

PROMOTING FLEXIBLE WORK REGULATION IN JORDAN TO ACHIEVE COMPREHENSIVE YOUTH ECONOMIC EMPOWERMENT

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Jordan is a small middle-income country that has suffered dire economic conditions. The current situation has led the government to promote self-employment programs and non-traditional work patterns as a key strategic approach to encourage youth participation in the economy. Young people, who comprise a significant segment of the population, prefer and often have stable jobs based on a written contract and its entitlements. Nonetheless, they frequently lose their jobs because of harsh working conditions, inflexible working hours, and work pressure.³⁷ The 2017 adoption of new regulations adding flexibility to the fixed written contract was therefore an unprecedented step. However, some obstacles should be addressed regarding flexible work regulation, such as the ambiguity of implementation. The government should promote the flexible work scheme widely, verify the procedures to benefit business owners and employees in different fields, and analyze the economic returns of flexible work to encourage the adoption of these regulations with a clear focus on youth.

Unemployment rates in Jordan have remained unprecedentedly high for the last 11 years, reaching 18.6 percent during the fourth quarter of 2018. Over the past three years (2015-2017), unemployment levels reached 33.29 percent, 38.5 percent, and 39.76 percent respectively, particularly among youth aged 15-24. This is significantly higher than the global youth unemployment rate for the same period, which was approximately 13.2 percent.³⁸ Jordan's chronic and protracted unemployment challenges include an increasing labor supply, structural unemployment among youth, low labor force participation, disproportional job creation, educational system outputs incompatible with labor market needs, unstable investment trends, and migratory labor patterns. All these factors mean that unemployment has become a top priority for the government of Jordan (GoJ).

As Jordan's youth population has grown, the government has increased its focus on young people as it recognizes their role in influencing economic and social change. The rapid growth of the young population has created a "youth bulge" in Jordan, which has led Jordanian decisionmakers to recognize the youth population in their development discourse, legislation, policies, and national strategies.

This recognition has been expressed in Jordan's strategic planning and policies. The Economic Growth Stimulus Plan for Jordan (2018-2022)³⁹ and Jordan Vision 2025 have provided new alternatives to stimulate economic growth and opportunities for youth in the labor market. The emphasis is mainly on economic self-reliance and a culture of self-initiative, encouraging young potential entrepreneurs by providing needed support, linking labor market demands and education, and promoting vocational training as well as the economic participation of young women.

Despite progress on paper, the implementation of some economic policies has nevertheless played a role in weakening the supply-demand correlation in the labor market and prolonged the inability to close the gap between educational and training outputs and labor market needs. At the same time, local development and economic models have not helped to create decent jobs.

In 2017, the number of Jordanian employers decreased by 5.2 percent, and the percentage of self-employed workers declined to 8.6 percent.⁴⁰ Youth are less engaged in self-employment in comparison to the overall population. In fact, a 2018 analysis of attitudes among students in the last year at Jordanian universities, community colleges, and vocational training centers showed a moderate tendency or preference towards entrepreneurship. This indicates the lack of attention paid to self-employment, entrepreneurship, startups, and non-traditional work, despite the government's discourse.⁴¹

According to an International Labor Office survey, employed youth in Jordan often have stable jobs based on a written contract, and in 85 percent of cases, young employees' contracts were unlimited

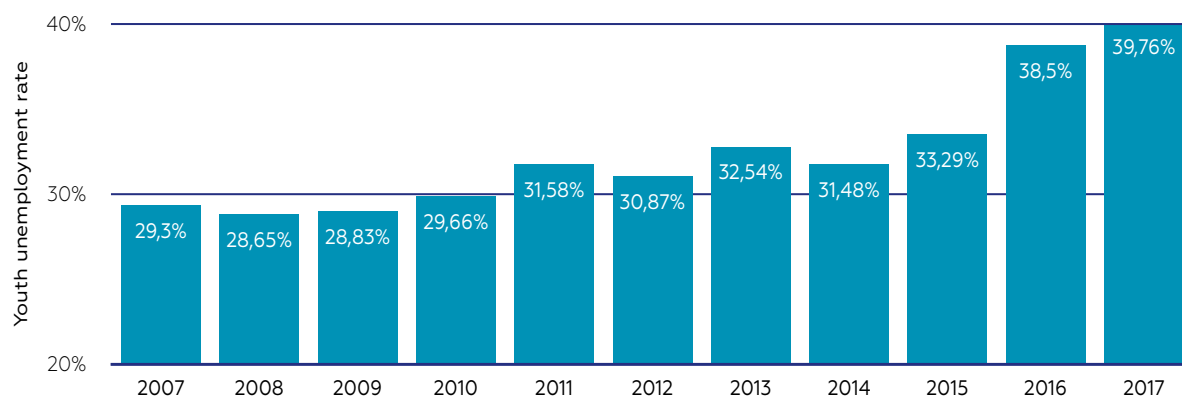
37 "Access to Decent Work in Jordan 2017," Phenix Center <<http://phenixcenter.net/en/access-decent-work-jordan-2017/>> (accessed July 16, 2019).

