



Local Development Department's Projects/Programs

April, 2010



Completed Projects/Programs





Poverty Alleviation through local Development project with EU (PALD)



Poverty in Jordan

- Although the Jordanian economy is performing relatively well, the poverty phenomena appears to persist.
- In 2002 the total annual poverty line were 392 JD and increased in 2005 to become 504 JD.
- many attempts and strategic orientations have been designed and implemented to increase economic opportunities and extend the financial aid to people in need such as : Social Productivity Program (SPP), Social and Economic Transformation program (SETP), Enhanced Productivity Program (EPP), Jordan Poverty Alleviation Program (JPAP), Poverty Alleviation for a Stronger Jordan.
- These initiatives serve directly or indirectly to suggest a number of policies in order to reduce poverty>

- The government through its long experience in alleviating poverty recognized that the central government alone cannot successfully carry out the implementation of policies aiming at alleviating poverty without serious contribution from the other administrative levels (Governorates and Municipalities).
- Although the governmental initiatives aimed to enhance the inclusiveness but it missed the integration of the local sector.

The EU Support program for Poverty Alleviation Through Local Development

- it is part of the Governmental general policy for enhancing local development, which is viewed as the best way to reduce poverty and identify Jordanians' local-specific requirements.
- the Jordanian Government concluded a grant agreement with the European Union for the provision of Euro 30 million to implement the program.
- The main objectives of this program are:
 - Supporting government efforts to establish and entrench effective local development procedures;
 - Enabling civil society institutions to carry out their developmental role through participatory planning;
 - Identifying optimal methods for providing individuals with the best possible societal security by focusing on the development of impoverished areas;
 - Providing Jordanians with high quality services that meet their priority requirements.

The EU Support program for Poverty Alleviation Through Local Development

Partners : MOPIC, ministry of interior , ministry of municipal affairs, CVDB, ministry of social affairs, ministry of finance, (18) municipalities which targeted in the project, the EU.

- Steering Committee was formulated with participation from all the related ministries.
- Criteria and weights which applied to select the (18) municipalities
 1. Populations percentage 10%
 2. Poverty ratio 40%
 3. Unemployment ratio 20%
 4. Numbers of regions inside municipality boundaries 5%
 5. Planed area 5%
 6. Average of local revenues per capita 10%
 7. Average of local expenditure per capita 10%

A Strategy for Poverty Alleviation through Local Development in Jordan

One of the main indicators to achieve the grant is to prepare Government strategy on local development for poverty reduction .

The purpose of strategy:

- to assist the government of Jordan to define and plan for poverty alleviation and local development, objectives at different levels, actions and responsibilities of stakeholders, at all levels, progress indicators.
- describe operational mechanisms and instruments put in place for the delivery of capacity building at all levels and for the design and implementation of local development strategies and plans.

The Strategy Components

The strategy was built on the interaction of four thematic areas:

- economic development
- social protection
- human capital development
- governance



Implementation

- in order to implement the strategy the steering committee has developed an Action Plan which spelled out *who does what and* rely to some extent on ongoing activities by the involved ministries and other government agencies , then they adopted the strategy and send it to the cabinet for approval .
- The Cabinet decided on its decision number 3123 dated 4/11/2008 to approve the strategy and to delegate the Coordination Commission for Social Solidarity to follow up its implementation in coordination with other related parts.
- According to the above decision all the strategy projects and programs will be included and monitored in the Development Program (2009-2011).



Local Governance Development Program (LGDP)

Introduction

- The program was designed to empower local governance and enhance citizens' participation in local level decision making in nine selected municipalities throughout Jordan.

The pilot Program is Coordinated by the Ministry of Planning and International Cooperation, administrated by USAID, and implemented by ARD,Inc., in close cooperation with the Ministry of Municipal Affairs (MOMA) and other Jordanian governmental and non governmental entities.

- The program sought to directly assist the Government of Jordan in improving the quality of electoral processes, enhancing political pluralism and participation, and assuring transparency.

LGDP - Project Goal

A Pilot Program

To empower local government and enhance citizen's participation in local government decision-making in nine selected municipalities

The pilot nature and short duration of the program mean that

- Tangible, measurable results must be achieved
- And must be achieved rapidly
- In order to gain the confidence of stakeholders
- And provide lessons learned to inform the design of a more comprehensive roll-out program

Project Information

- **Project duration:** 2007-2009
- **Selected Municipalities:** Greater Jerash, Greater Mdaba,, Burgash, Al Shafa, Al Hasa, New Al Shoubak, Al fuhais , Rbit al –Kura and new Bereen.
- **Program Financing:** The program total cost was 16.5 million dollar and it was financed by the Millennium Challenge Corporation (MCC).

