

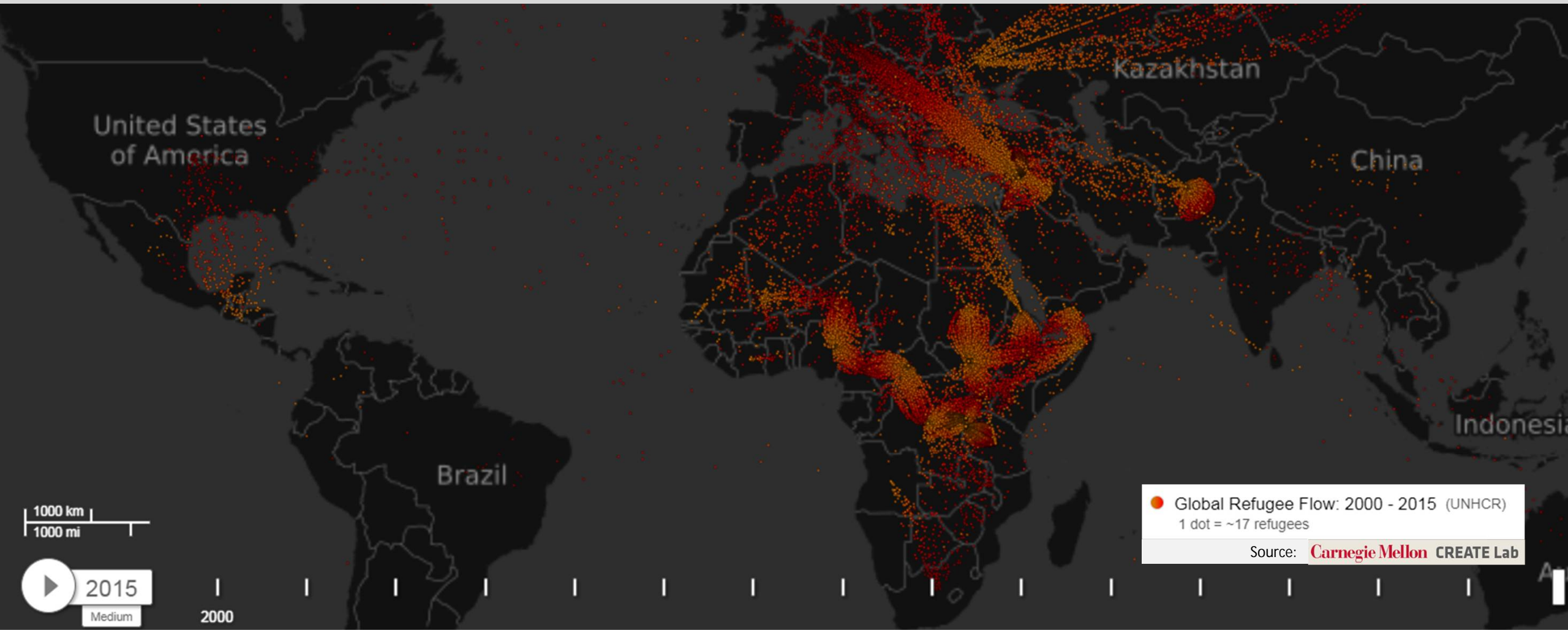
Youth Business Campus Mafraq

Arie van Beek en Joris Benninga, May 2019



[Web Link To The Full Report](#)

- 65 million displaced people seek basic human rights. That number has tripled since 2005
- By 2050, climate change, and other root-causes will push these numbers to around 250 million people
- 90% of refugees are hosted in developing countries, struggling with the permanent reality of refugee camps
- Therefore, refugees face decreased options and higher risks year after year
- The world needs lasting solutions for all these issues
- GreenfieldCities contributes by creating prospering cities in host communities as an investment opportunity



