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Rise in cost of electricity	1
Rise in taxes	1

Table no (3.30)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
The local community (an electing quarter) is not involved in the planning and decision making process	24
Education outputs are not compatible with the job market needs (education, awareness raising, training)	18
Allowing outside capital and people of influence to compete with the local community	11
The presence of some regulations and legislations which impede economic development, and not benefiting from the comparative advantage of the region	5
Lack of quarters that offer financial and technical support for small and medium-sized projects.	4
Investment companies play a weak role in developing the local community	3
Lack of an analytical and comprehensive database on the current and future job market situation	3
Inadequate specialized health care in the South	3
Lack of tourism facilities at prices that are suitable for the ordinary citizen	3
Concentration of investment and service projects in the city center, and their paucity in surrounding villages	2

3 -11 Jerash Governorate

Inauguration of the Consultative Meeting

H.E. Mr. Ali Al-Azzam, Governor of Jerash, opened the meeting by welcoming the guests from the Jerash Governorate. He stressed that the Governorate is in dire need of development, for the old and distinguished tourist Jerash Governorate is in need of more care so as to become a governorate that is free from unemployment and poverty.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Jerash Governorate was the one before the last of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to

discuss the various constraints and challenges that face Jerash Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in Jerash Governorate

The priorities for Jerash Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 3 discussion groups, representing different spheres of the community in the Governorate.

The outputs of the groups were as follows:

1. Centralized decision-making process.
2. Inadequacy of tourism programs and services in the northern region.
3. Weak tourism planning (weak coordination, marketing, management).
4. The area lacks modern tourism organization rendering it a tourism region.
5. Scarcity of productive and operating projects in the Governorate.
6. Little capital investment in the Governorate (there is a lack of incentives).
7. There is no an industrial zone in the Governorate.
8. There isn't an industrial city for the encouragement of investment.
9. The sewage network does not cover all the areas, and the presence of a station inside the city "agricultural lands."
10. The local community does not participate in the development process.
11. There is corruption and a lack of oversight and specialized administration.
12. The agricultural sector is poorly organized, and there is little care for agricultural projects.
13. Lack of supporting services for the projects in the Governorate.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Jerash is not classified as a tourism zone	Lack of an industrial zone for encouraging investment	The sewage network does not cover the entire Governorate	The community does not participate in the development process (planning, follow up, implementation)
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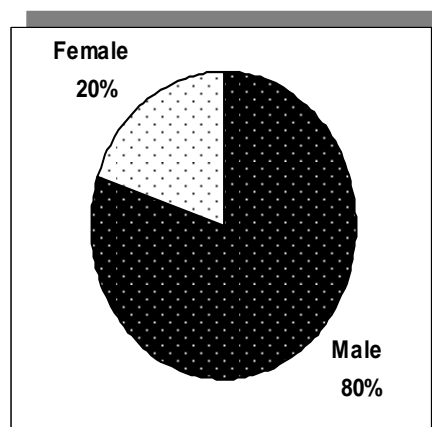
Corruption accompanied by a lack of supervision and management	Centralized decision making	Weak performance of the agricultural sector and scant attention given to agricultural projects	Lack of supporting services for the projects in the Governorate
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Final Results

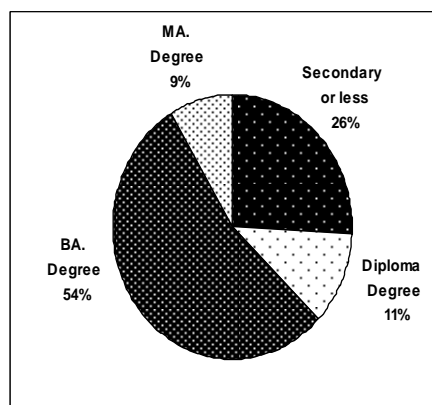
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

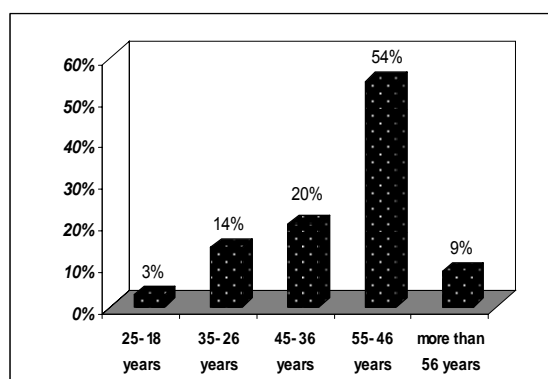
1. Low women participation in Jerash Governorate, with 20 % for women as opposed to 80 % for men:



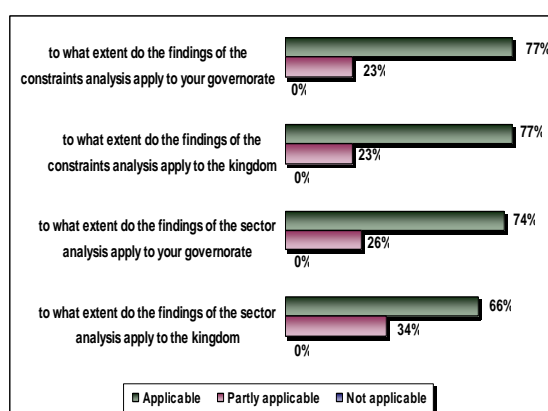
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree:



3. The age groups of participants also varied, but the significantly highest number of participants were of the age group 46-55 years: 54%



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of Jerash Governorate and the Kingdom as a whole



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no (3.31)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Jerash is not classified as a tourist region	22
Lack of an industrial zone for encouraging investment	20
Water scarcity	6
Weak performance of the agricultural sector and scant attention given to agricultural projects	6
Centralized decision-making process	5
Dissatisfaction with wage levels	4
Difficult access to microfinance	3
Corruption accompanied by a lack of supervision and management	3
Distance between the workplace and the place of residence	2
Lack of supporting services for the projects in the Governorate	2

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Cumbersome bureaucratic procedures	1
Scarcity of allocations for research and development	1
Increase in prices	1

Table no (3.32)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Water scarcity	6
Dissatisfaction with wage levels	4
Difficult access to microfinance	3
Distance between the workplace and the place of residence	2
High cost of business start-ups	1
Cumbersome bureaucratic procedures	1
High taxes	1
Increase in prices	1

Table no (3.33)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Jerash is not classified as a tourism zone	22
Lack of an industrial zone for encouraging investment	20
Weak performance of the agricultural sector and scant attention given to agricultural projects	6
Centralized decision-making process	5
Corruption accompanied by a lack of supervision and management	3
Lack of supporting services for the projects in the Governorate	2

3 -12 The Capital Governorate (Amman)

Inauguration of the Consultative Meeting

H. E. Dr. Sa`ad Al-Manaseer, Governor of the Capital Amman, opened the meeting by welcoming the guests from the Governorate of Amman. His Excellency stressed that we meet in order to benefit from the cumulative experiences of the Governorate with a view to improving the living standard of citizens and encouraging self-reliance. Moreover, the

wise leadership is the main engine for utilizing resources and participating jointly in achievement progress. In fact, there is an increase in real growth as well as an increase in productivity.

He said that Jordan's high rank in terms of eleven indicators is evidence that we are on the right path despite the scarcity of economic resources. Moreover, determining the foremost priorities is necessary for economic growth and reducing the rate of unemployment and poverty, which is done by analyzing the economic constraints and concluding any new constraints which help in identifying new projects for possible financing. This would fulfill the hopes of His Majesty for raising the level of growth and achieving economic propensity.

H.E. Mrs. Tamam El-Ghul, Director of the Millennium Challenge Account (MCA-Jordan), gave a brief description about the program, its general objectives, and its implementation mechanisms. She asserted that the meeting at Amman Governorate was the last of several consultative meetings to be held in various governorates, where the findings of the economic constraints analysis and the sector analysis will be presented and discussed. She added that the purpose of this consultative meeting was to discuss the various constraints and challenges that face the capital Governorate and to highlight the most important priorities agreed upon by citizens, which would contribute towards economic growth and poverty alleviation in the Kingdom.

Subsequently, the coordinator of the consultative process in MCA-Jordan gave a presentation about the MCA and its objectives, as well as the findings of the economic constraints analysis and the sector analysis, in addition to an introduction about the consultative process adopted by MCA-Jordan. An evaluation questionnaire of the results of the economic constraints analysis and the sector analysis was distributed to participants, who in turn filled them out individually before commencing work within smaller groups.

Defining the Economic Constraints in the Capital Governorate

The priorities for Capital Governorate were determined using the previously explained consultative process (see page22). Participants were broken up into 4 discussion groups, representing different spheres of the community in the Governorate

The outputs of the groups were as follows:

1. Rise in the prices of industrial lands.
2. Expatriate workers.
3. Population increase due to internal migration and a lack of family planning.
4. The gap between education outputs and training and the job market.
5. Lack of participatory joint efforts between the public and private sectors.

6. The Labor Law is not applied insofar as supervision of wage levels.
7. Some areas are not covered by the sewage services.
8. Unequal sharing of the dividends of development and investment among the governorates.
9. Unfair allocation of projects among the governorates.
10. The transportation network does not cover all the areas of the Capital.
11. The transportation network is inadequate, and transportation is costly between distant locations.
12. Rise in the transportation cost.
13. Inadequate transportation network.
14. Underutilization of alternative sources of energy.
15. Lack of governmental consultation and economic centers.
16. Lack of incentives for investment outside the capital.
17. The programs of the national assistance fund are inadequate and are not tied to productivity.
18. Little attention is given to livestock resources and investment in pastures.
19. The solar energy resources are not exploited in the Kingdom.
20. Environmental pollution.
21. Inadequacy of media programs (tourism, promotion, and marketing).
22. Poor integrated planning (tourism, use of fertile lands, industry).
23. Nepotism and intercession.

