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## Poverty Alleviation through Municipal Development ( PAMD)

مشروع مكافحة الفقر من خلال تنمية البلديات (2007-2003)

**Experience in Applying Collaborative Approaches in  
One Pilot Municipality**

# Poverty Alleviation through Municipality Development (PAMD) Project

## Strategy

- ❑ To define and strengthen the local development roles of the Ministry of Municipal Affairs (MoMA), the Cities and Villages Development Bank (CVDB) and the municipalities; through institutional empowerment and strengthening; taking into special consideration gender, environment and the socio-economic aspects.
- ❑ Adopt a collaborative approach throughout the entire planning and implementation processes, in both the:
  1. The Central Level (MoMA & CVDB)
  2. The Local Level (Municipality & Local Community)

# Poverty Alleviation through Municipal Development (PAMD)

## ◆ Goal

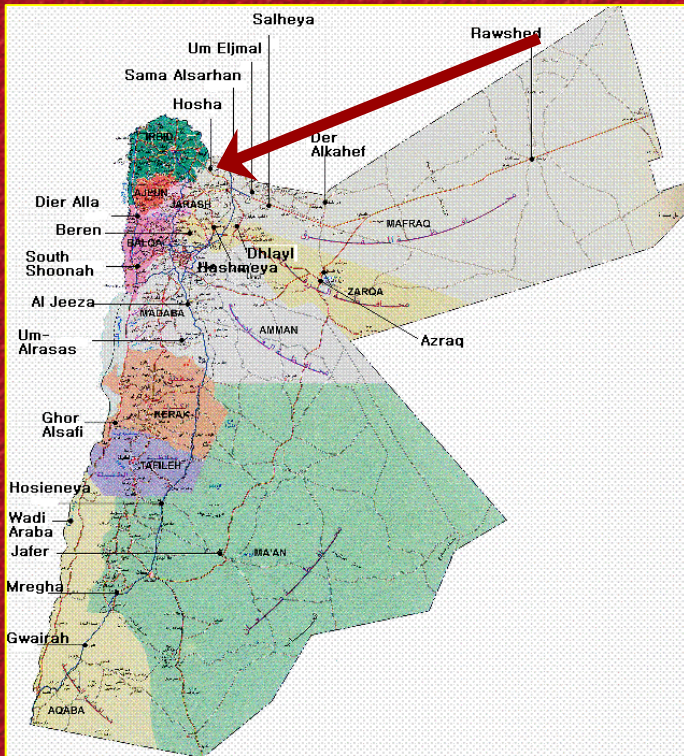
To contribute to the improvement of the quality of life in local communities, especially the poor.

## ◆ Purpose

To empower and support three pilot Municipalities (Al Shoula, Deir Alla and Ayel) through capacity building aimed at realizing a sustainable development mission (taking into consideration the needs and interests of these local communities).

# Al Shoula Municipality

- Al Shoula Municipality, which consists of three villages (Samar, Saham, and Al Eshah), is situated at the north of Jordan. It is considered to be part of the Governorate of Irbid.
- Its area size is 37500 Donums.
- Its population is approximately 11,000, which is about the same average number of the inhabitants of the different municipalities in Jordan.



# Collaborative Approach

Collaboration is an integral part of the development process stages; starting from the planning process, identifying the priorities and scopes of work, and ending with the implementation, monitoring and evaluation process. These collaboration activities are done on a wide scale involving all parties at stake within the local community. Collaboration, on the municipal level in Jordan, was limited to municipal elections and occasional events.

## **Significance of Participation and Collaboration:**

- To represent the local community concerns and to insure a feeling of ownership .
- To increase trust and confidence levels of community including marginalized groups.
- To tap maximum local potentials and contributions.

# The Collaborative Approach

## The “Collaborative Approach” used in the Al Shoula Municipality:

- 1) Baseline survey of the Municipality
- 2) Preparation of local development plan.
- 3) Identification of problems, opportunities, possible projects and preparation of feasibility studies.



# Formation of the Volunteer Local Committees



In March 2005 committees from the local community in Al Shoula Municipality were formed for the purpose of activating the collaboration approach. The participating members were 25 volunteers; they represented all the divisions of the community (heads of tribes, house wives, university students, teachers and municipality employees).