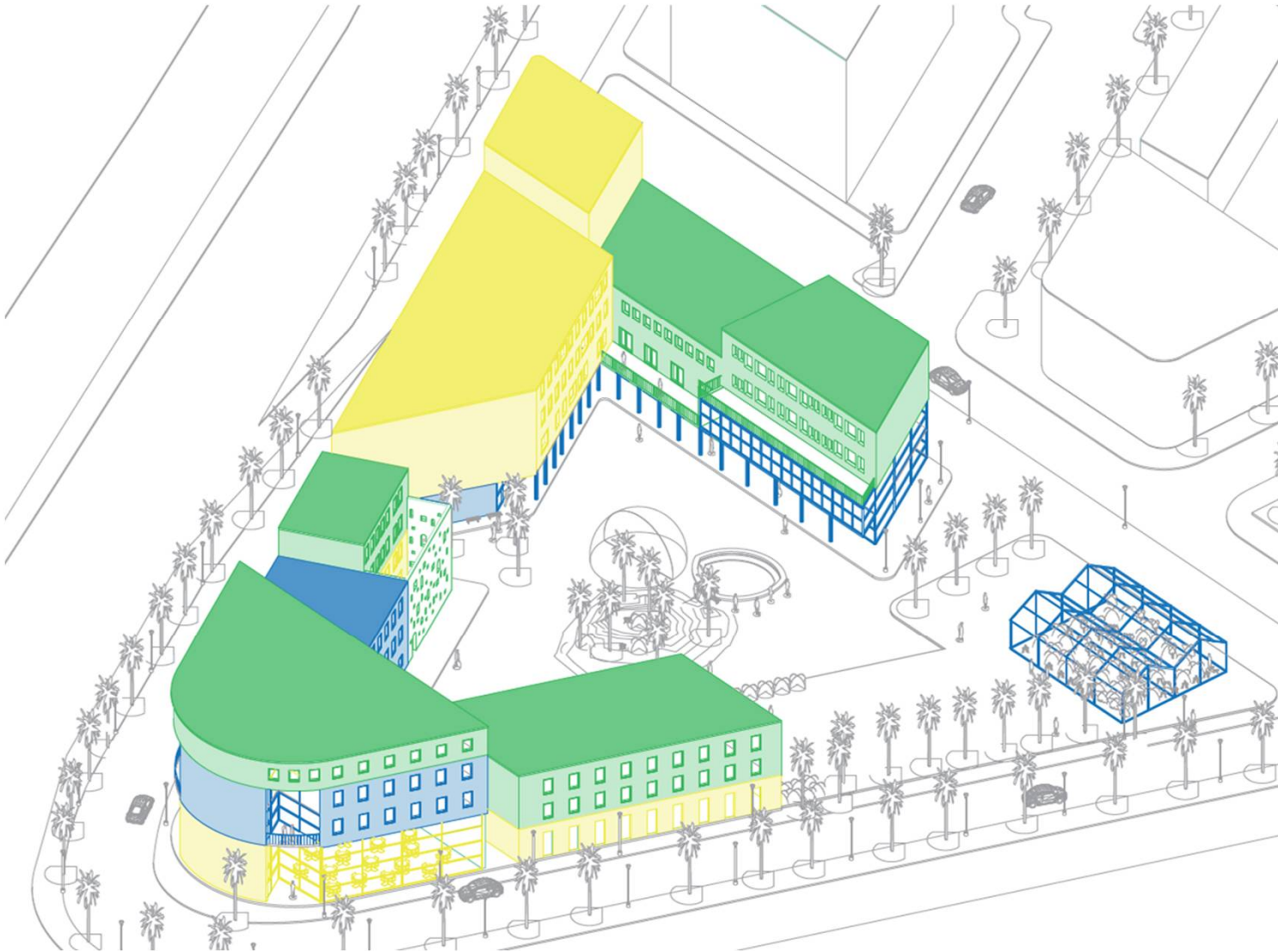
The Wind Energy Learning Curve...

- The positive business case
- The long term high quality assets
- (Local) benefits sharing
- The holistic social, technical and financial toolbox
- Necessary scale decreases

... Applies To Many Sectors

The GFC founders use their 25 year experience in renewable energy to demonstrate that the GFC case can benefit from the lessons learned in renewables, making the transition from a “green hobby” to a top sustainable business case/industry. We use these principles in our proposed interventions for our Campuses

Concept Youth Business Campus



Functions & Profile:

- A place for:
 - Local youth (18-35)
 - To live, learn and work
- A place that combines:
 - Affordable HQ infrastructure
 - Education for employment
 - Good governance
 - Gender equality
 - Representative Syrian participation
- To foster pride, positiveness and productivity of local youth
- To be attractive for employers
- To yield an RoI for impact investors

100's of stakeholder interviews were conducted, such as here on a Mafrag pepper farm