Presentation of Proposed Priorities

A general discussion then took place aiming at filtering and categorizing the suggested constraints, finally the following priorities were agreed upon:

Unequal sharing of the dividends of development and investment among the governorates.	Population increase (lack of family planning)	Poor integrated planning	Poor specialized media and guidance programs
Underutilization of alternative sources of energy	There is scant attention given to livestock resources and investment in pastures.	The programs of the national assistance fund are inadequate and are not tied to productivity.	Lack of incentives for investment in some of the districts of the Capital

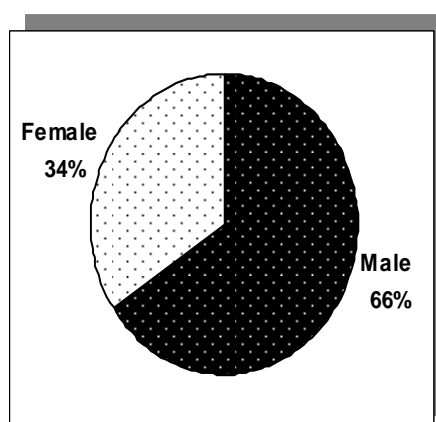
Some areas are not covered by the sewage services	The Labor Law is not applied insofar as supervision of wage levels	Lack of participatory joint efforts between the public and private sectors	There is a gap between educational outputs and training and the market
Nepotism and reliance on intercession	Expatriate workers	Environmental pollution	Inadequate transportation network and high cost of transportation

Final Results

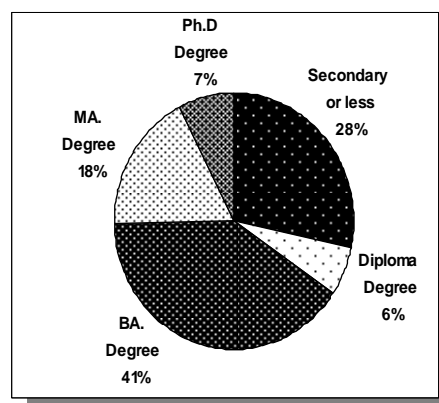
Results of the evaluation questionnaire on the economic constraints analysis and the sector analysis:

Upon analyzing the findings derived from the questionnaire, which the participants filled out individually, the following outputs were concluded:

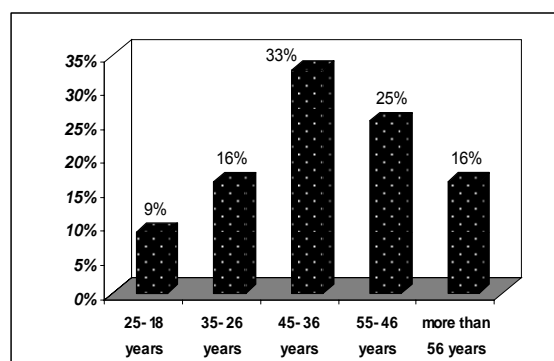
1. Moderate women participation in the capital Governorate, with 34 % for women as opposed to 66 % for men:



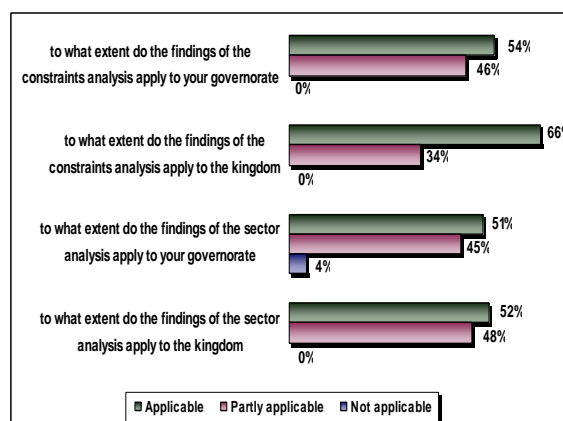
2. The educational levels of the participants varied, but the highest number of participants were holders of the BA Degree:



3. The age groups of participants also varied, but the highest number of participants were of the age group 36-45 years:



4. The compatibility of the findings of the economic constraints analysis and the sector analysis with the needs of the capital governorate and the Kingdom as a whole:



Outcome of Voting on the Priorities

Following are the results in priority order according to the votes of the participants:

Table no (3.34)

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Little attention is given to livestock resources and investment in pastures	17
Inadequate transportation network and high cost	14
Dissatisfaction with wage levels	11
Inflation	10
Inadequate utilization of alternative energy sources	8
Nepotism	8
Water scarcity	6
Some areas are not covered by the sewage services	5
High collateral required by banks	4
High taxes	4
Expatriate labor	4
Lack of participatory joint efforts between the public and private sectors	4
The Labor Law is not applied insofar as supervision of wage levels	3
The gap between educational outputs and training and the market	3

Results of voting on economic constraints in general

Economic Constraints	Number of Votes
Distance between the workplace and the place of residence	2
Unequal sharing of the dividends of development and investment among the governorates	2
The programs of the national assistance fund are inadequate and are not tied to productivity	2
Culture of shame	1
Abstinence from work	1
Brain drain and migration of skilled labor	1
High cost of electricity	1
Inadequate promotion of Jordanian exports abroad	1
Cumbersome customs procedures	1
Length of time required for preparing and issuing licenses	1
Inadequate integrated planning	1
Poor specialized media and guidance programs	1
Lack of incentives for investment in some of the districts of the Capital	1

Table no (3.35)

Results of Voting on Economic Constraints Concluded by the Millennium Challenge Team:

Economic Constraints	Number of Votes
Dissatisfaction with wage levels	11
Inflation	10
Water scarcity	6
High collateral required by banks	4
High taxes	4
Distance between the workplace and the place of residence	2
Culture of shame	1
Abstinence from work	1
Brain drain and migration of skilled labor	1
High cost of electricity	1
Inadequate promotion of Jordanian exports abroad	1
Cumbersome customs procedures	1

Table no (3.36)

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Little attention is given to livestock resources and investment in pastures.	17
Inadequate transportation network and high cost	14
Insufficient utilization of alternative energy sources	8
Nepotism and reliance on intercession	8

Results of Voting on Economic Constraints of Priority to the Governorate:

Economic Constraints	Number of Votes
Some areas are not covered by the sewage services	5
Expatriate workers	4
Lack of participatory joint efforts between the public and private sectors	4
The Labor Law is not applied insofar as supervision of wage levels	3
The gap between educational outputs and training and the market	3
Unequal sharing of the dividends of development and investment among the governorates	2
The programs of the national assistance fund are inadequate and are not tied to productivity	2
Insufficient integrated planning	1
Poor specialized media and guidance programs	1
Lack of incentives for investment in some of the districts of the Capital	1

Appendices

A-1 Millennium Challenge Account Team-Jordan

Tamam El-Ghul	Director & POC for MCC
Ruba S. Atallah	Social Specialist & Outreach coordinator
Mukhallad Omari	Economic Expert
Khalid Al-Hmoud	Economic Expert
Abdelhakim Al-Shibli	Economic Expert
Rasha Al-Qadi	Researcher
Suhair Al-Salti	Project Administrator

A-2 Jordan River Foundation Team

Dina Shafaqouj	Capacity Building and Business Development Services manager
Eng. Ghaleb Al Qudah	Community Empowerment Program Manager
Anwar Elhalah	Environmental & Agricultural Projects Coordinator
Fatima Al-Tawaia	Projects Coordinator
Manal Al-Foqaha	Community mobilize & Trainer
Mariam Raddad	Administrative Coordinator
Hala Sharayri	Projects Coordinator Assistant
Rabaa Al-Dmor	Administrative Assistant
Alia Khleifat	Projects Coordinator
Ahmad Ghnimat	Projects Coordinator
Ola Qbelat	Volunteer

A-3 Participants in Consultative Meetings

Balqa Governorate

Name	Employment	Telephone Number
Aallaa Alnsoor	Al Balqa women youth center manger	053550224
Abed Al naamat	New Maadi municipality	0779750979
Abed Aledowan	Jordanian River association	0788670600
Abeer Alewa	Women programs manger	0796637014
Abeer rashed	Deer Aalla women youth center	0777052611
Aeed shakhnbah	Ziay constituency manger	0799050643
Ahmed Abo hyeder	Aholy river association	0795589818
Ali Alnasser	Representative Beet Jeezaa philanthropic association	0796749023
Ali Alsaleh	Beet Jeezaa philanthropic aossociation manger	0795676333
Ali Easssa	Ziay philanthropic organization manger	0777404010
Ali maadat	Albalka-youth maager	0777990984
Alvera jresaat	Secandman of Alfhees municipality	0777387287
Amal Abo hatab	Almal assocition	0796796692
Amenaa Al ghragher	Representative of peoples council	0776464475
Aoba Arbeeat	Asalt women association	0777747626
Aoqab Alarbeyat	Charity committee manger	0795774522
Aowad Al karadsha	The governor of south district	0799050640
Asam bnorah	MAR-JERAIS Orthodox Association	0777395707
Ayman Abo gla	Alblqaa Tourism	0799057509
Bill Putm	Volunteer /Al Balqa youth center	07970932289
BraahHater	Education supervisor /Asalt Education	0777687906
Dr. khaled Al jboor	Alrda constitvency Manager	079050642
Dr.abed Alah abed allh	Director of education Al salt	0795660757
Dr.hamzah akeel	Albalka-youth maager	0777236704
Dr.Mohamed msalha	Jordanian association	0796702702
Enaas Aldbas	Mosa Alsaket foundation	3576922
Enfesal Ahmad hagahga	Al_balka Health employee	0777666792
Entsaar Altheb	Scosial development Directorate	0777606551
EyaadAlhssen	Mosa Alsaket foundation	0796622446
Fadah Al hadedy	That_Altakain association	0795035767
Falah sosmen	Mahes and Alfhees district governor	0799050571
Fareed farah	Arthdoks/Alfhees	0777408885
Fayz Aledown	Alblqaa youth center manger	0777060905
Hasn Aledoan	Al salt Governorate	0777870557
Jalal Anahla	Alblqaa industry and commerce	0777422937
Jamela Alzeadaat	Collection of Women Committee	05/3550467
Khadega salm kh rabsh	All Asseel association	0788320296
Khaled Al kashman	Jordanian Engineers association	0795806393
Khaleel Aljawhry	retiree	0777622303
Lenda Al nmree	Alfhess we man association	0777763761