Program's Components

1. Election Participation and Gender Integration.
2. Community Integration.
3. Cooperative Development and private sector.
4. Municipal Local Governance.
5. Project Management

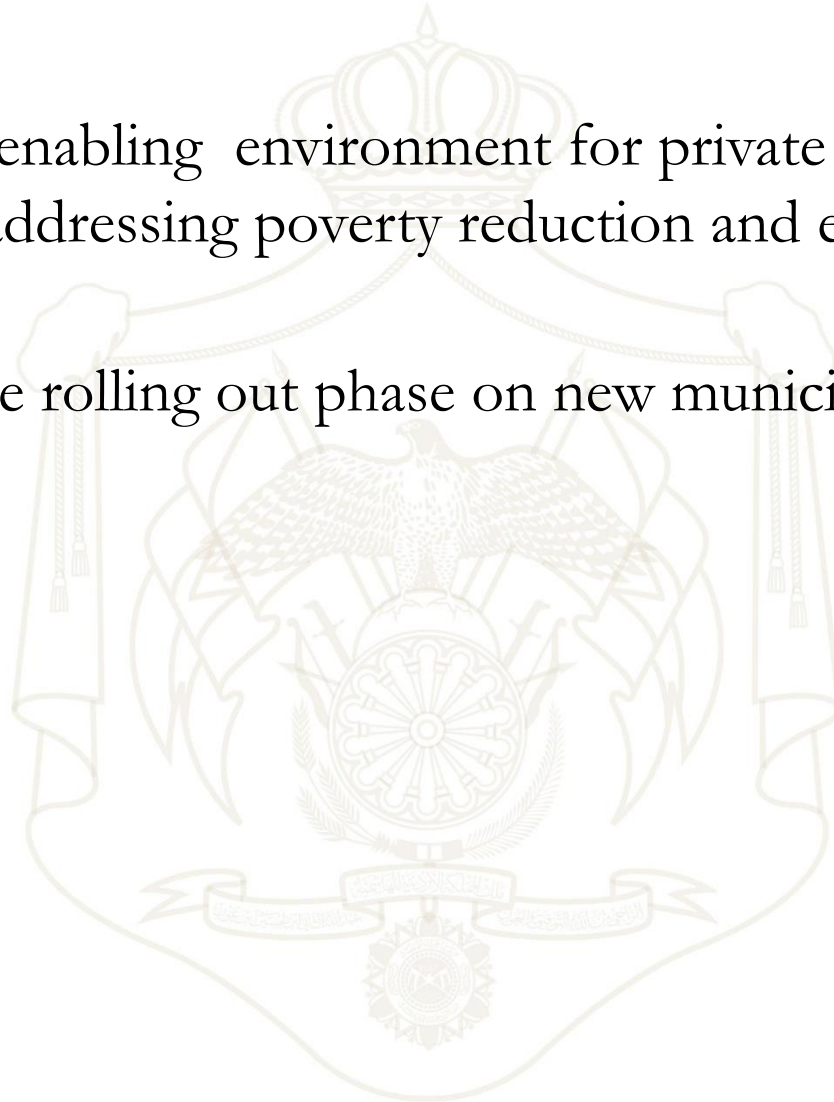


Programs' Outcomes

- Broadening citizens' participation in local governance and increasing women and youth participation in public life and politics.
- Increasing newly elected officials to increase their leadership abilities in responding to the community needs.
- Building municipal capacities to be more representative of and responsible to Citizens' concerns and needs through the improvement of financial performance, services delivery, transparency and accountability.
- Involving community groups in working collaboratively with local government in the process of planning, prioritizing, funding, implementing and overseeing investments in public-private partnerships to address community needs.

Programs' Outcomes

- Enhancing the enabling environment for private sector engagement in addressing poverty reduction and economic growth.
- Preparing for the rolling out phase on new municipalities.





Public Markets

Public Markets

- **Objective:** lowering goods prices to help citizens (particularly the poor) and to ensure their accessibility to services.
- **Duration:** 2008-2010
- **Beneficiaries:** 10 Municipalities (Moath Bin Jabal, Jerash, Kofranjah Al Jadedah, Mafaraq, Ein Al bashsa, Al Shounah Al wostah, Theban Al Jadedah, Mo'tah & Al Mazar, Al Kadesyah, Al Husseniah)
- **Funding sides:** Ministry of Planning and International Corporation.
- **Project's Budget:** 3 Million JD
- **Implementation:** An agreement was signed with the Ministry of Municipal Affairs for the implementation of these markets and follow-up operations.
- **Expected Results:** Preparing for the rolling out phase on new municipalities



Supporting Municipalities with Seepage Tanks



Supporting Municipalities with Seepage Tanks

- **Objective:** Meet the urgent needs of some municipalities to maintain public health and safety
- **Duration:** 2008-2010
- **Beneficiaries:** 28 Municipalities .
- **Funding sides:** Ministry of Planning and International Corporation (MOPIC).
- **Project's Budget:** 1,777,000 JD
- **Implementation:** 28 municipalities were provided with tanks taking into account the financial capacity of the municipality, distance from the dumpsite, and the number of households.