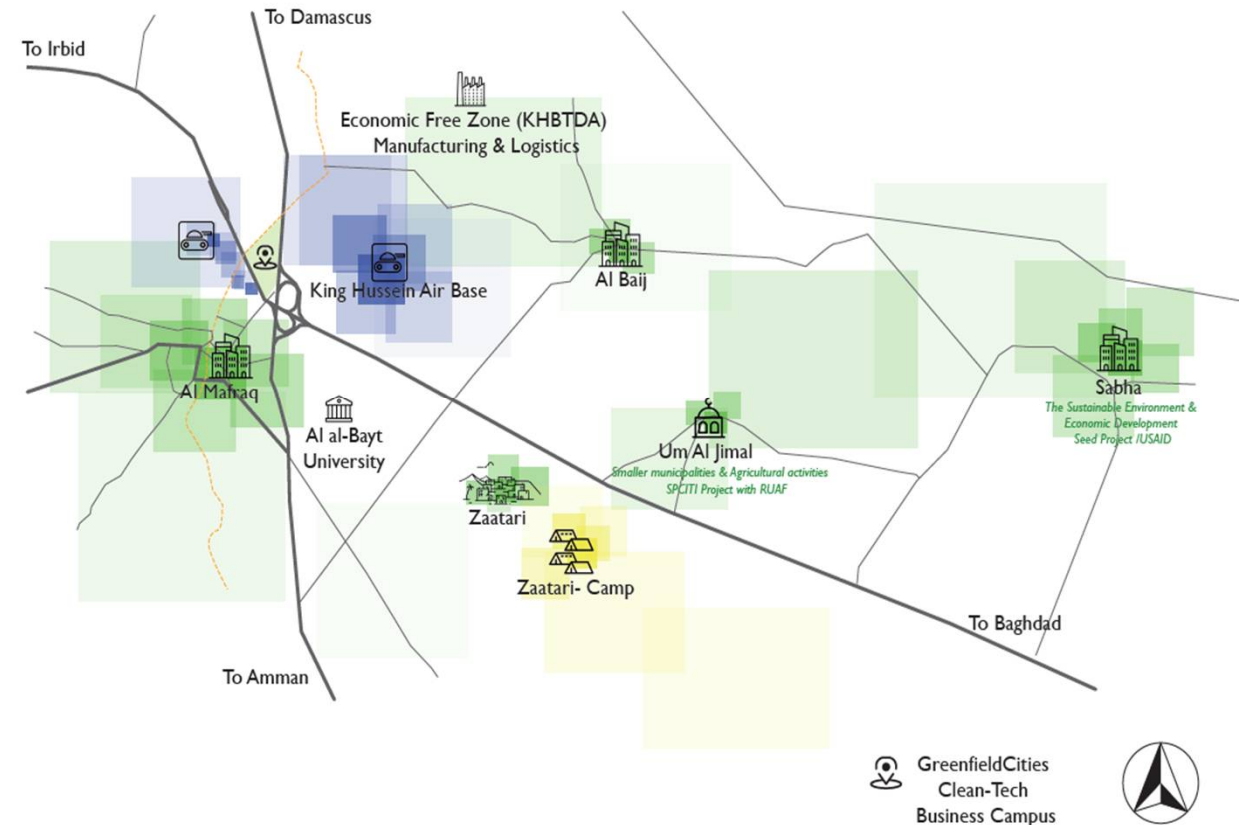


100's of stakeholder interviews were conducted, such as here with the Mafrq office of the Jordan Foundation for Women

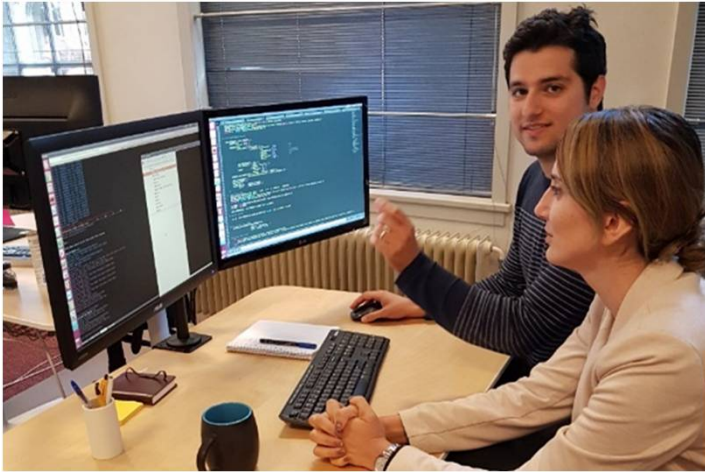


Location: Mafraq Economic Free Zone

- The combination of factors is key for competitive advantages that the YBC offers and include:
 - Low land prices
 - High quality Infra for a bearable fee
 - One-stop-shop for permits and navigation of regulatory framework
 - High quality labor for an attractive price
 - Excellent education & training (on the job)
 - Stepping stone for regional Middle-East market



6 Business Cases For Mafraq Business Campus



ICT



Energy



Hospitality



Construction



Agriculture



Water

Six Sectors on Campus



- Activities
 - Run hotel/hospitality
 - Educate/train staff
 - Secure gender sensitive place

- Partners
 - Landmark Hotels Amman
 - Luminus Education
 - Accor Hotels

- Activities
 - Launching client for affordable green building
 - SIP wall panel factory in Free Zone
 - Train builders & designers

- Partners
 - UNIQIA, CD20
 - Mafrag Dev. Corp.
 - Atelier-Rijksbouwmeester

Hospitality & Women Oasis

ICT

- Activities
 - ICT training
 - National & int. Job placement

- Partners
 - Luminus, RBK.org
 - Orange Jordan
 - Nederland ICT

Agriculture

- Activities
 - Crop testing
 - Value adding-marketing
 - Pesticide & Water reduction
 - Train to implement

- Partners
 - Local farmers (coops)
 - NARC
 - WUR, PRIVA
 - New local COOP (EDSCO)



Construction

Energy

- Activities
 - Solar building integration
 - Demand reduction
 - Monitoring & reporting
 - New Energy Dev & service Co

- Partners
 - IDECO (local utility)
 - GIZ
 - Alliander

Water

- Activities
 - Rain water harvesting
 - Water storage
 - Grey water recycling (Agri)
 - Technology demo
 - Demand reduction
 - Business case development