38 "Jordan: Youth Unemployment rate from 2008 to 2018," Statista <<https://www.statista.com/statistics/812127/youth-unemployment-rate-in-jordan/>> (accessed July 16, 2019).

39 The Economic Growth Stimulus Plan for Jordan (2018-2022) presents a long-term national vision and strategy that identifies a set of economic and social goals to improve the welfare of citizens.

40 "Studying the attitudes of young people on the labor market towards entrepreneurship and the supportive institutional environment in Jordan (2018)," Higher Population Council, Jordan, p. 31 <<https://www.hpc.org.jo/sites/default/files/Study-%20enhancing%20entrepreneurial%20attitudes%20-%20AR.pdf>> (accessed July 16, 2019).

41 Ibid.

Figure 1: Youth unemployment rate in Jordan from 2007 to 2017 (15-24 years)

* Source: World Bank © Statistice 2019, Additional Information: Jordan; World Bank; ILO; 15-24 years

in duration. Most employed youth in Jordan were employees, wage and salaried workers, with only 2.1 percent of young people in involuntary part-time employment.⁴²

Although working hours are regulated by Jordanian labor law, young people still lose their jobs due to working hours, the number of working days, and work pressure.⁴³ The conditions are aggravated by the lack of a safe and accessible work place, and costly public transportation. In 1996, Jordanian labor law addressed the issue of working hours in order to ensure a work-life balance, especially for regular workers. It limits the working week to 48 hours and daily working times to eight hours, excluding rest periods. The law allows for exceptional cases in which the employee may work more hours than those specified by law.

In practice, however, working hours and their distribution are based solely on the employer's own interests. Consequently, employees are often forced to choose between leaving work or working only part-time, especially if they also want to pursue education or have other external responsibilities. In addition, workers exceed the legal daily maximum of eight hours in many sectors, without receiving additional pay.

Flexible Regulations: A Catalyst for Economic Benefits and Returns

The Flexible Labor Regulation No. 22 was published in the official state newspaper on March 16, 2017.⁴⁴ Adding flexibility to a fixed written contract, which allows for independence while fully preserving the entitlements and rights of young workers, was an unprecedented step in Jordan. According to the government, the regulation aimed to promote the economic participation of various social groups, especially working women. It also aims to make the work environment more receptive to new opportunities.

According to the new regulation, those who have been employed for three consecutive years, workers with family responsibilities, workers with disabilities, and university staff can benefit from flexible employment contracts. The regulation does not diminish labor rights as long as these rights are commensurate with the number of hours worked, or unless the flexible contract stipulates better rights for the worker. Wages are calculated on an hourly basis, and the number of annual and sick leave days are calculated as a percentage of agreed working hours.