Balqa Governorate

Name	Employment	Telephone Number
Maher Abo Alsmen	Privencey	0776725000
Mahmod Al hyaryee	Democracy development association	0779508503
Mahmod Alhyare	General relationship manger	0795901212
Mahmod Almaraat	Al mostakbal Beneficent association	0777323118
Mahmod sabreah	Al salt Governorate	0777757307
Mansor Albnaa	Daar Alaaman association	0795515622
Maree Hater	Jordainian Women United	0788889009
Mathayl Alhoyan	Country women association	0795368283
Mohame hasan khtamla	Alsakhr allmusharafa association	0795137604
Mohamed Alrashed	Arqub Alrashid beneficent association	0777483999
Mohamed Alshobakee	Islamic association	0777424457
Mostafa Alawhysha	Midel shona municipality	079587395
Mostafa Alwaked	Democracy development association	0795208883
Myaser Al hyaree	Supervisor of youth women center	0777753268
Nawal Blawnah	Balawnah Beneficent association	0795707726
Raaed Aljamaan	Public security	079696446
Raaed Alzoaabe	Asalt youth center manger	077739679
Remaah Almnaser	Asalt Directorate labor	053551948
Reta fiefl	Country Women association	0795001459
Rubah arbeat	Retired teacher	0777622937
Saad Alhadede	Al salt rowens directorate	3555651
Sabryh Fayez Nemer	All Asseel association	0795060464
Sahar Halawa	Asalt women union manger	078817668
Saleh Al hoarat	Al wadi alkasseb association	0795314171
Saleh Algaarat	AlRwda association	0788102808
Salman Alhyare	Eyen basha municipality	0795883290
Sameh Almajaly	Alsalt governor	0799050667
Sanaa Alsaaket	Jordanian universty	0777358539
Shker	Al rowdah association	0777402720
Syaah Abo hdeeb	Asalt Women association	0795538185
Tamem khaled mohamd	Aholly river association	0788718832
Tereza zeadat	Alfhess we man association	0788032525
Thseen Al madnee	Alsalt police manger	0777581598
Yanal Abraham Azaabee	Mosah Al saket center	0777674711
Yaseen Al blawnah	Manger of youth center Dair Alla	0777611128
Yosef adel	Alsakhr allmusharafa association	0795137604

Irbid Governorate

Name	Employment	Telepon Number
Abdual Ahmad	Alyarmook universtay	0788262601

Irbid Governorate

Name	Employment	Telepon Number
Abdulah ghraybah	Member of parliament	0777341641
Abdulah mahmod	Asroo ahead of Amunicipality	0779253247
Abdulah saleh	Deer yosef cooperative	0777722184
Abdulah smerat		0777988445
abed alkrem al bdarnh	Ahead of big Irbid municipality	
Abed AlQuraan	Alkora district governor supporter	0799050632
Abed alrahman ahmed	Natefah philanthropic organization	0777343741
Adnan bne hane	Irbid youth dirctorate	
Aeed sfasfah	Samar cooperative	0795843580
Ahmad Al shantwe	Al sareeh philanthropic organization manger	0777428222
Ahmed bshabsha	Jordanian parliment	0795637037
Ahmed nayf	Irbid Governorate	0777419637
AhmedAzaabee	Alyarmok new head of amunicipality	0795899771
Ahmedblaamah	Cooperativ organization of development town-dwelling	0777341470
Ali nserat	Natafh philanthropic organization	0795428072
Ali shbol	The tree philanthropic	
Amerah slamah	Natefah philanthropic organization	0777343741
Anas shbeb	Volition project	07881612685
Ayesha abo salem	Jordanian woman union	0795791932
Bader Al ajlonee	Irbid third Education	0776779160
Bader Alqadee	Alwastyah district governor	0799050566
Bakre abo aleel	Beet raas youth center	0788837862
Basam drabsah	Horan ahead of municipality	
Bashar tarke	Alyarmook universtay	0799174792
Ebrahim melhem	Volition project adviser /Deer abo saaed	0795582753
Ebrahim qablawe	Cooperative organization	0777661115
Emad al azam	Alwastyah ahead of amunicipality	0777696965
Esmaael dokat	Irbid industry room	
eyad Al rosan	District Irbid governor	0799050546
Ezaat ershedat	jtv	
Fade a tal	Volition project adviser	0799980200
Falah Altawegl	Bane knana district governor	0799050563
Faroq al qade	Alfhees district governor	0799050564
Fatema mohamed rashed	Member of council of state in governorate	0796411196
Faten slman	press	0777136445
Fawzeh Almanaser	Irbid privet Universty	0777914382
Fayz Alrshdan	Bane abeed district goernor	0777749566
Fisal rdaydah	jtv	0796460080
Galal qandah	Alrja cooperative	0777789319
Ghazeh Alomare	Samer philanthropic organization	0788561303
Ghazeh Alrashdan	Alwastyah youth center	0777891967
Habes horane	jtv	0799319898

Irbid Governorate

Name	Employment	Telepon Number
Hamed khzalh	Irbid agricultuer dirctor	
Hanan hayk	The tree philanthropic	
Hasn kfrne	Irbid privet university	
Hseen Alzaabe	Volition project	
Hseen defallh	Alrmthah amunicipality	0796485166
Hseen shbol	Bane knanah amunicipality	
Hsen hoary	Alfaroq philanthropic	0796666266
Jhad drawshah		0799030832
Kasem ebedat	Al mazaar Alsh maly district governor	0799050561
Khaled Al shqran	DirectorateEducationIrbid	
Khaled garadat	Boshrah philanthropic organization	0777546100
Maher ebedat	Alsareeh youth center manger	0776234360
Mahmod mhedat	Jordanian parliment	0777480287
Moaath shalbee	Fututer waves organization	0795770753
Mohamed alhamed	Beet yafah philanthropic organization	0788258902
Mohamed Alrossan	Work of Irbid manger	0795140280
Mohamed frhan	Deer abo saaed new municipality	
Mohamed hamdan	Alyarmok universty	
Mohamed mmdoh	Tabaqet fahel municipality	
Mohamed momanee	Gadara university	0777460374
Mohamed snjlawe	jtv	0776904743
Mohamed taqatqa	Barqsh head of amunicipality	
Mohmed Ali	Khled ben Awaleed amunicipolity	0795337936
Mohmed Alkateb	Directorate Education first/Irbid	0777997894
Mohmed ereqat	Representative of amunicipality of Irbid	077515797
Mohmed taamnah	Manger of Queen Ranyah center	0777065300
Monther khaled yosef	Kafer aabeel philanthropic	
Monther rbabah	Bargash municipality	
motaz	Ministry of the interior	
Myson mshref	Alfaroq philanthropic	0799309059
Naser abeedat	Moaath ben jabel amunicipality	0777254768
Noaaman al zoabe	Alhoseen industry city	
Noha abed esmaal	Hoshah philanthropic	
Nohad ebedat	jtv	0796656565
Omer mashaalh	Cooperative organization	0777214166
Ramee Almaa	Dstor News paper	0799858243
Rana fregat	Irbid privet university	
Rashad omaree	To accompany project	0799012228
Saaed Alhalak	Alyarmook university	
Same rwashdah	Irbid industryand commerce	
Sezar rbabah	adentist	0796944115

Irbid Governorate

Name	Employment	Telepon Number
Sohad khsawnah	Irbid tourism dirctorte	
Soher maayah		0796794747
Talal btaynah	Irbid youth dirctorate	
Tarek Al tawlbah	Sahm cooperative organization manger	0777262683
Yosef Alasah	Irbid privet Universty	0777727236
Zaem aeadat	Dsoor news paper	
Zanab melhem	Gdatah philanthropic organization	0776549897