- Partners
 - Yarmouk Water Co.
 - Semilla/Nijhuis
 - CEWAS

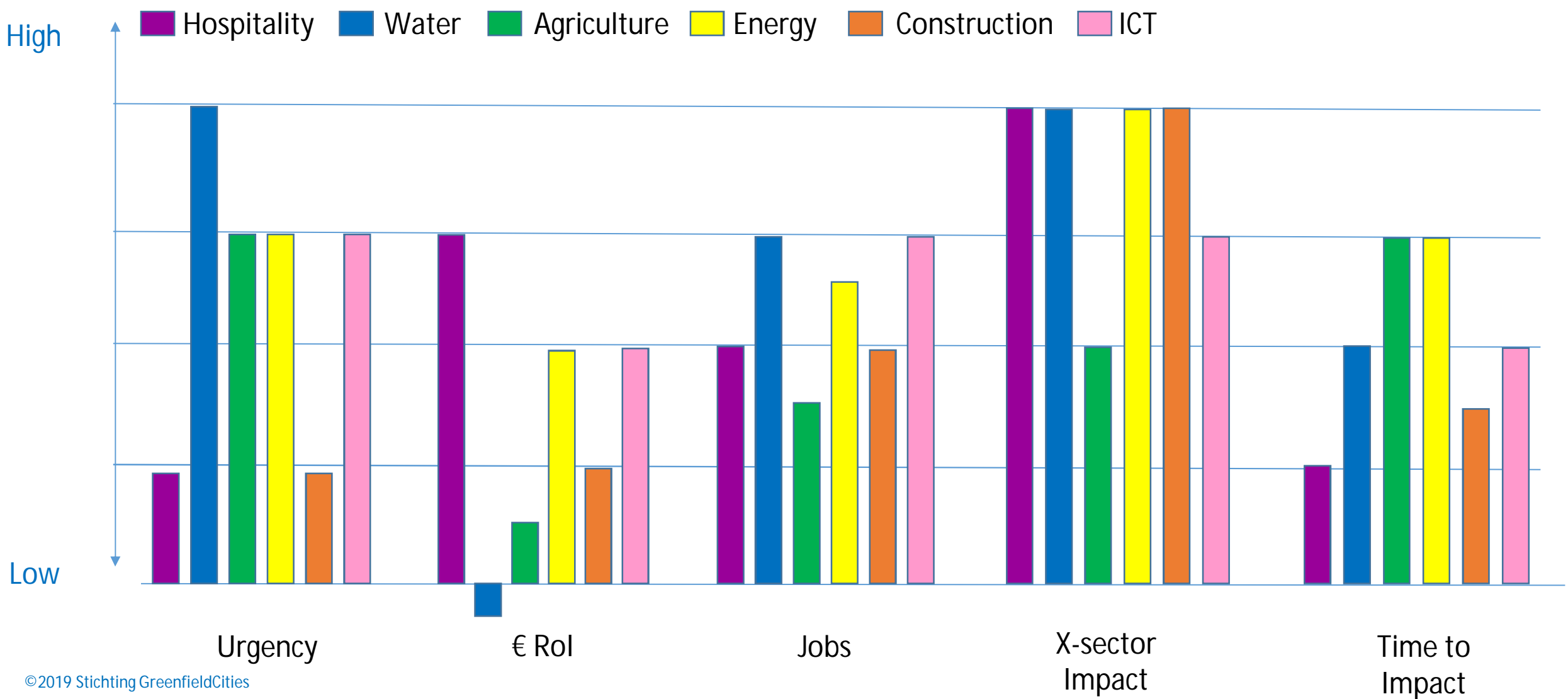
Roles GreenfieldCities:

- 1) Connect, enable, co-develop & facilitate.
- 2) Support partners.
- 3) Market the concept.
- 4) Maintain, monitor & report.
- 5) Secure rents and utility revenues and prove the financial viability to impact investors.