Ongoing Projects/ Programs





Capacity Building Project for Governors and Development Units Employees in the Governorates



Target Groups: Governors, Local Development Units, Executive and Consultative Councils, and Local Communities.

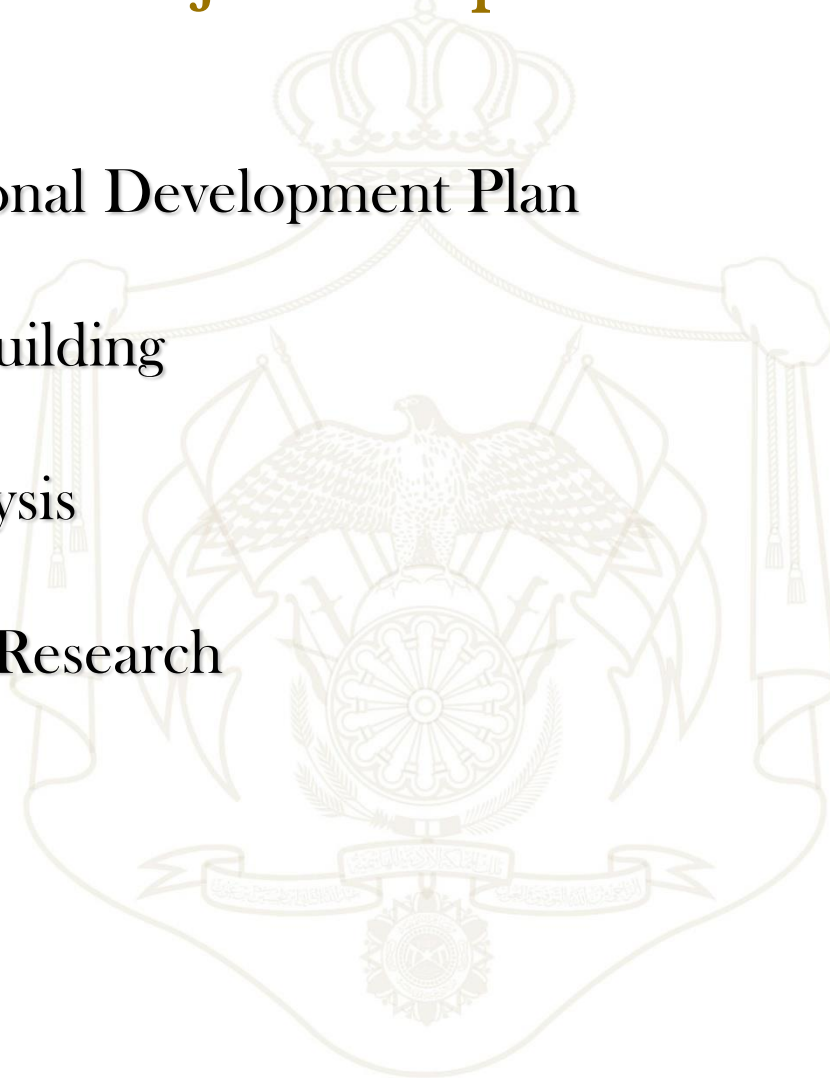
Partners: Ministry of Interior, Governorates, and MOPIC.

Objectives:

- Empowering the governors and the unit development staff in the governorates in order to apply their role in development effectively.
- Enhancing the technical staffs development units capabilities in the role of development.
- Enhancing the capabilities of governorates in managing the local development.