Ajlun Governorate

Name	Employment	Telephone Number
Aayat Alsmade	Ajlun development unity	0776611980
Abdullah Jamel	Philanthropic associations unity	0795424828
Abdullah Mohamed Almomane	Heafa association	
Ahamed	Support governor for development society.	0799050547
Ahmed Qoqazah	Sakhrah association director	0799050688
Ali Almomane	Gneed municipality	0776434104
Ali Mohamed	Alwahedah association	0777512558
Ali Salh Bane A'atah		0777400044
Ali yosef	Philanthropic association	07769946371
Alja'afrah	Policemen director	
A'maal Mohamed Alqoasmah	Head of Ebben Women association	0777780922
A'meen Ala'atlah	Ajlun municipality	0777754921
Ashraf Same Alwahsha	Shafah municipality	077916275
Dr.Mohamed Alseef	Collaboration associations unity	0777791562
Essam Alja'afrah		0776061143
Fatemah Ahamed Abed Alrahman	Villages north Ajlun association	0776021068
Fayez Almomane	Ajlun education directorate	0777754467
Faysel Almomane	Head of Torism association	440461
Ghadah Ali Alqodah	Fatemah zhra'a association	0796775498
Halemah Ahmed A'amyrhah	Ajlun college	0795758483
Jehad A'adnan Alhosan	Lawyer	0777547527
Khaled Sleem zu'be	Big Ajlun municipality	0799046956
Kholod Mostafah Frejat	Member of cooperation association	0779051418
Lailah Ahamed	Head of cooperation association	0777783510
Mahmod Alghdah	Agricultural collction	0779788145
Mahmod Namer Aubo zeet	Development unity /Governorate	0796608484
Mmdoh Mostafah Alzghol	Head of Ajlun municipality	0776121121
Moafeq Radoan Almomane	Anjarah municipality	0795138634
Mohamed Ali Faleh	A'njarah cooperation association	0777042059

Ajlun Governorate

Name	Employment	Telephone Number
Mohamed Alqtah	Ajlun municipality council member	0777251301
Mohamed Alsbagh		0799046990
Mohamed Hassan Alqudah	Village north Ajlun association/agricultural collection	07905340097
Mohamed Salem Alqdah	Heafa association	0776234350
Mostafah Ali Frejat	Member of cooperation association	0777267355
Mostafah Qasem Alqudah	Abo Ja'afar Almansoor cooperative association	07777326815
Nasem Alkhasanah	Kofranjah governor	0799050589
Nedaal Almomane	Head of Ajlun north village	0777783510
Nesreen Khleel	Volition	0795851892
Omer Mahmod AlAlqudah	Village north Ajlun association	0777912914
Omer Mahmod Almomane	Village north Ajlun association	0777485093
Omer Mousah Almomane	Villages north Ajlun association	0777712608
Omer Radye Erqat	Gnedah municipality	0776592829
Robah Hane Hadad	School director	0777416766
Salah Alqdah	Ajlun youth directorate	0777715076
Salem Alrawahnah	Representative Ajlun governor	0799050512
Salmah Alrabdee	Ajlun municipality council member	0776307679
Samer Alqra'an	Volition	0779162275
Talal Sa'aod Alqade	Industry and commerce directorate	0799016690
Wafa'a Ahamed	Ajlun agricultural collection	0776436270
Yasmen Hamed Mfalh Almomane	Trainer	0776279416

Zarqa Governorate

Name	Employment	Telephone Number
A'ablah A'amawe	UNDP	
A'adnan Alkha'lah	Alzarqa sociabla development	0795814944
A'amad A'arsan	Azarqa municipality	0795808063
A'asama Abo hadel	AlHalabat municipality	0795038976
Abed Akarem Agnada	Al-Rusyfa Education directorate	0777721239
A'blah Alqdome	Writer and Activiy woman	0795653397
Abraham Hamad	Azarqa Governorate	0785400412
Ahmed a'alyan	Jordanian association	0799055332
Ahmed Alkhlayla	Beerain association	0777338965
Ahmed Khsawnah	Alhashemya universty	0777632302
Ali	Alzarqa privet university/student	0790578767
Ali salem	The sons of north association	0777515076
A'thman Daolt	Alshashan women association	0777422128
Baan Sawf	UNDP	
Basam Alshroq	AlRusyfa municipality	0799052062
Basem Almshqbah	Al Hashemy a development center	0777316932

Zarqa Governorate

Name	Employment	Telephone Number
Dr. majed	Alra'aeNewspaper	0777954975
Dr.Abed salaam Alklaldah	Head of child association	0795753117
ebrahem	Representive head of municipality Beeren	0777343529
Ekhlas mshqbah	Alzarqa sociable development .	0777178788
Faleh Abtaynah	Health ministry	0777779896
Fatemah	Woman committee collocation	0777131665
Fatemah khlylah	member of AlRusyfa municipality council	0777962035
Fayz Ahmed Al khza'alah	Member of Azarqa municipality	0779902092
Fozah ghwere	Edification center	0777962035
Ghadah Alsaket	Training center	053655136
Ghader saleh salh	Industry room	0777933585
hamam	Alzrqa'a privet university	0796778488
Hane Ali khatib	Alzarqa industry	0779532439
Hatem Mohmed Mostafa	Fuel association	0795523140
hinade	AlHashemyah university	0776861568
Hosam Ala'abadee	Azarqa Education directorate	0777318447
Hosam fatallah Ali	Alhashymya municipality	0777329330
Hoseen A'umre	Ahead of Alzarqa industry	0795041011
Hossen shrafah	Azarqa Commerce	0777948325
Jamal Wrekat	Alhashymyadistrict governor	0777414359
Jawaher Ahmed	AlRusyfa	0795195944
Kamal Khaled A'abas	Alzarqa governorate	0795884044
Kamal soleman	Head of factory	0795526389
Kawther saleh	ARusayfa	0788196589
Khadejah Alghwere	Berain municipality	0779157906
Kherey mostafah	Member of Berain municipality council	0795657728
Maher nsha'at	Altayba district	0795611132
Mahmed Ali Ahmed	Head of association	0788356707
Mohamed	Ministry Interior	0777054227
Mohamed Alshnali	Volition	0795249120
Mohamed Alzeood	Seller	0777389615
Mohamed hesham Alborene	Activities	0795155199
Mohamed Ramadan	Berain municipality	0777633672
Mohmed Alharthe	General association	0795839202
Mohmed mousah	All Jordan youth Commission	0776674009
Nawal Alhfar	Edification center	0795908438
Nayef Alfakeer	Alzarqa women association	0796458917
Njah Azaben	AlHashemya university	0796741593
Radouan Khrashah	Alhashemya university	0796794421
Rahmat shashne	Alshashan women association	0777786913
Redah Alyosef	Ala'azraq municipality	0777249613
Rodenah mohamed	Edification center	0799052214
Safya sa'adah Abed	AlHashemya university	0799464766
Salah Mohamed Alsaleh	Albalka'a university	0795130363

Zarqa Governorate

Name	Employment	Telephone Number
salam	AlHashemyah university	0777599802
Salem Alkhawldah	Alzarqa Education directorate.	0795663691
Samee Saleh Khawaldah	Sociable development.	0776859761
Sameha shashne	Asokhnah Women association	0796997481
Samera saleem	Lady of peace center	0795358315
samiah	Volition Adviser	0795481371
Seham Alghwery	Barian	0779711866
Shahdah Alhood	Alkashif -reporter	0777855811
Shakeb slman shomare	Alzarqa Cultural club	0795638863
Sna'a khalel pots	Development objectives support project	0795563997
sohad	Family association	053854624
Tahah morad	Doctor/Alskhnah	0777464564
Tahseen	Lady peace center	0795358315
thourea Al ma'ytah	Mu'ab association	0777857180
Yaseen trawnah	Head of association	0788026930
Yassen Alkhreshah	Alzarqa privet university	0788261485
Zaha Hasen	AlHashemya university student	0795675502
Zahrah Tahseen	Azarqa Privet university	0795059838

Mafrq Governorate

Name	Employment	Telephone Number
Abed Almajed harahsha	Ministry of the Interior	0777251071
Abedalah shdefat	Business man	0795103222
Abraham Albtoosh	Governor of North Bedueinis.	0799050583
Abraham Alkhoalda	Member of parliament	0777713983
Abraham sultan	Factory for industry stone	0777260458
Afaf mahmod	Head of association	0779240678
Ahmed Al srhaan	Alsrahan for development society	0777353296
Ahmed Almathane	Education directorate	0777778826
Alah zreqat	General socerty	0777722241
Ali Alfarhan	Journalist in Adstor News	0777365499
Ali harahsha	Almafrak labor directorate	0777910192
Amal Shdefat	Women association	0779091576
Ameen shdefat	West Bedouins Education Directorate	0777840216
Amena mahyra	Society center	02/6230572
Amer Alhayk	Volition center	0795972046
Ansaf AlHnetee	Civil society	0777467691
Atalaha Alflaah	Teachers club directorate	0796208088
Athena Alkhzala	Women association	0776961434
dahor zawahee	Helal khaseb association	0799625100
Dr.Khlaf Alkhahtan	Head of philanthropic organization	0777770639