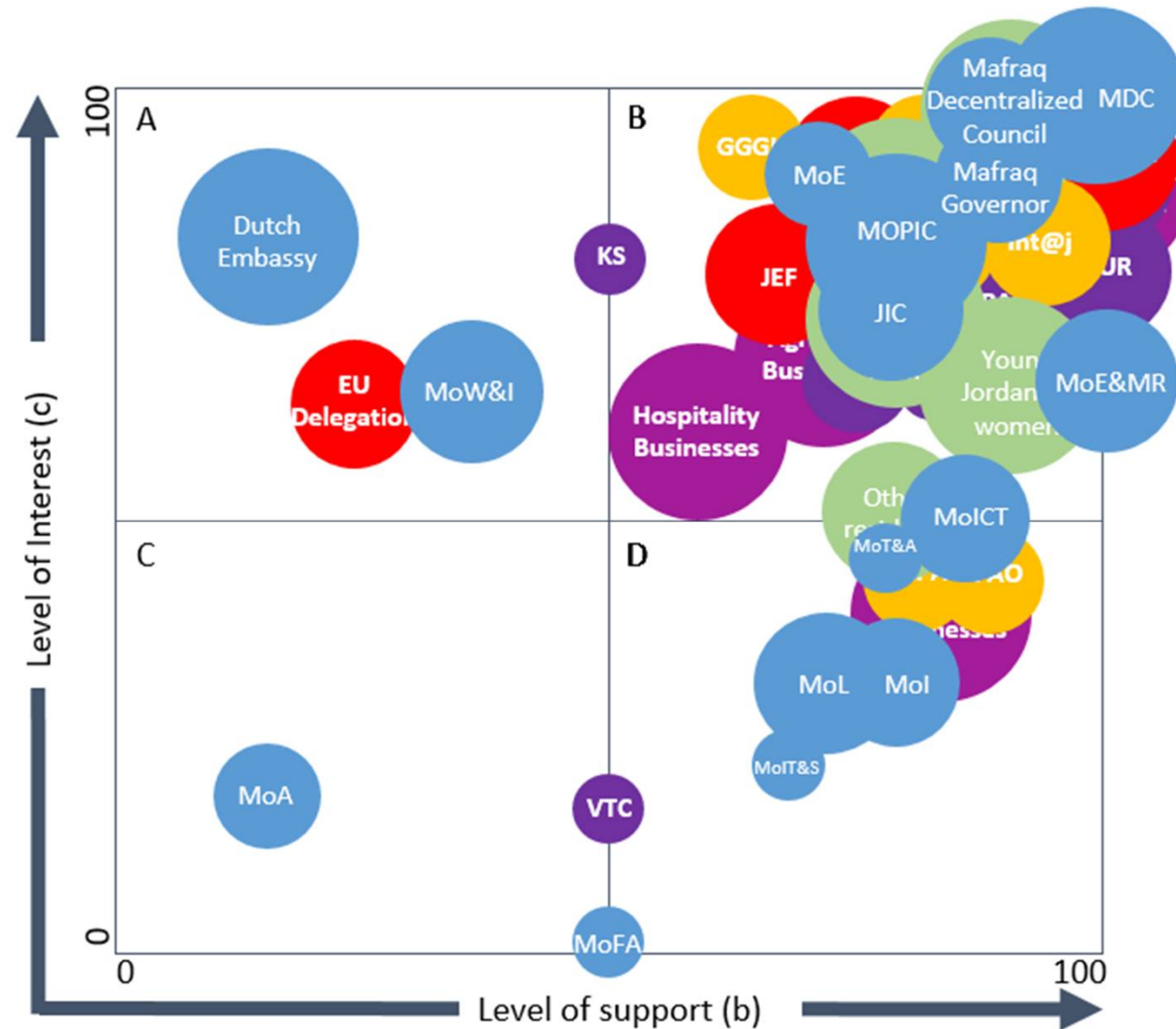
X-Sector Importance



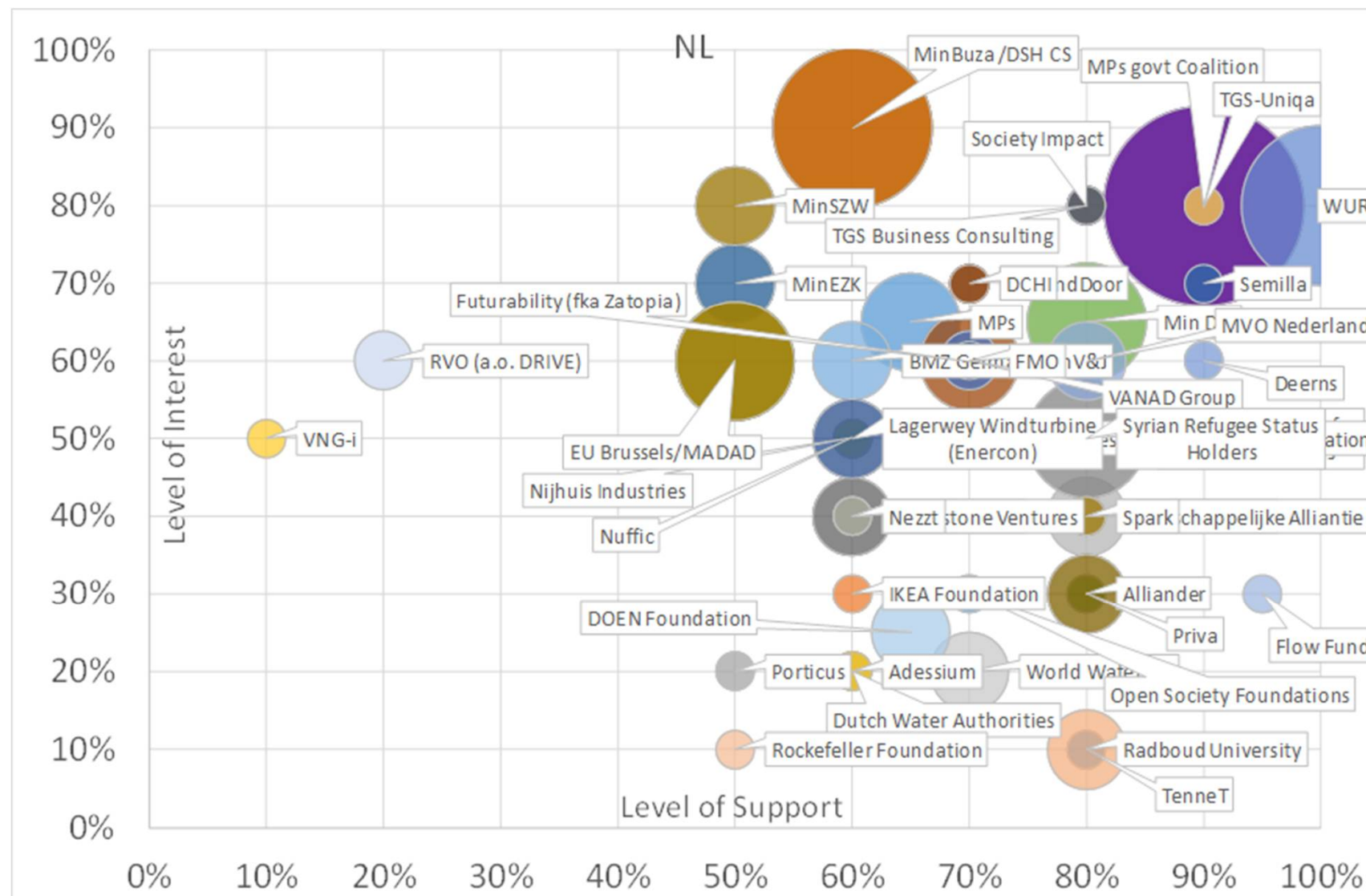
Strong Rol cases support weak Rol cases / short term impact cases fuel long term impact cases, etc.