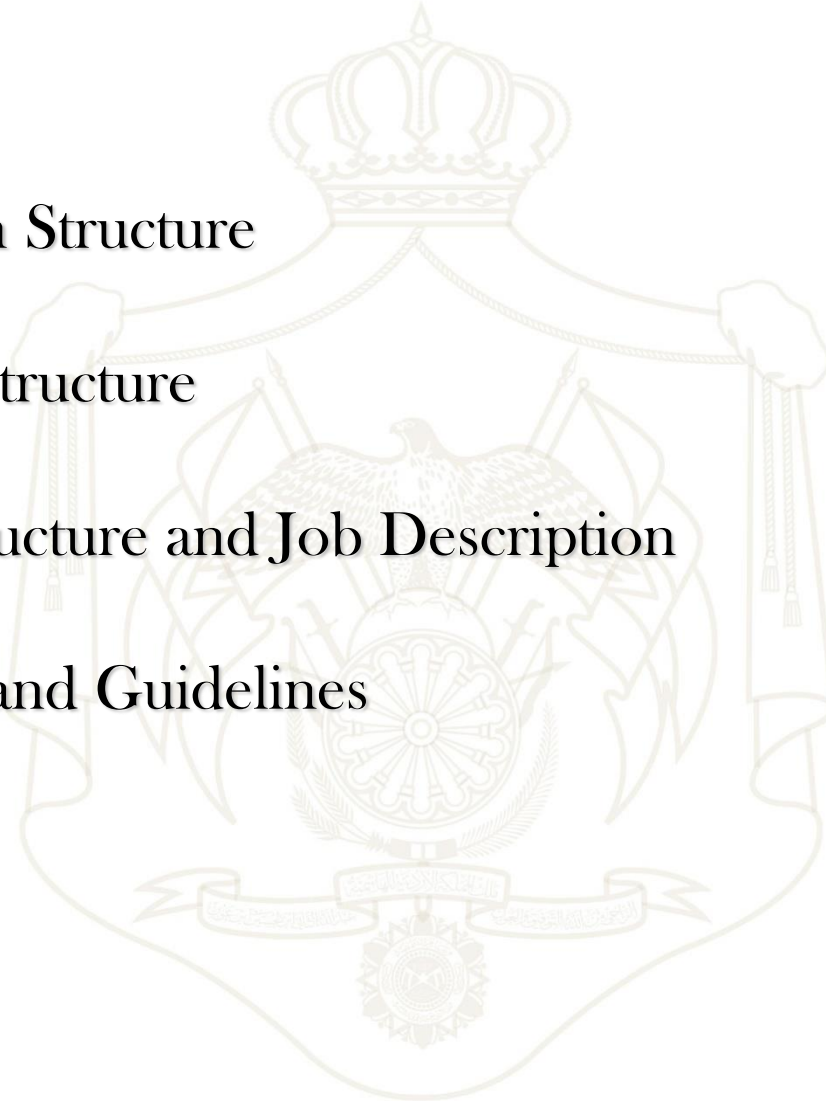
Projects components

- Organizational Development Plan
- Capacity Building
- Legal Analysis
- Economic Research