## The local Community Selecting Criteria

1. Interest in voluntary work
2. Enthusiasm and willingness to participate
3. Neutrality and impartiality
4. Basic Communication skill
5. Interest to work beyond their local municipality



# The Work Mechanism of the Local Committees

- An orientation of the project was given to the municipality council and local committees (April 2005).
- Roles of the local committees were given.
- The future plan of action was set out between the Ministry of Municipal Affairs, the Cities and Villages Development Bank, and the local committees.
- Identifying the meetings' timeframe; dividing the committees into work groups by agreeing on the mechanism of the areas' splitting and specialization.



# Roles of the Local Community Committees

- ✓ Contributing to the activation of communication channels between the municipality, the project and local community
- ✓ Contributing to the provision of the baseline surveys to the local development units within the municipality
- ✓ Contributing to the knowledge of the municipality of their local community's needs
- ✓ Contributing in the preparation of the development plans of the municipality
- ✓ Contributing in the assessment of the development projects proposed
- ✓ Contribution to the activation and empowerment of the development plan's executive matrix

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# Roles of the Local Community Committees

- ✓ Contributing to the creation of cooperation and collaboration between the local bodies and partners of the municipality (e.g. government, local NGOs, and the private sector)
- ✓ Contributing to the implementation of the development projects
- ✓ Contributing to the empowerment of the local development units in gender issues and women's leadership empowerment
- ✓ Contributing to the empowerment of the local development units in the environment component.
- ✓ Contribution of the municipality in the monitoring and evaluation of the development process

# Baseline Survey (September 2004)

## Survey Background

It was an integral part of the main project's objectives.

## Survey Purpose

To have a quantitative and qualitative indicators for the current socio-economic and institutional developments' status

### Local Committees Contribution:

- They were trained on the following: questioning techniques, filling up the surveys, making notes on the surveyed houses and families, planning the time of the interviews, using maps and the block system.
- People were divided into teams and into blocks
- Updating the information of the blocks by adding new houses to the block blueprints

QUESTIONNAIRE FOR BASELINE SURVEY

1. Name no. \_\_\_\_\_ 2. Household \_\_\_\_\_  
3. Serial no. \_\_\_\_\_ 4. Block no. \_\_\_\_\_

5. Municipality of \_\_\_\_\_ 6. Area Name \_\_\_\_\_  
Name of Interviewer: \_\_\_\_\_ Name of assistant: \_\_\_\_\_

Date of Visit: D: \_\_\_\_ M: \_\_\_\_ Y: 2004  
Time of Visit: Start: \_\_\_\_ H: \_\_\_\_ M: \_\_\_\_ End: \_\_\_\_ H: \_\_\_\_ M: \_\_\_\_

Household Head Name: \_\_\_\_\_  
Name of main respondent: \_\_\_\_\_  
House Name: \_\_\_\_\_  
Telephone Number (if available): \_\_\_\_\_

Visit Results

1. Completed	4. Household uncontacted
2. Partially completed	5. Household refused
3. Respondent did not answer the questions satisfactorily	6. House built
	7. Other (specify)

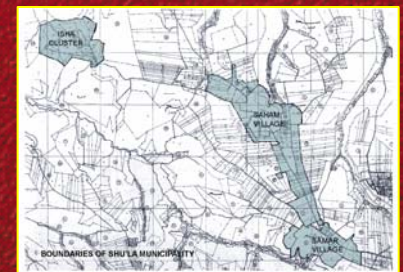
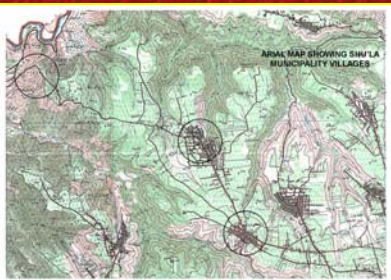
Editor Name and signature: \_\_\_\_\_  
Date of Editing: \_\_\_\_\_

Result of editing

1. Ready for data entry, sent to processor	3. Recommended to assign replacement household
2. Incomplete, requires repeat visit (insert reasons to be reported)	4. Other (specify)