Stakeholder Analysis Jordan



Stakeholder Analysis: The Netherlands



Stages of development

2019

2020

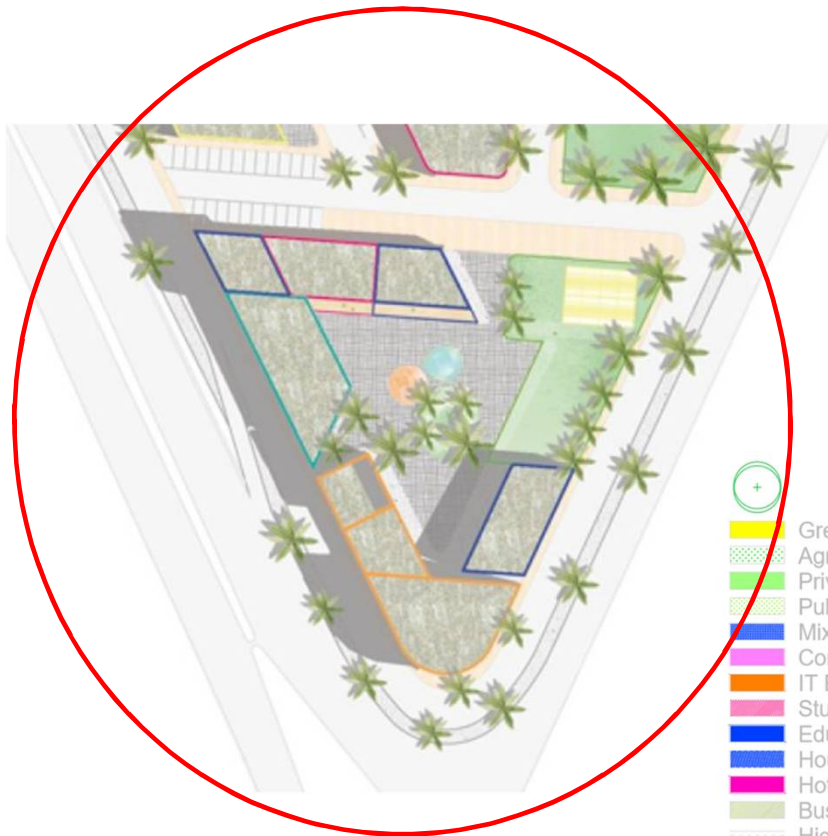
2021

2022

2023

2024

"Pop-Up" (100-250 people)



"Touch Base" (500-1000 people)



"Fully Developed" (1500-2500 people)



- Greenhouses
- Agriculture
- Private Green
- Public Parks
- Mixed use Education
- Commercials
- IT Education
- Studio's
- Education
- Housing mixed use
- Hotel
- Businesses
- Highway
- Hejaz Railwayline

5-7 Year Youth Business Campus Impact



- ① 1.500 direct Jobs
@ JOD 12.000/year
- ② 1.500 indirect jobs
@ JOD 7.200/year

Participation grade of women on Campus >50%
100% equal rewarding on Campus
50-100 low cost child care places on Campus
Female labor force participation rate in Mafrqa Governorate at >22%



- ① 80% finds job > 3 months
after graduation

90-100% renewable energy on Campus
Building energy demand: <55
kWh/m2/year on Campus



- ① Primary Campus drinking Water use:
<30m3/person/year)
- ② >10m3/person/year rain water
collection on Campus

>80% Campus users trusts and appreciates
GFC Campus management & operations
Transfer 20-40% of management tasks to
local government in 5 years
Hosting > 1000 Syrian refugees