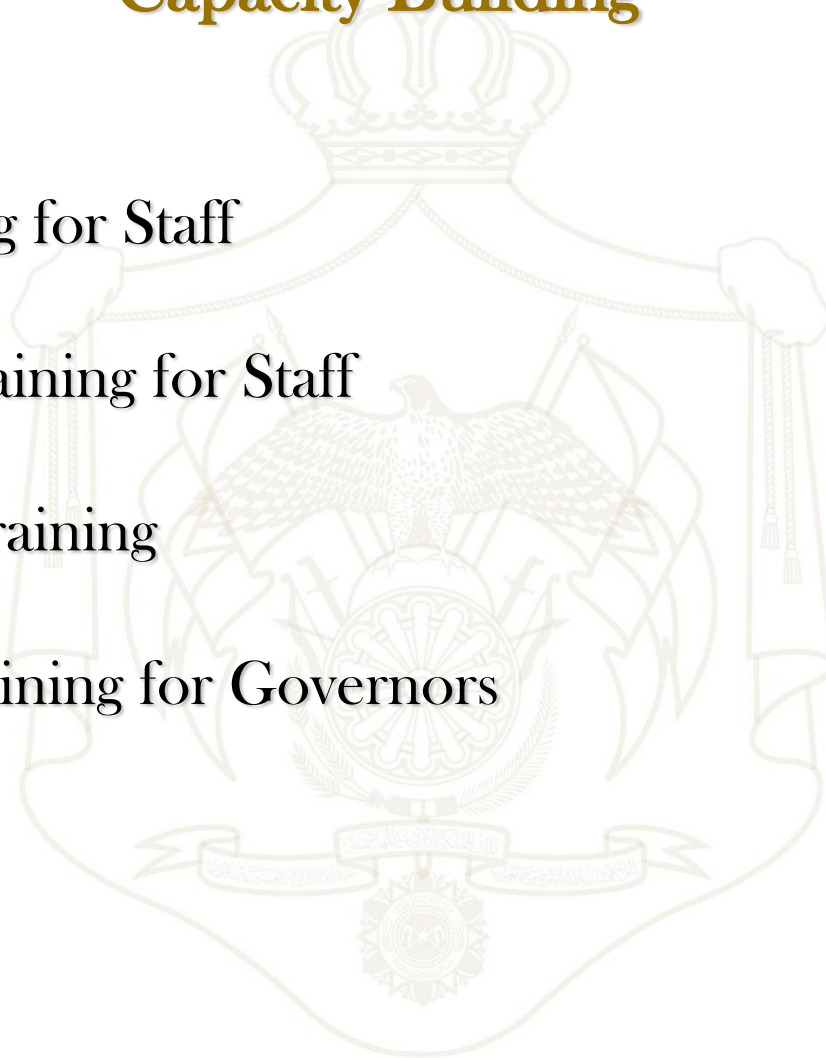
Organizational Development Plan

- Organization Structure
- Functional Structure
- HR Skill Structure and Job Description
- Procedures and Guidelines



Capacity Building

- Basic Training for Staff
- Advanced Training for Staff
- On the job Training
- Extensive Training for Governors



Legal Analysis

- Relevant Laws and Regulations
- Topics of Gaps and Needed Additions
- Laws and Regulations impeding development on Governorates level
- Draft Law for Local/Regional Development

Economic Research

- Economic profile data
- Framework for Economic Development
- Development objectives
- Key indicators



Achievements

- The organizational structure report has been completed
- The 1st & second stage of basic and advance training has been completed in the following topics:
 - concept of development
 - economics
 - strategic planning
 - strategic planning
 - socio-economic profile analysis
 - project management
 - communication and information management
- The legal analysis has been completed .
- The consultant work now on the economic research.



Cross Border Cooperation (CBC) 2013 - 2007



Cross Border Cooperation (CBC)

2013 - 2007

- **Objective:** Enhancing cooperation between the Mediterranean basin countries.
- **Duration:** (2007-2013)
- **Beneficiaries:** Irbid, Madaba, Balqa', Karak, Tafelah, Aqaba)
- **Funding sides:** The program is funded by the European Union in the framework and Partnership Instrument European Neighborhood Policy (ENPI).
- **Project's Budget:** 173 million Euro
- **Project's Priorities:**
 - Promoting socio-economic development and regions enhancement.
 - Encouraging environmental stability at the Mediterranean basin.
 - Ensure persons, goods and capital freedom of movement.
 - Enhancing dialogue and local governance.



Regional and Local Development Project (RLDP)



Project Development Objective

- Improving the equity and adequacy of central-local resource transfers
- Restructuring CVDB to improve its efficiency and diversity its products and services
- Strengthening municipal financial management, revenue generation and service delivery capacity
- Improving regional planning and inter-municipal coordination to take advantage of economies of scale and strategic development opportunities.

Project Financing and Participating Donors

Overall financing has been agreed at approximately US\$53 million, including US\$20 million from the World Bank in the form of a loan, US\$23.3 million equivalent (€15 million) from the French Development Agency (AFD) in the form of a loan, US\$4.7 million equivalent (€3 million equivalent) grant from the AFD, US\$2.1 million +US\$3 million as a GOJ and Municipalities share.