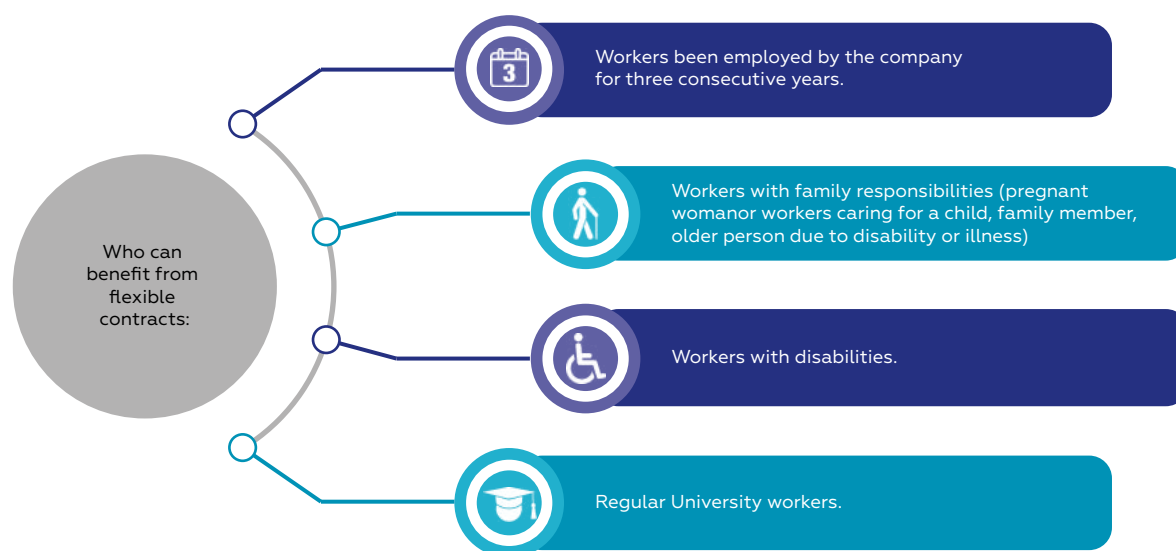
Historically, the global flexible labor system was first introduced in the United Kingdom in 1971.⁴⁵ It was

42 "Labour market transitions of young women and men in Jordan," International Labour Office, 2014, p. 14 <https://www.ilo.org/wcmsp5/groups/public/-dgreports/-dcomm/documents/publication/wcms_245876.pdf> (accessed July 16, 2019).

43 "Access to Decent Work in Jordan."

44 Published on March 16, 2017 in the Official Newspaper No. 5450 Flexible Labor Law No. 22 of 2017, published on March 16, 2017 in the Official Newspaper (laws and regulations passed in the Jordanian Parliament and effective from the date of publication).

45 Flexible Working - A career and lifestyle pathway," Adecco <<https://www.adecogroup.com/wp-content/themes/ado-group/downloads/the-adecco-group-flexible-working.pdf>> (accessed July 8, 2019).

Figure 2: Who can benefit from the flexible contract 2017

Graphic prepared for the author based on the Flexible Labor Law No. 22 of 2017.

a response to the diversity of working conditions around the world, which necessitated systems compatible with the era of globalization, assistive technology, and other economic and social changes.

By some estimates, 20–30 percent of the working-age population in developed countries is involved in flexible labor to some extent. In 2017, this kind of work added \$1.4 trillion to the US economy alone, and in Europe the annual figure is €270 billion.⁴⁶ Across the globe, young people see flexible hours as positive. A global qualitative survey of those aged 18–26 conducted for the Adecco Group⁴⁷ demonstrated that free/flexible working hours represent an opportunity for independence, and faster development of experience and skills. According to LinkedIn's global dataset,⁴⁸ independent professionals work in higher seniority roles sooner than their peers in open-ended (traditional) employment.

In Jordan, the application of the flexible work scheme allows for increased staff efficiency through flexible working hours, and helps institutions that need to operate outside normal working hours. Additionally, more flexible labor regulations will help organizations grow by increasing staff while reducing oper-

ational costs, since it often helps to reduce capital expenditure rather than having the entire staff in one place during specified hours.

It also gives workers the ability to balance work requirements and family or personal responsibilities, which in turn leads to a revitalization of work activities, enthusiasm, and reduced fatigue or illnesses related to daily mobility and routine. Furthermore, workers perform their work at lower "time and cost" because of an increase in psychological and physical comfort and a decrease in anxiety and exhaustion.

Additionally, flexible work helps to reduce traffic problems and the great pressure on public or private transportation networks, as traffic is distributed throughout the day due to employees having different working hours. Adopting flexible working conditions can also contribute significantly to increased female economic participation, allowing women more convenient ways work while at the same time fulfilling their family responsibilities, or overcoming challenges like transportation and mobility.

Such positive attitudes – particularly among younger generations – give every reason to expect the growth

⁴⁶ Ibid.

⁴⁷ Ibid.

⁴⁸ Ibid.

of flexible work to continue. As well as providing personal career development, accelerated learning from flexible work can support young people in playing an important social role once they have the time and space to participate in community activities.