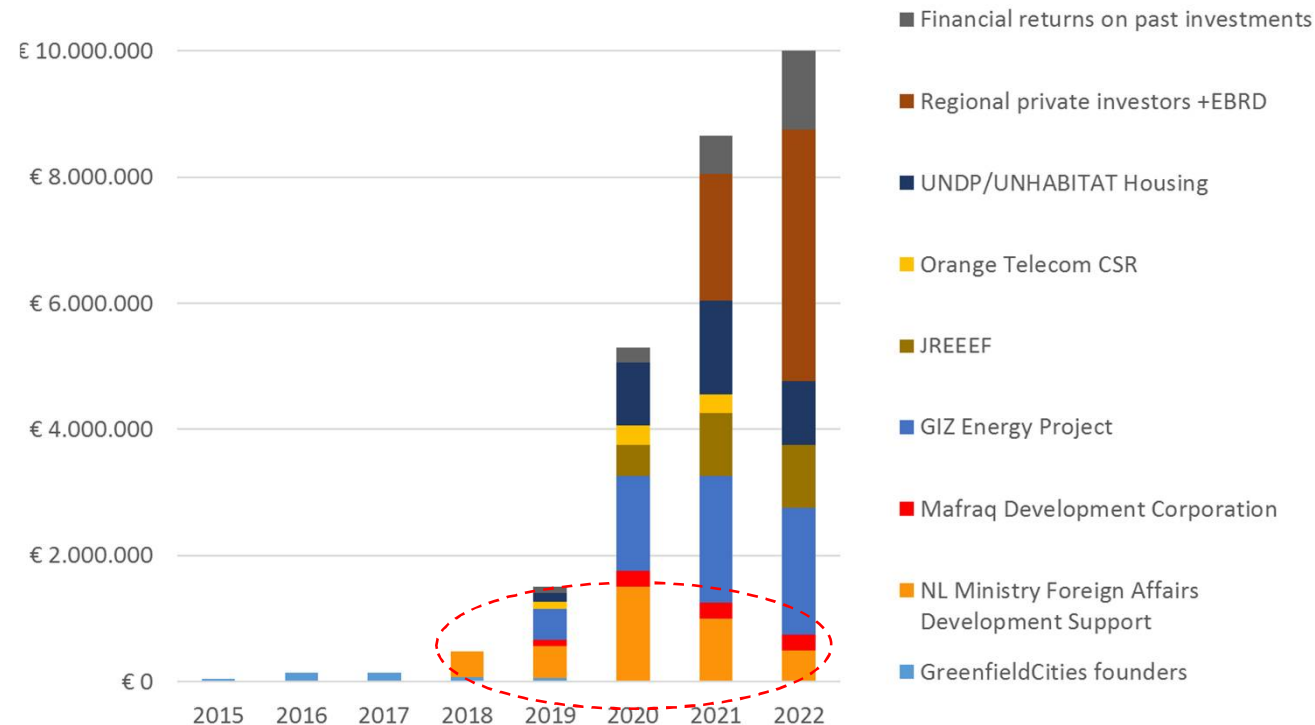
- ① >40 kton CO2eq reductions on Campus in 15 years
- ② >12 Mton CO2eq reductions in Northern-Jordan in 20 years
- ③ 5-10% climate change adapted buildings in Northern-Jordan
- ④ 100 lead farmers in Northern Jordan skilled in adapted farming

>5 education partners
> 5 NGO partners
>50 new companies



Transition from donor to impact financing

- Necessary for starting pilot Pop-up stage preferably from Dutch Government: €3 million over 4 years
 - Multiplier/leverage co-financing & private financing > 5
 - Necessary (public) investment per YBC citizen €3-5k vs €150k for receiving and caring for a single non-western refugee in the Netherlands



Ontwikkeling & Bouw Demonstratie Fase Youth Business Campus Mafrag

Voorstel [versie 0.9]



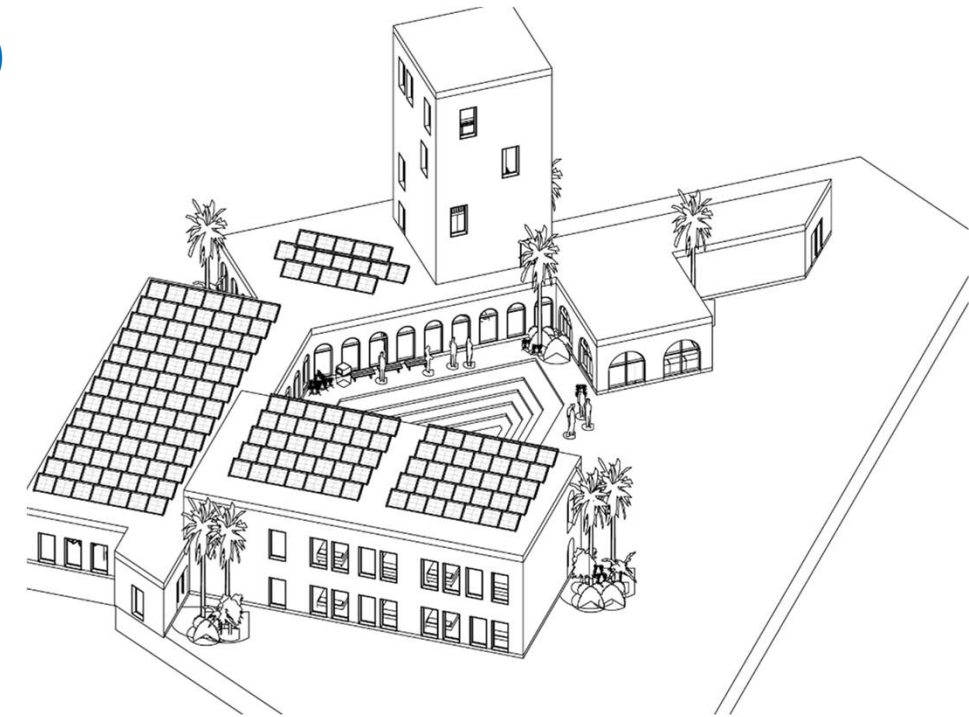
Opdrachtgever	Minister van Buitenlandse Handel en Ontwikkelingssamenwerking
Gevraagd bedrag	€ 3 miljoen gefaseerd in vier jaar op basis van tussentijdse mijlpalen. In te zetten voor projectontwikkeling, gedeeltelijke financiering bouw en een deel van operationele aanloopkosten
Auteurs	Arie van Beek & Joris Benninga (GreenfieldCities)
Datum	20 februari 2019