Project Implementer, Coordinator, Beneficiaries & Project Duration

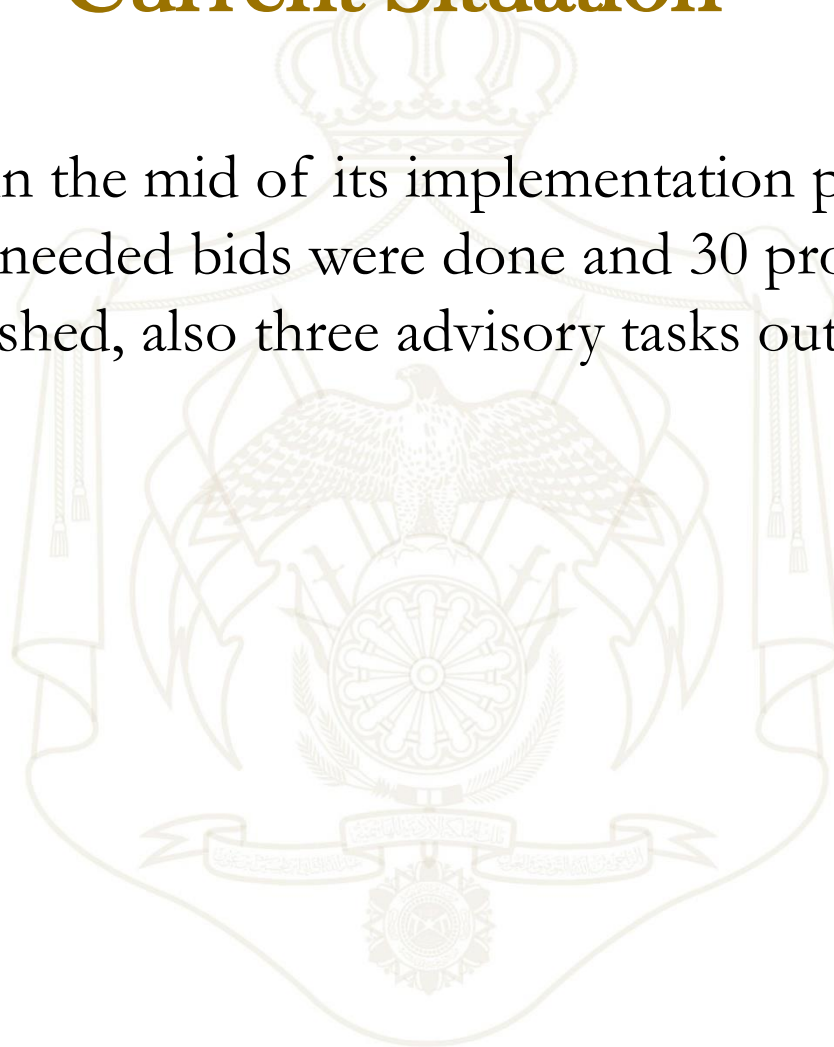
- **Implementer:** Ministry of Municipal Affairs
- **Coordinator:** Ministry of planning and International Corporation.
- **Beneficiaries:** The Ministry of Municipal Affairs(MOMA),The City and Village Development Bank (CVDB),The (72) municipalities.
- **Duration:** Five years , it will be finished by December 31,2011.

The project includes four components

1. Strengthening National Level Institutions Involved in the Municipal Sector (MOMA, CVDP)
2. Municipal Infrastructure and Services
3. Municipal Capacity Building
4. Regional Economic Development Strategy & Investment Planning.

Current Situation

The project is in the mid of its implementation phase,
The first stage needed bids were done and 30 projects out of 69 were finished, also three advisory tasks out of 12 were hired.





Cities Development Strategies (CDS)

Cities Development strategies (CDS)

- **Objective:** To achieve balanced growth in the city in order to improve the quality of life for all citizens in the city and in participation of all parties in the city.
- **Duration:** 12 months (2009-2010)
- **Beneficiaries:** 4 cities (Zarqa', Mafraq, Karak, Tafelah)
- **Funding sides:** Cities Alliance, World Bank, AFD(French Agency of Development) , World Bank Institute (WBI), UN-HABITAT, Ministry of Municipal Affairs (MOMA), Regional and local Development Department (RLDP).
- **Expected Results:** Four developmental city strategies which will determine the development vision of the city community and identify areas for improvement .



Non- State Actors and Local Authorities in Development



Non- State Actors and Local Authorities in Development

- **Objective:** Exchanging developmental experience and projects ideas through enhancing networking between local communities, governmental bodies, civil society, institutions and social organizations from Jordan and from other countries.
- **Duration:** Every year there are new offers for new local projects proposals.
- **Beneficiaries:** Municipalities, Non-Governmental Institutions
- **Funding sides:** The eligible projects proposals are going to be funded by the European Union with 100 thousand Euros for non-governmental institutions project, and 150 thousand Euros for municipalities projects.
- **Expected Results:** Municipalities are able to prepare their own projects' proposals and obtain funding to implement them.

The background of the slide features a large, faint, light-gray watermark of the coat of arms of the Kingdom of Saudi Arabia. At the top is the royal emblem, which includes a crown and a shield with various symbols. Below this is a large, ornate crown. The main body of the coat of arms is a shield containing a central emblem, flanked by two crossed swords, and a banner at the bottom with Arabic text. The text "Developing Slaughterhouses Sector" is centered over the middle of the watermark.

Developing Slaughterhouses Sector

Developing Slaughterhouses Sector

•Objective:

- Enhancing municipalities role in local development.
 - Ensuring meat safety standards.
 - Providing slaughterhouses with the needed technical equipments and infrastructure.
- **Project's Partners :** Ministry of Planning and International Corporation (MOPIC), Ministry of Municipal Affairs, Ministry of Health, Ministry of Agriculture, Greater Amman Municipality and General Organization for Food and Drug.