Mafraq Governorate

Name	Employment	Telephone Number
Emad doghme	Head of investment unity	0799033255
Esam Alsharaa	East Bedouins governor	0799050585
Falah Almasa'ed	Children Protection association	0777782688
Falah Almawle	Zmla association	0795138747
Falah Azamah	Big Almafrak municipality directorate of investment	0795120779
Falah zaid	Industry and commerce directorate	
Fasayal shdefat	Head of Almanshya women youth center.	0776470874
Feda'a Alkhaldee	Koom Al raf women association	0777420461
Foza thaar hlaal	Head of Arabic woman association	0795374246
Fozya Alshdefat	Aum Aloloo Women association	0777401687
Ghaleb Abu namos	Head of Alharmeen Alsharefian association.	0777758184
Ghazee ebadallha	Unity of philanthropic association	02/6232779
Hana'aAlAesaa	Civil society	02/6274400
Hanee Almshaqbah	Alkhadya women association for protection the children and family	0777512754
Hayl Alamoosh	Head of cooperation for investment	0777860650
Hosnee Alqtaa	Governor of rwashed	0799050984
Hseen Alanzee	Head of sabha municipality	0795485751
Hseen bary	Head of New hosha municipality	077735325
Jamel Alqadee	Head of Hosha association	0795277172
Jamela Alkhalde	Civil society	0776137789
Jehad Alfaresh	Head of hosha cooperative	07777851359
Khadeja Alharahsha	Head of philanthropic associations Unity	0795203578
KHalaf Aladmat	East north Boudianis Education district directorate.	0795207325
Khaled Akhorsheda	Head of New Rahab municipality	0795914457
Khalf Alasee	Head of military retirees association	0795279870
Khazna Almasa'aed	Alsafawe women association	.0777952626
Khetam Alsree	Woman committee collection	0776241553
Lara Showqfa	Princes Basmaa center	0796809176
Mahmod naser	Head of Ba'alma municipality	0795834019
Majeda ALhmood		07991502230
Mashal Abedalah	Civil society	0777289608
Mohamed Al shorfat	Head of Alsafawee municipility	0795272614
Mohamed Alaaesa	Business man	0777348761
Mohamed Albadaren	Volition center	0796262996
Mohamed Almasa'aed	Head of Ala'aaqab association.	077778513
Mohamed Alshrfat	Head bane hassan	0777919004
Mohamed Aoad	Head of Deer Alkahef municipality	0785780100
Mohamed Ebeed	Representative of ahead of municipality	0779328596
Mohand Khzala	New Rahab municipality	077559758
Monah Akhorsheda	Rahab Hashemite box	026206171
Mostafa shdefat	Manshya Banee hasan Philanthropic	0795558198
Namer Alfoaz	Head of association	079544952

Mafraq Governorate

Name	Employment	Telephone Number
Nasra khalf	Women Alkhaldya association for Family and children	0796860425
Nezar Alfoqaha	Head of New Reweshed municipality	0777430618
Omer Ahmed Ali	Society association	0777281629
Radwan Alshrfat	Member of Parliament	0777349978
Rema Alshalby	Princes Basmaa center	0.2/6232040
Safa'a HOsban	New Rahab municipality	0776302652
Saham mbark	Almanshya women youth center	02/6210252
Slaman Alkhaolda	Ba'alma for development society	0777320060
Thorya Alkhaldy	Hashemite fund/Alkhaldya	02/6256717
Tmam Rashed	Roda Hashemite box	026267239
Yosef odah	Cooperative for producer vegetables	
Zenab Alkhalde	Koom Al raf women association	0779506557

Karak Governorate

Name	Employment	Telephone Number
Abdullah Alqrala	Association of retiree Military	0777787820
Abed alhameed Alma'ayta	Troth Newspaper	0795291584
Abed halem qarala	Head of Alhussaian industey city governor	0795139570
Abraham ALbtoosh	Head of Direct oration Education alkaser	
Adamah Al a'asafah	Women collection	0796993806
Afkar mbeden	Youth center	2351167
Ahlam Adeb	Hous Wife Association	0795656334
Ahmed Aldmoor	Governor of karak	
Ahmed hoemel	Head of Alghour Agriculture	0799059526
Akthem mdanat	Agriculture direct oration	0799059519
Ali Alsa'aob	"sabek"program	0799047347
Ameen Saleh THnebat	All youth committee	0788960575
Anda salem Al hajaya	Women Philanthropic association	
Asra'a mahadeen	lawer	0795805661
Ayaad Khalel Alkarake	Violation Advisor	0795423717
Ayeed Almhamed	Castle governor	0799050531
Azeza taha	House wife association	0796687318
Basmah Alhbashnah	Rakeen Women Philanthropic association	2326810
byan alsaqaa	youth center	0795789773
belal ma'aytah	Adviser of women Association	0795123673
Deraar Al dmoor	Alcaml company	0796039988
Ead mohamed	Alarab today Newspaper	0796575026
fadyah mbydeen	Karak governor	0795641980
Fathee Alhoemel	Head of South Ghoor committee	0777201061
feda'a zreqat	Alkaser youth center	032315183

Karak Governorate

Name	Employment	Telephone Number
GHazee Alsaaf	Governor south Algoor	0799050572
hana halasah	Violation Adviser	
Hanah yaqob hjazen		
Ja'afar shadah	Akarak Tourism Directorate	0796764689
Jamal salah matama	Head of NewMoa'ab municipality	0785117592
kafa shamayla	Women collection Alkarak	
Khalda Abdulah	Hashemite Jordan Fund	0795899616
Khaled atallah Alhajaya	Alsultanei Dam Municipality	
Mahmod Aljarajra	Alcamel company	
Mamdoh yosef	Faqh district governor	
Manahee mdadaha	Women collection committee	032352708
Manar AlMajale	Alkaser youth center	032315183
Marwan Al ksasbah	Alcaml Company	0795990123
Marzok Alrdwan	Jordanian Retra Royters	0795861901
Mayee Alqtawnah	Head of society fund	0777699933
Mazen Aldmoor	Agriculture directorate	0799059529
mhamed Almajalee	Acastle governor	0785451985
Mhamed Ja'affrah	Head of youth center	0796887157
Mhamed Qatawnah	Head of Almazar commerce	0796703030
Mkhled mdadha	Head of labor directorate	23551093
mobark meflah	Head of manshyah Almazar	0799344146
Mohamed Ala'adylah	Agricultuere	0795002329
Mohamed Alhajaya	Head of Alfaquoh district Agriculture	0796165366
Mohamed Alshoawra	Head of Muta and Almazar	0799999230
Mostafah Ja'affrah	That ra'as Association	0777306230
Mousah alhabashnah	Shqerah association	0795287659
Na'al Ala'amer	Head of talal Association	0799017844
Nasree Ma'ayta	Governor of south Alkarak	0799050646
Nayf Qarala	Muta and ALmazar	0788539977
Nayfa Alnowsrah	Ghoor Asafee Women Assocation	0777636510
Nezar hseen khlel	South ghoor municipality	0776300892
Rabah Al nawysah	Head of City of industry	0795283470
Radwan Ala'atoom	Almazar governor	0795408670
Rasme Alqaysee	Suportor of Alkarak Governor	0799050642
Reah Alja'affrah	Akarak governor	0795358765
Sa'aood mousah	Ma'atah university	0795467195
Sabah A Inawaysa	Directorate of Education Almazar	0796117466
Sahar Asharaf	Directorate of education Alkarak	0777778778
Saleh Al garalah	Aldoostor Newspaper	0795972455
samee haroon	Alqtranah district governor	0799050579
Seham Alja'affrah	Women collection committee	079148712
Shofah Alnowsrah	Hashemite e fund	2305169
Shrefah Abdulah	Women cooperative	2380774
Solyman Almoradat	Hashemite fund	2302545

Karak Governorate

Name	Employment	Telephone Number
Taha Al shoarah	Akarak college	
Taha thnebaat	Head of association	0795507593
Torkee rawashdah	Head of commere Akarak	0795511414
Wa'a'l Alsayrah	Violaition	0795411099
Wesal Alqsoos	House Wife's Association	0795732233
ya'aqob hjazen	Head of youth center	
Yazen Arshed	Shqerah association	0795626808
yones alja'afra	South Alghower Directorate ion	0777169687

Madaba Governorate

Name	Employment	Telephone Number
Abed Altef Alshkhanbah		
Abeer khzoz	Madaba Governorate	053252167
Ablaa hmamah	Friend s for Bunk Eyes association	0777395682
A'eed Alhessah	Madaba Labor director	0777671699
Amerah showbkah	Ghmadah women association	0777905685
Aslam Abo Hashesh	Hanena women youth center	0776335131
Ayman ma'aiah	Representative Head of municipality	
Borka	Ma'aeen association	
Bsaam Altoal	Development tourism project	0795533830
Ea'amad Abo Rdwan	Alnadwa Association	0779363262
Esaa Alhrot	Albayder association	0777715973
Fadowa Ajelat	Women youth	3244748
Falah AboQaod	Head of Bane Hamedata mount municipality	0777309123
Faroq khory	Water control	0777943719
Feras jama'ane	Madaba Governorate	0777764977
Fowaz Alshoarah	Head of lib cooerative	0777321823
Hanade S ameer Tawfek	Madaba Governorate	053252167
Haya Hadaden	All Jordan youth commission	0785867237
Hossen shoabka	Tourism director	07776569990
Hyam ramdan	Education Directorate	0777674205
Hyfa'a Karadsha	Women unity	0795690928
Kaseeb	Madaba Governorate	0779126355
Kholod Abo Doger	Virgin mary Mosaic	077655217
Leena Abo Qaod	Prince Basma center	0776923839
Ma'ashal Algesee	Head of Alradow Association	0795558368
Mhamed Hawawash	Mleeh philanthropic association	0777771848
Mmdoh alHoatmah	Head of philanthropic Associations	0777341599
Mohmed Ala'awayda	Water control	3242035
Mohmed Alsrah	Alntma'a philanthropic association	0776219320
Monther Hamamah	Development Tourism assocaiton	0777616616

Madaba Governorate

Name	Employment	Telephone Number
Nada Ja'anene	Jordanian women Unity	0777082466
Najah Qabaye	Women unity	0777178798
Nofan Barkat Alslemat	Aeyade Ala'ata'a association	0777945588
Noor mahmod	Prince Basma center	3242622
Omer Alwekhyan	Head of kfer Alwekhyan cooperation	0777342644
Ra'ad Ishowbkah	All Jordan youth commission	0799318431
Raghada Alzaweda	Hanena women youth center	0777053056
Rawan atalla	Development tourism project	0796652210
Reyad Altayeb	General Relationships director	0799001010
Rouba Al tawilba	Hanena women youth center	0776308413
Ryad Aya'aqob	Member of Parliament	053243368
Saleh Anaser Alfouqha'a	Industry And Commerce Directorate	0777917363
Samehah A'ajelat	Work clube	0795720110
Samera shakhanbah	Member of municipality council	0777651868
Sozan Alqa'aida	Volition	
Yanal Altoal	Tourism project	0777209660
Zakyah Abdulaah	Member of municipality council	0779036087
Zeed Alkhnan	Head of Alfakhryah Philanthropic	