Current Shortcomings and Challenges

Limited understanding of Flexible Labor Regulation No. 22 leads to confusion between flexible work and freelancing or allowing work outside offices. The Flexible Work Regulation defines a change in the employment contract between an organization and the employee. Freelancing is not addressed in national labor law and consequently is not subject to national employment regulations including paid annual leave, personal leave, or long service leave.

Given its benefits, flexible work can be expected to continue to grow

As there are no scientific studies that show the importance of flexible working conditions, the demand for flexible contracts is less common. Despite the spread of this model for youth employment around the world, there is no effective measurement in Jordan on the impact of flexible work, especially in regard to economic participation of those aged 24-35, who constitute the largest proportion of the labor force in Jordan. Nor does the regulation oblige organizations to apply a flexible work scheme or offer incentives for employers to apply such schemes. The regulation states: "If the company finds that in their benefit to apply the flexible working arrangements in terms of organizing hours/place of work, the worker is entitled to reduce daily working hours, distribute work hours according to the times that suit him/her or intensify working hours on a weekly or monthly basis." One of the most important benefits of flexible work for young people is the amount of money saved on public transport and traveling expenses to

and from the workplace. However, the regulation does not give any guarantees for workers themselves, which would motivate them to exchange their contracts for flexible ones.

Some obstacles inherent in the regulation, such as the ambiguity of implementation, prevent individuals and companies from putting it into effect. Employers fear that application of the regulation will increase the burden on them to monitor the work of employees. Some have also expressed reluctance to modify the internal rules of the organization in line with the flexible work system.⁴⁹ Finally, the Regulation currently does not allow everyone to benefit from flexible working.

Recommendations

- Verify the procedures and benefits of the regulation

The Ministry of Labor should conduct a study on the application of the Flexible Work Regulation with companies and institutions, in order to discuss the social and economic benefits, to improve the limited understanding of the regulation, and to overcome some of its obstacles, such as the ambiguity of implementation. This can also help determine the kind of incentives that can be offered to institutions and individuals who could benefit from flexibility. Moreover, the Ministry of Labor should measure the effectiveness of the flexible work scheme, especially regarding youth economic participation.

The Ministry must conduct a review of the regulation in different fields and sectors. It should involve unions to identify which sectors are appropriate for flexible work contracts and give organizations sufficient time to verify their procedures. It should also support organizations in modifying their internal rules to fall in line with flexible working.

The Ministry should review the complaints and experiences of workers who have converted their contracts during the past year to ensure that the regulation secures decent jobs for individuals and supports labor-stimulating environments.

49 "Survey towards a flexible and fair work system: legal review of flexible work," Friedrich Ebert and the Center of Al-Karak Castle Consulting and Training, 2017 <https://www.fes-jordan.org/fileadmin/user_upload/general/Jordan_Topics/Final_Report_Arabic.pdf> (accessed July 8, 2019); Adecco group, "Flexible Working"; "The reality of the application of flexible work in Jordan, Ministry of Labor.

- Promote the new flexible regulation

The Ministry of Labor, the National Committee for Flexible Work,⁵⁰ and social security institutions have the responsibility to promote the regulation through programs, sessions, and media platforms, as well as by disseminating it among companies and unions. This will allow organizations to recognize the benefits of the regulation.

- Make legislative changes in the legal texts

Legal committees in the Jordanian parliament should be encouraged to work in partnership with the Ministry of Labor and the National Committee for Flexible Work to examine the following points to further enhance existing legislation:

- legal texts should leave enough space for all employers to agree on flexible labor contracts and numbers based on their own needs and working conditions. For example, a technology company may be successful by employing ten workers on flexible contracts, without the need for workers with non-flexible employment contracts;
- replace the condition of three years' prior employment with expiry
- of the probation period; and
- amend the categories to include all workers without exception by deleting the passage in the current regulation which limits its application to "workers who have been employed by the employer for three consecutive years and the workers with family responsibilities are pregnant women or workers who take care of a child or care for a family member or older person due to disability or illness, regular university workers, and workers with disabilities."

who can support their engagement and activism, thus providing an arena to build solidarity around youth issues across Jordan. She holds a BSc in Surveying and Geomatics Engineering from Al-Balqa Applied University in Jordan.

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50 Headed by the Minister of Labor and membership representatives of the Ministry of Planning and International Cooperation, the Ministry of Public Sector Development, the Ministry of Industry, Trade and Supply, the Legislation and Opinion Bureau, the Civil Service Bureau, the Higher Council for Population, the Social Security Corporation, the Jordan Industrial Cities Company, the Jordanian National Committee for Women and a member of the Jordan Chamber of Industry, the General Federation of Trade Unions, and Jordan and the Friendship Foundation.