Implementation:

- The Prime Ministry had endorsed the general framework of developing slaughterhouses sector at the short and medium track.
- an agreement was signed, this year, with the Ministry of Municipal Affairs to develop five slaughterhouses on the fast track with a total cost of JD(2) million



Future Projects

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Building Development Capacities of Jordanian Municipalities(Baladiaty)

Building Development Capacities of Jordanian Municipalities(Baladiaty)

- **Project Duration:**16 month
- **Cost:** 3 M Euro
- **General Objective:** The project will contribute to ensure long-term sustainable socio-economic development, to promote local dialogue and partnership between NGOs, CSOs, CBOs and Private Sector and Local Government, so enhancing local democracy and providing external scrutiny of development choices and practices, improving the living conditions of the poor and promoting employment opportunities and private sector development.

Building Development Capacities of Jordanian Municipalities(Baladiaty)

- **Specific Objectives:** the Project aims at:
 1. Consolidating results of the PALD by updating Local Development Plans and related Action Plan (including budgeting), by extending additional efforts on further strengthening local capacities of identifying viable, sustainable projects and income generating activities with a focus on job creation, based on the very potentials of the area and valorization of local assets.
 2. Training the Executive Body at the municipal level on specific transversal topics which will serve the main purpose of supporting the Municipalities to improve their operational management, budgeting and financial reporting.

Building Development Capacities of Jordanian Municipalities(Baladiaty)

3. Enhancing the role of Business Development Agents (BDA)/Territorial Animators as well as the role of LDUs to take the lead in LDPs implementation and in outreaching activities to line Ministries and relevant stake-holders.

➤ *The BDAs will be possibly chosen within the Beneficiary LDUs, among those members who have shown capacities and willingness to take over this additional role. It may be possible to identify one BDA for a cluster of Baladiyyat. The BDA will receive additional advanced training to assist them in partnering and outreaching to relevant stakeholders.*

Building Development Capacities of Jordanian Municipalities(Baladiaty)

•Expected results:

1. An improved enabling environment for Municipalities to perform their responsibilities as effective agents of local development.
2. Improved management capabilities of Municipalities, generating higher performance and efficiency, in terms of financial planning and delivery of services.



Promoting Local Economic Development in Jordan (PLEDJ)



Promoting Local Economic Development in Jordan (PLEDJ)

- **Duration:** 5 Years (2011 - 2015)
- **Cost:** 5 Million Euro
- **Components:**
 1. Investment Mapping and Business Development
 2. Establishment of Local Economic Development Forum
- **Beneficiaries:** The municipalities and the relevant local private and community sector stakeholders
- **Implementation Partners:** EU, MOMA, CVDB, MOPIC, JIB, JEDCO, Chambers of Commerce.

Promoting Local Economic Development in Jordan (PLEDJ)

•INCEPTION:

- 1. Establishment of Project Board:** the board will involve the key implementation partners.
- 2. Stock take:** to identify relevant instruments that may be used or adapted for use in the pilot areas.
- 3. Selection of Pilot Areas:** a competitive Request for Proposals (RFP) will be issued for municipalities, alone or grouped with other municipalities or Governorate authorities, to participate as part of the pilot project. Project areas will be selected by the Project Board. Up to 3 areas may be selected as pilots, depending on the size and scope of the candidacies.

Promoting Local Economic Development in Jordan (PLEDJ)

•IMPLEMENTATION:

1. Formation of local Steering Committee (SC): the local Steering Committee comprising all key private and community sector stakeholders.
2. Investment Mapping: the local Steering Committee will work with specialists provided by relevant partners to carry out a comprehensive investment mapping of the local area.
3. Identification of Priority Investment Projects: These projects will be agreed with the local SC and Pre-feasibility studies for the projects will be conducted, in order to market them to potential investors.
4. Establishment of the Local Economic Development Forum (LEDf): Technical assistance will be provided to develop the project-specific SC into a LEDf to act as a more permanent governance entity for local economic development planning and oversight

Promoting Local Economic Development in Jordan (PLEDJ)

5. Attracting Investors: the LEDF will work to identify and attract potential investors for the identified projects, based on a clear set of agreements and mechanisms.
6. Project Implementation: The new projects will receive business development services to ensure their profitability and sustainability.
7. Developing long-term institutional arrangements for the Local Economic Development Forum: The Forum will be assisted to consider alternative institutional models that will best enable them to play their desired role in the governance of local economic development and adapting these models to the local circumstances. These models may include: Economic Council, Cities Development Task Force Development Zone, Management Authority (Master Developer) Voluntary Institution for Cities Development Public Private Partnership/Alliance.