In case of repeated visits, fill this form with the necessary information

Visit No.	Date	Start time	End time	Result	Editing status	Result of editing
1	2004	H	M	SA		
2						
3						



# Local Development Plan (October 2005)

- It is considered to be one of the vital development tools that provides development guidelines on the municipality level.
- It was prepared by the Local Development Unit coordinators from the municipality; in a complete, active and collaborative approach with the local committees of the Al Shoula Municipality , CVDB and MoMA

## Plan Purpose

- ❖ Equal distribution of development benefits
- ❖ Involving the local community in the development process and individual participation.
- ❖ Increasing the participation of municipalities in conducting and funding the primary investment studies
- ❖ Developing the investment planning skills of the municipality employees and the local committees.
- ❖ Gender empowerment in decision making
- ❖ Promoting a sustainable environment
- ❖ Attracting investment and capital for poverty alleviation oriented local development projects

# Al Shoula Municipality Local Development Plan Themes

## 1- Good Governance:

- ❑ Institutional Capacity Building
- ❑ Civil and Local Community Participation

## 2- Municipal Finance:

- ❑ Local Budgeting and Financial Management
- ❑ User Charges, Fees and Local Revenues
- ❑ Preparation of Budgets and Project Planning

## 3- Local Economic Development

- ❑ Enhancing the Local Community
- ❑ Attracting Investment
- ❑ Employment and Income Generation

## 4- Poverty Alleviation

- ❑ Poverty Indicators and Characteristics in Municipalities
- ❑ Employment and Income Generation
- ❑ Access to Infrastructure Services
- ❑ Basic Education and Health Care
- ❑ Mobilization and Support of Female Initiatives

# Al Shoula Municipality Local Development Plan Themes

## 5- Gender Mainstreaming

- ❑ Promotion of Gender Equality among Local Political Entities
- ❑ Promoting Gender Equality with Municipal Management
- ❑ Gender Sensitive Budgeting
- ❑ Economic Participation of Women

## 6- The Environment

- ❑ Air Pollution
- ❑ Water Pollution

## 7- Physical Development

- ❑ Improving Living Conditions of the Local Community and Developing It Equally Compared to the Municipality as a Whole
- ❑ Developing a Comfortable Urban Infrastructure
- ❑ Accommodating Suitable Spatial Areas to Reinforce Development and Cultural Activities so that to Attract Tourism

## 2 - Local Development Plan



### Participatory highlights in Preparation of Local Development Plan:

- Initial development ideas/visions were discussed between local development unit at municipality and local committees; especially in the fields of gender and the economic aspects.
- Draft plan was then discussed with the municipal council and representatives from central authorities, subsequently officially announced in a public event in June 2005.
- An implementation matrix showing activities, responsibilities and time lines was professionally prepared by local development unit at municipality.
- Final Plan was presented and approved at municipal level.



# Involvement of Local Development Committees in Identifying Development Projects

- ❑ More than one proposed project was listed according to the local community's necessities; (the local committees had unofficial interviews with some of the local people to get their feedback on and prioritization of these proposed projects).
- ❑ The local committees were trained to identify possible projects using SWOT analysis.
- ❑ They were trained on collecting the relevant data for the proposed projects, by conducting field visits to similar projects that have been already implemented and by visiting other relevant government institutions and corporations.
- ❑ The local committees contributed to the preparation of the economic feasibility studies.

# Current Capacity Building Targeting Local Development Committees

- 1) Sustainable Development and Gender Mainstreaming
- 2) Effective Communication
- 3) Leadership Skills
- 4) Negotiation Skills
- 5) Women in Leadership
- 6) Environmental Awareness.



# The Current Status of the Local Committees in Implementing their Executive Matrix

**Local Development Committees started active involvement late in 2005:**

- ✓ In February 2006 the local committees' meetings were held to plan the implementation of the development plan activities.
- ✓ The committees were divided into work groups.
- ✓ Data surveys were prepared to collect the needed data.
- ✓ Accounting databases were prepared for the collection of the locally collected data.
- ✓ Coordination was made with the vocational training centers to hold workshops for the unemployed to develop their working skills.



Thank You