YOUTH INCLUSION

REVISITING PILLAR 4 – A YOUNG AND EQUAL CITY OF THE AMMAN RESILIENCE STRATEGY THROUGH THE LENS OF PARTICIPATORY AND INCLUSIVE APPROACHES

Rana Aytug

The Amman Resilience Strategy serves as a roadmap for the city to attain resilience in the face of physical, social, and economic challenges. It presents five pillars and corresponding goals and actions. Pillar 4 of the Amman Resilience Strategy focuses on Amman as a young and equal city and it sets out to integrate and engage young people equally and to support youth through cultural campaigns. While this pillar acknowledges Amman's diverse identity and its large youth population, there appears to be a shortfall in conveying how the Greater Amman Municipality (GAM) aims to implement its goals through actions that are genuinely bottom-up and participatory, and inclusive of Amman's diverse community, including its marginalized, refugee, and displaced populations. As GAM carries forward implementing Pillar 4 of the Amman Resilience Strategy, it should consider mobilizing Amman's diverse youth community and establishing clear links between youth and institutions through building trust, transparency, and accountability. Three action points are proposed: support a diverse, inclusive, and accountable youth council; amplify potential impact of campaigns; and utilize public spaces.

Jordan has historically served as a regional migration crossroad. Its last population census recorded a population of 9,531,712, of whom 2,918,125 (31 percent) are foreign nationals¹ (Syrians 1.3 million; Egyptians 0.6 million; Palestinians 0.6 million; Iraqis 130,000; Yemenis 31,163; Libyans 22,700; and 197,385 from

other nationalities).² As of September 2016, Jordan has hosted more than 2.7 million refugees and has the highest refugee-to-population ratio.³ Its capital city Amman is home to around four million residents (more than 42 percent of the country's total population), encompassing citizens from all over the country, producing a population that is diverse in terms of economic, social, and legal status, ethnicity, and religion.⁴ The Development Centre of the Organization for Economic Co-operation and Development reports that Jordan is a very youthful country with close to 70 percent of the population being under the age of thirty.⁵

The multitude of opportunities youth in their communities present towards building socially inclusive, resilient, and peaceful communities has received increasing attention at the international, national, and local level. Among the UN's Sustainable Development Goals (SDGs) are the aims to "make cities inclusive, safe, resilient, and sustainable" and to "substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion."⁶ In order to support inclusive approaches, Jordan proposed and adopted UN Resolution 2250, which stresses "the importance of creating policies for youth that would positively contribute to peacebuilding efforts, including social and economic development, supporting projects designed to grow local economies, and provide youth employment opportunities and vocational training, fostering their education, and promoting youth entrepreneurship and constructive political engagement."⁷ Attention to the role of cities and integrating diversity-based and youth-inclusive approaches are integral to building resilience in cities. The Jordanian government recognizes the importance of developing its young population in its National Vision and Strategy Jordan 2025 and through the on-going discussions on a National Youth Strategy.⁸ Given its successful implementation, the Amman Resilience Strategy (ARS) provides a platform that can contribute to implementing overlapping international, national and local goals such as those presented in

1 F. De Bel-Air, "Migration Profile: Jordan," EUI Migration Policy Centre, November 2016, p. i <http://cadmus.eui.eu/bitstream/handle/1814/44065/MPC_PB_201606.pdf?sequence=1> (accessed July 4, 2019).

2 Ibid., p. 4.

3 Ibid., p. i.

4 K. Górak-Sosnowska, Studies on Youth Policies in the Mediterranean Partner Countries Jordan, EuroMed Youth III Programme, 2009, p. 11 <http://www.youthpolicy.org/national/Jordan_2009_Youth_Policy_Study.pdf> (accessed July 4, 2019).

5 "Youth Well-Being: Policy Review of Jordan," EU-OECD Youth Inclusion Project, Paris, 2018 <<http://www.oecd.org/countries/jordan/jordan-youth.htm>> (accessed July 4, 2019).

6 "Transforming our world: the 2030 Agenda for Sustainable Development," United Nations, 2014 <<https://sustainabledevelopment.un.org/post2015/transformingourworld>> (accessed July 4, 2019).