The background of the slide features a large, faint watermark of the coat of arms of the State of Kuwait. At the top is a small crest with a crown and a shield, flanked by two crossed swords. Below this is a large shield with a crown on top. The shield contains a central emblem with a sunburst and a banner. The shield is flanked by two crossed swords. At the bottom of the shield is a banner with Arabic text. The entire emblem is set against a light blue background.

Decentralization Studies

Decentralization Studies

| Study Name | Study objectives | Study main Recommendation | Partners |
|--|---|--|---|
| The Future of Decentralization in Jordan | <ul style="list-style-type: none">➤ Assessing the current administrative system, studying the relationship between ministries and the municipalities roles in providing services.➤ Define the role of the private sector and NGO's in decentralization process.➤ presenting an action plan to implement decentralization in the governorates. | <p>The study suggested two stages to implement decentralization :</p> <ol style="list-style-type: none">1. Administrative Decentralization: through the devolution of some functions and powers from the center to the branch ministries, governorates.2. Promoting the concept of management and local governance. | <ol style="list-style-type: none">1. United Nation Development Program (UNDP).2. Ministry of Interior. |

Decentralization Studies

| Study Name | Study objectives | Study main Recommendation | Partners |
|---|---|--|--|
| Regional Development Planning and Decentralization , Jordan | ➤ Building institutional capacity in terms of follow-up, monitoring, and development impacts evaluation on the local level through participatory planning approach. | The study suggested : <ol style="list-style-type: none">1. To Implement decentralization in three pilot governorates and evaluate the impacts to identify problems and development opportunities.2. Rolling out the experience to other governorates. | <ol style="list-style-type: none">1. United Nation Development Program (UNDP) in cooperation with a Swedish consultancy team.2. Other related Ministries (Ministry of Interior, finance, Municipal Affairs,... ,etc.) |



Decentralization Studies

| Study Name | Study objectives | Study main Recommendation | Partners |
|--------------------------------|---|---|---|
| Regional Development in Jordan | ➤ Enhancing the governorates role in identifying and achieving their developmental needs. | <p>The study suggested to:</p> <ol style="list-style-type: none"> 1. adopt a participatory approach in regional planning . 2. enhance the Advisory council role in decisions making. 3. Preparing a 5 years developmental plan and translate it into projects and programs with proper implementation budget. 4. Implement projects and evaluate their impacts in order to improve the governorates planning process. 5. The planning process should be headed by the governor and a governorate representative council. | <ol style="list-style-type: none"> 1. United Nation Development Program (UNDP)/ Independent Consultant |

Decentralization Studies

| Study Name | Study objectives | Study main Recommendation | Partners |
|--|--|---|--|
| Decentralization and Women's Participation in Jordan | <ul style="list-style-type: none"> ➤ A consensus decentralization vision between Ministry of Planning and International Cooperation ,Ministry of Interior and Ministry of Municipal Affairs. ➤ Establishing Decentralization Indicators System. ➤ Establishing Municipalities Federation. | <ol style="list-style-type: none"> 1. The study suggested that the approach to decentralisation in Jordan should be gradual through a step-by-step development, so lessons can be learnt and improvements made in an ongoing process. 2. At first the municipalities and governorates should be supported and later it could be considered to delegate more functions from line ministries to governorates and more functions may be transferred (devolved) from governorates to municipalities. 3. The approach suggested entails a two tracks approach: One for governorates and one for municipalities. | <ol style="list-style-type: none"> 1. United Nation Development Program (UNDP) in cooperation with Ministry of Interior, Ministry of Municipal Affairs, Jordanian National Commission for Women, Danish government. |

Decentralization Studies

| Study Name | Study objectives | Study main Recommendation | Partners |
|---------------------------------------|--|--|---|
| Decentralization and Local Governance | ➤ Improving Local Governance and decentralization in Jordan. | The expert suggested that : 1. Decentralization should be implemented on three phases: (deconcentration, delegation, devolution). 2. Building employees capacities. 3. Giving powers monitor performance with a focus on the method of trial and error. | 1. World Bank 2. Cooperation with the American Expert James Meveld |



Training Programs

| Program Name | Objective | Duration | Country/Place |
|--|--|----------------------|---|
| Local Governance | ➤ Training 15 official employees working in Different Ministries and municipalities on local governance topics | 19/1/2010 – 7/2/2010 | 1. Japan International Cooperation Agency (JICA)/ Japan |
| Executive cooperation program between Egypt and Jordan | <ul style="list-style-type: none">➤ Building institutional capacities in terms of decentralization.➤ Learning lessons from the Egyptian experiment in local governance and decentralization.➤ Enhancing cooperation between the two countries in development studies and consultations fields. | 2010 | 1. The National Planning Institute in Egypt |



THANK YOU