Tafileh Governorate

Name	Employment	Telephone Number
A'aqlah Hamed Almareat	Agricultural unity director	
A'aref Almarayat	Kingship committee	0777710679
A'atef Abed rabh AlHarases	Development unity /Governorate	0779200774
Abed Allhafed Alkhmayasah	Counselor of municipality	2241347
AbedAlwahab AlKhmayasah	Ala'arab Newspaper	0795799315
Abedullah Alsa'aod	Member of association	
Adnan Awad	Retiree governor	0776092064
A'dnan Da'odyah	Member of youth center	0777666415
Aeshah Mohamed	Bseerah municipality	0776320513
Ahamed Alqaralah	General Security	
Ahamed Alsafede		0777500002
Ahamed Alsqr	Retirees Foundation	0777534241
Ahamed Aznon	All Jordan Youth Commission	0777311424
Ahmed khreshah		0788563492
Ali Albdayah	Hashemite fund center Director	0777781426
Alla' Abdullah Alqora'an	Tafileh Women youth center	0777423329
Amar Alharases	Head of Tafileh unity	0777480846
Ammal Alma'ane	Woman cooperation association	
Ammal Alrfoa'a	Counselor of municipality	0777313966
Arej Alkhsbah	Member	0776223035

Tafileh Governorate

Name	Employment	Telephone Number
A'samah Zed Salh	All Jordan Youth Commission	077779854
Asmah Alkhsbah	Member	0777532867
Asmah Jamel Alqraqrah		
Atallah Albdaynah	Ea'an Albaydah	0777791248
Bader Hamed Alsbaylah	Tafileh Public Health Directorate	0799050268
Basemah Mohamed Alraashedah	Arweem center director	077624901
Dr.Sleman Alhajayah	Tafileh Technicality university	07777401213
Ebrahim	Counselor of municipality	0795739906
EbrahimSlman Ala'awabdah	Tafileh Industry and Commerce Directorate	0777716323
Ekhlas Salem Alhjoj	Member	0776516162
Essah Alfrjan	Volition adviser	0777306893
Fa'aedah Ala'amayrah	Tafileh Women youth center	0777638757
Gharam Khlel Salman	Tafileh Women youth center	0777153613
Gheeth Salem Alkhowidah	Student	0779817248
Hamed A'atyah	Head of Industry and commerce	0777765946
Hamed Ala'merah	Tafileh Technicality university	0777499414
Hamznah Als'a'od	Counselor of municipality	079551975
Hanan Khaled	General Security	
Harwyah mhase	Tafileh Women youth center	
Hasan Alqora'an	Tafileh Labor Directorate	0777771928
Haythm Alsa'odey	Participate	077979313
Hazem Ala'aoran	Farmer	0777410684
Heeam Ala'amyrah	Tafileh Women youth center	0779038154
Hosnee Almrayat	Religious Endowments Directorate	0777306934
Hossen habahbah	Bseerah District governor	0799050587
Hyam Mohamed Alhareses	Teacher	032242133
Joma'ah Sleman Aljarden	Local Society	0777315459
Khaled Ala'bedeen	Tafileh Water director	0777429856
Khaled Frhan Albdaynah	Tafileh Technicality university	0777230646
Khaled Klefat	Head of Tafileh municipality	0799060609
Khalel Altrshan	Participate	0777479560
Khetam Hamed	Vocation training center	0777740596
Laila Mohamed Almrahlah	All Jordan Youth Commission	0776402671
Mahmod Ali Alqraqrah	All Jordan Youth Commission	0777748221
Manal Saleh Ahmed	All Jordan Youth Commission	
Mohamed Abedallah Albdaen	Development unity /Governorate	0777340636
Mohamed Ala'abeden	Corporation Foundation	0777291736
Mohamed Alaghanem	Participate	
Mohamed AlKhawldah	Daanah Agricultural association	0777615069
Mohamed Alsqoor		
Mohamed Salman Esma'ael	Teacher	0776516252
Mohamed shbelat	Participate	0776689879
Mohamed Twejer	Volition adviser	0777870445
MohamedAbed Alhafed	Education Directorate	0777760109

Tafileh Governorate

Name	Employment	Telephone Number
Mousah Ala'oran	All Jordan Youth Commission	0779348211
MshareeAlma'ane	Beseerah center	0799050524
Myaser Awed	Alhaasa	0777797470
Nazeeh Alsharare	Counselor of municipality	0777406206
Ola Nayf Siman	Religious Endowments Directorate	0777125576
Omer Ala'amayrah	Supporter governor	0799050712
Ra'edah Mofdee Ala'amayrah	Tafileh Women youth center	0777639793
Roqyah Alkhsbah	Tafileh Women youth center	0777532867
Sabah Eheah Alkhsbah	Qween Alia'a center	0777178574
Salem Hamed Alsa'od	Tafileh municipality	0777970483
Samerah Khled Kreshan	Member of society	0776644251
SamerahAli Hasan	All Jordan Youth Commission	0776469624
Sarab AbedEllah	General Security	
Sawsan Ala'awbdah	Head of Women youth center	0776221825
Sdad salh Alsawlaqah	Tafileh Women youth center	0776293310
shah Alfaqer Ea	Supporter of governor	0777382839
Solyman syah	Retiree	0777632325
Sonyah Erbehah	Eaan Albeedah Center For development	0779033817
Taqwah Alqwayah	Tafileh Women youth center	0776202548
Torkee Ala'ajarmah	Head of General relation department	0777383064
Tyseer	Retiree	0777514964
Waleed Albdayah	Tafileh Youth directorate	0777667360
Yosef Ameen Alkhmayasah	Development unity /Governorate	0777716153
Zead Altorsan	Tafileh Agricultural director	0777422175
Zeed ala'amayrah	Tafileh Development Director	0777428068

Ma'an Governorate

Name	Employment	Telephone Number
A'aaref Kreshan	Ministry of the Interior/constituency director	0799050579
Abdulah Mohamed Salaah	Head of Industry and commerce room Ma'an	0777763894
Abdulah myosef Alnsa'ah	Head of students association /Ma'an college	0777057477
Abdulah shbelat	Supporter governor for development purposes	0799050528
Abdulah sleman salem	Alshopek cooperation association	0779478382
AbedAelaah Mohamed Althyabat	Head of Hossenayah youth center	
AbedAlmajeed Abedhamed	Al shopek /farmer	2164101
Abedrahman Khaled Al tawerah	head of A shopek municipality	0777942470
Ahamed Haron	Shopak collage	0777407502
Ahedah Abudlah	Women commission collection/Ma'an	0777616303
Ahmed Abu saleh	Head of Ma'an association	0777302458
Ahmed slman Alrawajfa	Anda'a cooperation association	0777741975
Arwah Abu o'adah	AlHossen university	2179000

Ma'an Governorate

Name	Employment	Telephone Number
Aseel Aljazee	Ma'an Education director	0776398226
Atyah Salem Alrajfah	Alneda'a cooperation association	0795515798
Basmah Alhbahbah	Jordnian Women unity	0779383034
Bassam Abu karkae	Philanthropic association unity	0776507321
Bayan Alshamaylah		0788248866
Dr.Oa'dah Abu droub	Altameez cooperation association	0777613080
Eassah Habahbah	Head of Alshopek sons association	0777976708
Ebrahem Ghasan	Alpra district governor	0799050506
Ebrahem Albdoor	Supporter governor Ma'an	0799050537
Esma'ael Slman Ebrahem	Head of Altaybah association for development	0776304975
Essrah Amareen	Student	0777445821
Essrah Salem	Head of Public works /Asharah municipality	
Fa'aq Alrafaya'a	Development unity	0777903446
Faez Alshawesh	AlHossen Ben Talal university	0777102981
Fatemah Jbrel	Member of Alshopek municipality	0776141733
Fayez Daaher Alrfoa'a	AlHossen university /Economic department	
Foa'ad kreshan	Shopak district governor	0796488805
Hamed Abed Alqader AlToarah	Farmer /shopek	0777782734
Hamed Althyabat	Head of Tal bmaah agricultural association	0777782541
Hasan Abed AlA'azez shawesh	Aljafer constituency director	0799050653
Hasan Faleh Alna'ameat	Head of Alsharah club	0777552061
Hoseen Aldmoor	Head of Aeel municipality	0799050578
Hoseen Kreshan	Aqaba railroad director	
Hossen Alholee	Vocational training center director	0795036808
Madallah Alhbahbah	Social development association	0799050655
Maha Ebrahem Alo'odat	Head of Women association/Ma'an	0795212220
Maha snian AlRawajfah	All Jordan youth commission	0777084749
Mohamed Alhabahbah	Athroh district director	0777057477
Mohamed Ateah Ala'awadah	Head of cooperation association	0777334233
Mohamed Ebrahem Alsharare	General relation s	0779160527
Mohamed mater Zedean	AlHossaynah district director	0799050518
Mohmed Abdulah Alian	Ma'an Education directorate	0777321765
Mohmed Almden	Aeel constituency director	0777547478
Monah Abu Hlalah	Women commission collection/Ma'an	0771628255
Morad Mohamed AlTawerah	Al mansorah club	
Mousah khlefah	Petra Egance	0795853671
Nawf Albdoor	Ma'an Governor/development unity	0777487983
Njla'a mousah	Head of Aeel services center	0777351068
Njoah Ahmed Alnea'mat	Graduate	0779428976
Qasem Abed elah	Jordanian radiobroadcast	
Qasem Kthier	Supporter Head of AlHossenyah municipality	079818573
Rashah Ahamed Al baza'a	All Jordan youth commission	0776578503
Reem Almlahem	Shopak collage/student	0776115297
Salah Qaba'a	Ministry of the Interior	0799050527