7 "Security Council, Unanimously Adopting Resolution 2250 (2015), Urges Member States to Increase Representation of Youth in Decision-Making at All Levels," UN Security Council, December 9, 2015 <<http://www.un.org/press/en/2015/sc12149.doc.htm>> (accessed July 4, 2019).

8 Ibid.

the SDGs, UN Resolution 2250, National Vision and Strategy Jordan 2025, and National Youth Strategy.

Pioneered by the Rockefeller Foundation, 100 Resilient Cities (100RC) was set up to support cities in becoming more resilient to the physical, social, and economic challenges they face.⁹ Urban resilience is defined by 100RC as “the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.”¹⁰ In December 2014, Amman was selected to join the 100RC network, and received technical support and resources from 100RC to develop and implement its City Resilience Strategy as well as to create a new Chief Resilience Officer position.¹¹

Following six years of operation, in April 2019 the Rockefeller Foundation announced that it would transition the work of 100RC into different pathways.¹² While the first phase of 100RC has come to an end as of August 2019, practitioners were encouraged to consider three areas of focus: implementation, institutionalization, and measurement.¹³ 100RC could be seen as a launchpad and now it is up to participating cities to independently carry through, allocate other resources, and implement their actions.

Pillar 4 of the Amman Resilience Strategy

Pillar 4 of the ARS focuses on Amman as a Young and Equal City and sets out to integrate and engage young people equally, and support youth through cultural campaigns.¹⁴ The first goal “aims to build an inclusive and empowered youth community who are engaged in key city issues, and involved in decision-making and governance to create the leaders of tomorrow.”¹⁵ The second goal aims to “capitalize on our youth’s potential and ensure young people have the opportunities they need to learn, work together and build a strong, resilient future city,” and “focuses on youth empowerment, awareness and cross-sector networking.”¹⁶ While Pillar 4 of the ARS clearly acknowledges Amman’s diverse identity and large youth population in theory, it is not clear how GAM

aims to implement its goals through actions that are genuinely bottom-up and participatory, and inclusive of Amman’s diverse community, including its marginalized, refugee, and displaced populations.

Best practices support youth being involved in organizational decision-making processes, from planning to implementation and evaluation. Pillar 4 of the ARS needs to place a greater emphasis on inclusion of Amman’s diverse youth demographic. For example, the action to form a youth council does not refer to the structure, flow of information, or key task(s) of this council. In line with this, Pillar 4 places an emphasis on supporting cultural, future city trends and preventing youth extremism campaigns, however, it is not clear how these topics are chosen and whether they form a part of a wider platform. When campaigns are planned, the target, tactics, and strategy of the campaign need to be decided democratically by the Youth Council. Furthermore, campaigns are one tool to increase awareness around the importance of engaging young people. However, they need to form a part of a wider platform of an outreach plan that includes sustainable projects, workshops and trainings, exchange programs, and cross-cultural visits that feed back to build and maintain active citizenship.

Recommendations

Pillar 4 of the ARS should place greater emphasis on including Amman’s diverse youth demographic. Youth should be more actively involved to help strengthen their sense of social accountability towards their city. This would grant them the necessary platform to develop their skills and resources to contribute to shaping the city they want.

The ARS benefits from exercising youth-inclusive approaches through opening up the decision-making process and providing young people with the tools and resources needed to meaningfully engage with the issues that affect them. While youth-inclusive approaches counter youth disengagement, the risk of disillusionment remains high. GAM is responsible

9 “Amman Resilience Strategy,” (n.d.), p. 20 <<https://www.100resilientcities.org/wp-content/uploads/2017/07/Resilience-Strategy-Amman-English.pdf>> (accessed July 4, 2019).

10 “What Is Urban Resilience?,” (n.d.) <<http://100resilientcities.org/resources/>> (accessed July 4, 2019).

11 “Amman Resilience Strategy,” p. 20.

12 M. Berkowitz, “An Update from 100 Resilient Cities,” 100 Resilient Cities, April 1, 2019 <<https://www.100resilientcities.org/update-from-100rc/>> (accessed August 7, 2019).

13 M. Berkowitz, “A Closing Note from Michael Berkowitz, President of 100 Resilient Cities,” 100 Resilient Cities, July 31, 2019 <<https://www.100resilientcities.org/update-from-100rc/>> (accessed August 7, 2019).