Way Forward: What will we do next

- 1st goal: realize exhibition center and Pop-up stage
 - Secure Donor funding (NL Government, GIZ, JREEEF, EU, FMO, Orange)
 - Contingency in progress: crowd and philanthropy funding
 - Confirm stakeholder position inside Jordan
 - Build the local Mafrag implementation team
 - Complete social and technical engineering
 - Complete permitting
 - Execute, Procurement and Construction
 - GIZ Energy program
 - UNIQA building program (including training Jordanian & Syrian workers)
 - Semilla Water Solution
 - Orange ICT launch

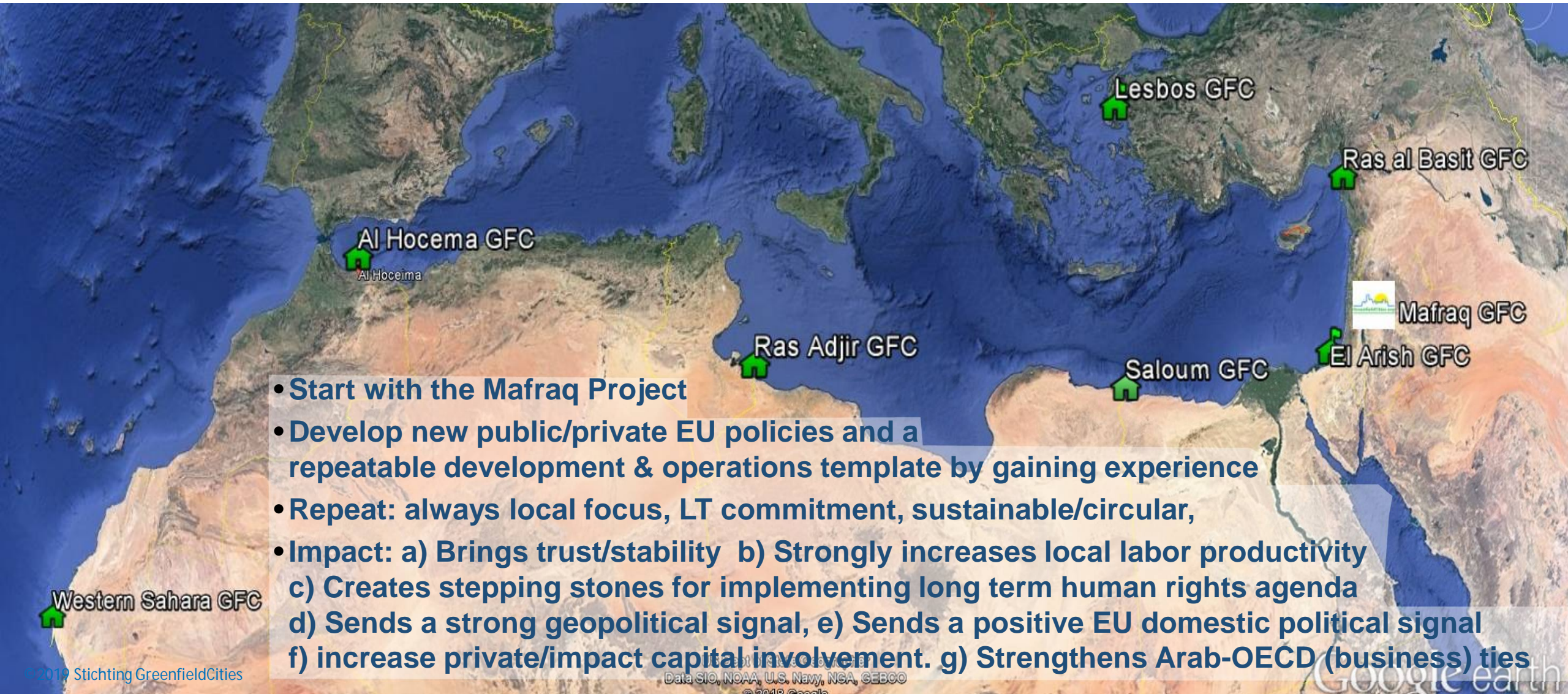
- Open by Q2 2020:

- Test the combination of services and infrastructure and revenue generation potential
- Test if the expected further growth in momentum and local ownership and momentum will happen



The GFC exhibition center is the initial 250 m2 of the pop-up stage

Vision: Scaling in time based on successful seed projects



- **Start with the Mafraaq Project**
- **Develop new public/private EU policies and a repeatable development & operations template by gaining experience**
- **Repeat: always local focus, LT commitment, sustainable/circular,**
- **Impact: a) Brings trust/stability b) Strongly increases local labor productivity c) Creates stepping stones for implementing long term human rights agenda d) Sends a strong geopolitical signal, e) Sends a positive EU domestic political signal f) increase private/impact capital involvement. g) Strengthens Arab-OECD (business) ties**