Ma'an Governorate

Name	Employment	Telephone Number
Salam Ali Alrawajfah	Head of Alrajef cooperation association	0779438636
Sayel Althyabat	Supporter Head of Academic affairs	0776943503
Shade Abudrwesh	Altamayez association	0779325300
Shrok Ahamed Almrahlah	Graduate	0799050654
Slman Mohamed Ala'adeh	Aljafer cooperation association	0777771149
Sohilah Abu Drwesh	Ma'an Agricultural director	0777535863
Sohilah Ahamed Albdoor	Industry and commerce director /Ma'an	0777286062
Tayseer Aldmoor	Ministry of the Interior/supporter governor	0799050652
Waleed Saleman	General relations department	0779271866
Yassen Ebrahim	Development /private sector	0776200255

Aqaba Governorate

Name	Employment	Telephone Number
A'aaref Kreshan	Ministry of the Interior/constituency director	077762795
A'ahood mhamed	Jordanian Red crescent	0777648795
Abdulah Mohamed Salaah	Head of Industry and commerce room Ma'an	077781622
Abdulah myosef Alnsa'ah	Head of students association /Ma'an college	0795066538
Abdulah salam	Voilation	0795066538
Abdulah shbelat	Supporter governor for development purposes	0777263859
Abdulah sleman salem	Alshopek cooperation association	0777328532
Abed mhde qtamee	Jordanian Routers	2030446
Abed rahem Abo drwesh	Education Director	0796426848
AbedAelaah Mohamed Althyabat	Head of Hossenayah youth center	0795037495
AbedAlmajeed Abedhamed	Al shopek /farmer	0777806992
Abedrahman Khaled Al tawerah	head of A shopek municipality	0777454902
Ablah yaseen	Women collation committee	0795560037
Abraham mahfod	Al arabee committee for development Education	0777263859
Abraham najadat	Governor Aqaba	0777380200
Adel Alrowsnah	Aqaba Governor	077762795
Ahamed yaseen	Head of association	077781622
Ahamed Haron	Shopak collage	07962626
Ahedah Abudlah	Women commission collection/Ma'an	0777671534
Ahmed rashyda	Aqaba municipality	0799793817
Ahmed Abu saleh	Head of Ma'an association	0777245819
Ahmed slman Alrawajfa	Anda'a cooperation association	0799050683
Ali Ahmed	Head of Hamza association	0795037495
Ali kreshan	Governor Aqaba	0795556702
Ali rashyda	Representive Head municipality	0795655040
Alia salm Alrawashda	Hashemite fund/Alghwera	0776007407
Anas khaled saleh	Aqaba yoth center	0796104645
Arwah Abu o'adah	AlHossen university	0799050691

Aqaba Governorate

Name	Employment	Telephone Number
Aseel Aljazee	Ma'an Education director	0799050513
Atyah Salem Alrajfah	Alneda'a cooperation association	0777455070
Awed Asa'a den	Wade Araba association	0788380648
Bader saleh Abo tayh	Wade Araba Constituency directorate	
Basma Alfakhre	Biasness women	0777406525
Basmah Alhbahbah	Jordnian Women unity	0796842010
Bassam Abu karkae	Philanthropic association unity	2030957
Bayan Alshamaylah		0777426031
Dr.Oa'dah Abu droub	Altameez cooperation association	0785119542
Eaman Albsool	Women youth center	0779902151
Eassah Habahbah	Head of Alshopek sons association	0777067983
Ebrahim Ghasan	Alpra district governor	0795560037
Ebrahim Albдор	Supporter governor Ma'an	0777933668
Ebrahim Alghreb	Aqaba Agricultural directorate	0777444196
Eman hoytat	womenYouth center	0795576619
Esma'ael Slman Ebrahim	Head of Altaybah association for development	0799998026
Essrah Amareen	Student	0795538386
Essrah Salem	Head of Public works /Asharah municipality	
Fa'aq Alrafaya'a	Development unity	
Faez Alshawesh	Alh\Hossen Ben Talal university	0777648795
Farj salma Faraj	Head of Rahmah cooperative association	0777671534
fatema Abed hamed	Head of Prince Basma center	0777426031
Fatemah Jbrel	Member of Alshopek municipality	0779902151
Fayez Daaher Alrfoa'a	AlHossen university /Economic department	0796611228
Faysel Abo snds	Kingship Navy Enivronment association	0799050513
Foa'ad kreshan	Shopak district governor	0796426848
Hala Krem Ahoytat	Voilation	0796611228
Hamed Abed Alqader AlToarah	Farmer /shopek	0795534215
Hamed Althyabat	Head of Tal brmah agricultural association	0776007407
Hanan Al masree	Women collation committee	0777067983
Hanan kafawen	Women collection committee	0796608090
Hasan Abed AlA'azez shawesh	Aljafer constituency director	0777226730
Hasan drwesh	Aqaba labor directorate	0799846062
Hasan Faleh Alna'ameat	Head of Alsharah club	0795586161
Hassan Mohamed	Head of Alqwera New municipality	077630590
Hazem Alrwashda	Advisor Violation	0785119542
Hazem Saleh	Director	0795538386
Hend Alghtah	Jordanian Environment association	
Hoda Ali oda	Prince Basma center	0785730605
Hosaam sand	Arashah constituency directorate	0796507525
hsaam trawnah	ACED	0777455070
Jamal daklallh	Youth center	0799050683
Karem Althabet	Aqaba organization	0777309330
Khalel Alomeren	Head of municipality	2047133

Aqaba Governorate

Name	Employment	Telephone Number
khawla Alzawaeda	Hashemite fund/Deesa	0795534215
Mahmed fakhor Azoweda	Head of association	0777806992
Mahmod Altawara	Cooperative Unity	0777267173
mahmod hlalat	Aqaba tourism directorate	032032230
may abraham	Privet	2016670
Mayson Alshreef	Women association	0795151555
mohamed hoetat	Aqaba collaboration directorate	0777404317
Mohamed Eaad	Aqaba Economical	0795586161
Mohamed mostafa yasen	Head of youth center of Aqaba	0777757164
mohand Ala'atawe	Head of Gulf club	0777383225
Mohmed same Asma'ael	Aqaba water company	0777245819
mohmed sleman sa'adeen	Faleh sa'aden association	07777678774
Mona Alzrege	Aqaba working directorate	0795280110
mousa slama eaad	Cooperative association	0777408961
Nadya Akhderat	AIDstoor News paper	07962626
Najowa Btyah	Prince Basma center	0799998026
Natasha hdad		
Nawaf Alawnah	Philanthropic Association Unity	0777328532
Nedal mahmod Almajaly	"Saraya"Aqaba company	0777374030
osama Abo talb	Tourism company director	0796841569
Qamer Ahmad nofel	Saray company	0777454902
Raghdah Eaad Qassem	Prince Basma center	0777933668
Rbab Alkbarety	Aqaba unity manger	2012041
sa'ad Alzowida	Dessa municipality	0799050691
Sa'adeen	Head of municipalityWade Araba	0776132059
Salah Aldeen Nasser	Alqdowa cultural club	0777727200
Salem Nsaar	Aqaba Economical	0777226730
same	Industry and commerce directorate	0777690948
shadya Alosan	Seacoast women association	0777404635
shama salam	ACED	2030957
Sna'a farhod	Seacoast women association	0799050549
soelm sa'adeen	Aresha philanthropic	0776312304
Sohaad Abo zeed	Women programs center	0777412235
zenab Abo hlayl	Red crescent	0796842010

Jerash Governorate

Name	Employment	Telephone Number
Abdulah Alsheab	Security	
Abed Alhamed Alghzawe	Industry and commerce director	0799016687
Abed Halem Alsha'aer	Breeder association	0777304382
AbedAlrahman Ala'atom	Jarash Public Health Director	0799050261