14 Ibid., p. 93.

15 Ibid., p. 94.

16 Ibid., p. 98.

not only for offering the rhetoric of participation, but also for ensuring that it effectively and consistently acts to implement the ARS. For this reason, it is crucial that GAM reinforces the importance of youth inclusion and participation in its ARS and is explicit with regards to how their involvement is vital to its successful implementation. Participation should be an integrated and guiding principle in every aspect of implementation.

- Mobilize Amman's diverse youth community

Full participation of young people requires moving from acknowledging their diversity to presenting platforms that encourage youth mobilization, particularly marginalized, refugee, and displaced populations. Disadvantaged and marginalized youth often need to be further encouraged to become actively engaged. Any evaluation of GAM's youth participation and involvement in decision-making mechanisms needs to address the barriers in place to young people's involvement. These often include issues surrounding geographical barriers, unbalanced power relations, mistrust, socio-economic exclusion, and prejudices at various levels, both between young people and the authorities and also within youth groups. Logistics should be examined in terms of their influence on youth participation. For example, meetings should consider timing and transportation possibilities to ensure wide participation. Similarly, outreach platforms calling for participation should be diversified between online and offline sources to reach a wider audience. Opportunities should be provided for capacity-building and engagement in formal structures, such as youth councils, as well as informal structures including short-term activities and projects. These structures help build links with excluded young people and raise their awareness of GAM's activities, which could lead to sustained participation in the future.

- Establish clear links between youth and institutions through building trust, transparency, and accountability

Trust in government entities is a cornerstone in the effective implementation of the values and aspirations to be a youthful and equal city. Building trust, transparency, and accountability is crucial for supporting and encouraging young people to take and maintain an active role in their communities. Young people are motivated to participate when their needs and interests are acknowledged and met. Maintaining engagement over the long-term is important and it is

therefore essential that feedback mechanisms are in place to offer young people a thorough understanding of the process involved. The reception and processing of ideas, issues, or recommendations raised by young people should be transparent and accountable. Youth participation needs to be integrated into GAM's working culture through accountability mechanisms. One way to achieve this is by establishing clear links between youth and institutions, for example by enabling the youth council to raise issues to the city council agenda, and requiring the city council to formally respond.

- Support a diverse, inclusive, and accountable youth council

A youth council should be formed (for those aged 14-35) that extends from the existing Children's Municipal Council at GAM, with inclusive representation of age variation, gender, ethnicity, and religious diversity; migrant youth should also be included. A chief youth resilient officer should be appointed to serve as a link between the chief resilient officer and their team, and the Youth Council. This person would ideally be appointed by GAM and accountable to the mayor. This would help ensure that the voices, demands, and aspirations of youth are equally important to other bodies under the GAM umbrella and that youth take an active part in the design and delivery of community-based policies, projects, and services related to the ARS and beyond. Short- and long-term projects and activities should be provided to ensure inclusion of youth willing to commit at varying levels.

- Amplify potential impact of campaigns

Pillar 4 emphasizes cultural, future city trends and the prevention of youth extremism. GAM should ensure clarity on how these topics were chosen or whether they form part of a wider, sustainable platform. When campaigns are planned, the target, tactics, and strategy should be decided democratically by the Youth Council. This will help ensure that young people take ownership and responsibility for the issues that concern them. Community awareness of outreach campaigns can be supported by online programs (including existing social media platforms and websites) and offline activities, such as festivals, exhibitions, and public hearings. Campaigns should form a part of a wider outreach platform that includes sustainable projects, workshops and trainings, and exchange programs centered around the value of civic responsibility.

- Utilize *public spaces*

Public spaces, particularly in diverse environments such as Amman, are both the sites of social conflicts and also the places where encounters, exchange, and integration can happen. Subsequently, youth involvement and engagement in the urban context can enable social inclusion and cohesion. Public spaces across the city should be utilized as sites to develop programs and informal/formal initiatives including cultural, social, and sports-related initiatives. Programs should be promoted to capitalize on cultural exchange, and encourage interaction and engagement between diverse communities. For example, educational/skill development programs, taking place across diverse geographical locations and taught by migrant and host community members, can help encourage cultural exchange and the collaborative opportunities that contribute to building integration and social inclusion. When such projects are implemented, they should be documented online and offline, and this documentation should be publicly accessible and prompt and encourage discussion. This would help raise awareness surrounding ongoing efforts and encourage future involvement and the exchange of constructive feedback loops.

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