Jerash Governorate

Name	Employment	Telephone Number
Adel Mohamed shabe	Jarash meeting place	0776411032
Adnan Alradidah	development social director	0795356401
Ahamed Abed Alwale	Religious Endowments director Jarash	0777396650
Ahamed Hamed Almomane	Volition Adviser	0795933831
Ahmed Bane Mostafah	Volition Adviser	0777843885
Ahmed Qoqzah	Head of Alsnowber cooperation association	0776096324
Ajowed Hasen A'atomah	Head of cultural saloon	0777296505
Ali Alasmer	Jarash agricultural directorate	0795651025
Amer Atbashat	Jarash Works Directorate	0799056104
Eaneeat Khalel	Jarash women philanthropic association	0777713959
Ejned Ala'ayasra	Head of Sakeb philanthropic association	0795331266
Ena'ame Fouz A	Ghaztah Hashem Women association	0776914475
Fakhre Alsheab	Jarash tourism director	
Fatemah RashedAlzbon	Women committee collection	0777844626
Ghasan Kamal Alza'abe	Jarash Plastic Factory Director	0777714164
Hssen Mostafah	Cooperation association s unity	0777551387
Jalelah Sadeq Alsmady	Jarasyah women association	0777346085
Khaled Mohamed Ali	Personal status director	077731472
Mahmod Abdullah		0777222456
Mahmod Khalf Alhamidah		0777416103
Mahmod mhamed shhab	Education director	0777885916
Mahmod slman harahshah	Head of Philanthropic association unity	0795343339
Marem Frejat	Ajzaz women cooperation association	077580109
Marem Khlef Alqra'an	Almstabah women philanthropic association	0777676553
Meflh	Military retirees association	0776188799
Mohamed Abed Allah Frejat	Jarash youth director	077060495
Mohamed Alsmade	Retierees association	0777496658
Mohamed tafeq Ala'atom	Cooperation association	0777908374
Mohamed zreqat	Treasury department directo	0777741999
Montah mahmod	Alkhansa'a school teacher	0777272839
Nareman Abed AlRahman	Advisor of school Alkhnsa'a	0777358150
Naser Mohamed Harahshah	Head of Alwafa'a Philanthropic association	0777268122
Nasre Mohamed Sabah	Alfaiha'a cultural meeting place	
Ra'ad Hassan	Security	0777322462
Saleh	Museum director	0777258280
Saleh Alkhoaldah	Philanthropic association	0777413322
Shefa'a Rdwan	Women unity	0776305096
Solyman Alza'abe	Alsanowber cooperation Association	0779710145
Tareq Abed Alraheem Drweesh	Almastabah director	0799050686
Waled Taha	District governor	0777999110

The Capital Governorate(Amman)

Name	Employment	Telephone Number
Abed Alftah Malhas	Alwebdah friends association	0785777747
Abed Alkarem Aljaze	Almouqer district governor	0799050557
Abed Alna'aem Alshorman	Markah district governor	0799050550
Abed Alrahem Albqa'ae	Paliament	079552532
Abed Halem Alkhateb	Abu Nseer Saloon director	0795233356
Adeb Sokhen	Museum department	0777430748
Ali Hamed	Soor baher association	0795648836
Ali Saaleem	Head of service committee	0796921118
Amaar Mohamed	Informational center	0799053321
Amal Alhalby	Volition Adviser	0795278722
Amer Aza'abe	Industry and commerce ministry	0795451815
Bothynh hasonah	Prince Basmah center	0777471949
Dr.Nssar	Member of Parliament	0796200000
Ebrahim Ahmed Alkhtab	AlQwesmah district	0796669634
Ebrahim Aldrah	Farmer	0777808606
Ebrahim MAhmod Abed AlHadee	Deer Abu masha'al	0795571596
Emad Albzor	Industry and commerce ministry	0799054341
Fakhre mahmod	Amous philanthropic association	0796663171
Fatemah Soylam	Alnaser women association	4916853
Fayez Albrmawe	Capital Govern ate	0795454651
Fisel Alqdah	Museum department	077741769
Fouaz Ahmed mahmod	Islamic center association	0795054944
Ghaze Alshbelat	Sahaab governorate	0799050623
Ghsan o'thman	Alqbebah association	0777779142
Hana'a Aljboor	Noor ALhossen Foundation	0777426151
Hanee Mohamed Aldbabnah	Khashafyat dbabnah	0776215977
Hanen Mohamed Alza'be	Capital Governorate	0776127614
Hayat Alnaseer	Alwebdah friends association	0777426112
Hayel Allouze	Capital Governorate	0799050514
Hoda Alhnadae	Alnaser women association	4916853
Hoda Hasoon	Markah women youth center	
Hosam Khalel	Parliament	0795185018
Joa'a sarbree	Alkhayer and Ala'ata'a association	0796184039
Khaled Ebeed	AlrajemAlshamee for development social	0777544595
Khled Ebrahim Abu hamdah	Lawyer	0777790951
Lmaa'a Alhjaj	Capital Governorate	0777751731
Madeha Albrare	Capital Governorate	0777538712
Mariam Abed allah Aubeaneen	Alkhayer association	
Maznah Alkreshah	Med -Bedouins women association	0795738095
Moa'amnah Ahmed Othman	Markah youth center	
Mohamed Jamal	JoTV	0779245826
Mohamed Abulah Saleh	Eaan karem Association	0795323494
Mohamed Ebrahim Taleb	Capital Governorate	0777470437
Mohamed Esma'el	Wade Asser district governor	0799050554

The Capital Governorate(Amman)

Name	Employment	Telephone Number
Mohamed falh Salm	committee	0777401224
Mohmed Rashed	Philanthropic works Commission	5667952/0788722740
Montaha Abu Alghnm	Education Directorate /Third Amman	0777834827
Mostafah	Magazine "Lyalenah"	
Mousah Alhoyan	AlQwesmah district	0795611974
Mysa'a Abu zohre		0777259642
Naa'al FahedAlhosame	Wade Alseer	0795566906
Nawal Qbaa'ae	Jordan Aerial Academic	0777670502
Nayf O'dah	Ministry of Interior	0799050552
Noor Al a'abdlat	Ministry of Interior	0777621606
Noor Alden mahmod Hjaze	AumNourah Philanthropic association	0795466874
Omer Draaz	Capital Govern ate	0795776833
Rafa'a A'aref	Magher mhanah association	0796160582
Rana Abed Alqader	Ministry Of the Interior	0777168799
Randah Alqsoos	Arabian women association	079494981
Rasmyah Alka'abnah	Aljezah district	0777805828
Rubah bader	Abu Nseer Saloon director	
Saber Abu o'odah	Alqbebah association director	0795542024
SaLeh Abedmhde	Agicultural directorate	077775760
Saleh Almsha'ala	Capital Governorate	0777794395
Saleh Alzaben	Ajeezah district	0777529547
Salem Dhelan	RojemAlshame association	0777909680
Same Alali	Volition Adviser	0796681121
Samyah Aljboor	Women association	0796399165
Shyma'a jamal Esma'el	Education ministry	0786488194
Slamsh mahde	Head of Education development Council	079693916
Slman Alnajadh	Capital Governorate	079050597
Thahb Albrare	Education ministry	0777641291
Yhea Bader	Aljezah district governor	0799050558

A-4 Consultative Meetings Agenda

Activity	Specified Time
Inaugural Statement of the Millennium Challenge Account	10:30-10
Presentation of the Aims of the Session and Expected Outputs	10:40-10:30
Overview of the Outputs of the Study and the Methodology Utilized to Reach the Results	11:40-10:40
Coffee Break	11:50-11:40
Addition of New Priorities Within the Working Groups and then Presenting them Before all the Groups	12:15 -11:50
Definition of the Ultimate Priorities within the Working Groups and then Presenting them before all the Groups	12:45 -12:15
Mechanisms for Continuous Communication with the Program	1:00 -12:45
Conclusion	1:10-1:00
Lunch Break	2:10-1:10

A-5 List of the Materials Distributed During the Meeting

- Leaflet on the Millennium Challenge Account - Jordan. .
- Meeting Agenda.
- The Evaluation Form for the Results of the Economic Constraints Analysis and the Sector Analysis.
- Paper Particular to Economic Constraints at the Macro Level.
- Paper Particular to Constraints at the Sector Level.
- Paper Particular to Economic Constraints in General.

A-6 Power Point Presentation on the MCC, MCA-Jordan, & the Consultative Process

Introduction to:

- The American Millennium Challenge Corporation:
- The American Millennium Challenge Corporation offers financial assistance to qualified countries with a view to fund development projects that aim to increase economic growth rates, and in turn alleviate poverty. The Mission Statement of the Foundation is:
 - (Reduce the global poverty rates through striving to increase the rates of sustainable economic growth).
- The basic principles of the Millennium Challenge Corporation:
 1. Reduce the poverty rates through increasing the rates of economic growth.
 2. Following sound and correct policies.
 3. Genuine societal participation.
 4. Focus on results.
- Projects of the Millennium Challenge Corporation:
 1. Preparatory assistance program.
 2. Macro assistance program.

■ The qualification criteria for the Millennium Challenge Corporation Account:

Evaluation indicators that gravitate around:

1. Political and economic freedoms.
2. Investment in education and health.
3. Overcoming corruption, and respect for civil rights and the rule of law.

■ Introduction to the Millennium Challenge Corporation in Jordan.

■ Basic components of the Concept Paper:

The Concept Papers consists of:

1. Sector analysis.
2. Consultative process.
3. Economic analysis.

■ Overview of the Economic Constraints at the Macro Level.

■ Overview of the Economic Constraints at the Sector Level.

■ Introduction to the Consultative Process and its Objectives.

■ The Consultative Process plan in the governorates:

12 consultative meetings in the governorates which begin in the final week of April and which last for five weeks. Each meeting in every governorate shall last one day. The meetings rely on the participatory method and include around 80 participants.

■ Presentation of the categories of participants in the participatory method process:

1. Associations.
2. Universities.
3. Private Sector.
4. Non-governmental organizations (national and international).
5. Parliamentarians.
6. Local communities.
7. Donor countries.
8. Civil society institutions.

- Anticipated Outcomes from the Consultative Process, namely:
 1. Define priorities and challenges that impact economic growth, and alleviate poverty in Jordan.
 2. Establish strong partnership with all parts of the local society.
 3. Ensure that projects proposals for funding reflect all the needs and priorities of the citizens.
 4. Emphasize the principle of transparency through channels of communication between beneficiaries from the projects and the Jordanian government.

- The presentation also included an introduction to the means of communicating with the Program using the webpage on the website of the Prime Ministry www.pm.gov.jo or using the e-mail mca-jordan@pm.gov.jo.