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Jordan Cities Implementing Transparent,  
Innovative, and Effective Solutions (CITIES) Project

# Final Report

September 25, 2016  
to September 24, 2021

Jordan Cities Implementing Transparent, Innovative,  
and Effective Solutions (CITIES) Project

# Final Report

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**Cover photo:** Shop owner in Greater Ma'an happy with his street name's wall plate, installed during Phase Three of the street naming and building numbering activity. USAID supported nine municipalities in Jordan install street names and building numbers to facilitate service delivery and foster economic development.

**Cover photo by:** USAID CITIES

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

September 25, 2016  
to September 24, 2021



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## ACRONYMS AND ABBREVIATIONS

ABC	Animal Birth Control
AFD	French Development Agency
AMELP	Activity, Monitoring, Evaluation, and Learning Plan
CEP	Community Engagement Project
CIS	Civic Initiatives Support (program)
CITIES	Cities Implementing Transparent, Innovative, and Effective Solutions
COVID-19	Coronavirus disease of 2019
CVDB	Cities and Villages Development Bank
FCM	Federation of Canadian Municipalities
FMIS	Financial management information system
FPEC	Future Pioneers for Empowering Communities
FRPFM	Fiscal Reform and Public Financial Management (project)
FY	Fiscal year
GCOD	Governorate Community Outreach Department
GESI	Gender equity and social inclusion
GIS	Geographic information system
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLDD	Governorate Local Development Department
JEDC	Jordan Electricity Distribution Company
JIC	Jordan Investment Commission
JMSP	Jordan Municipal Support Project
JOD	Jordanian Dinars
KACE	King Abdullah II Center for Excellence
LENS	Local Enterprise Support (project)
MALI	Word in Arabic meaning "financial"
MCOD	Municipal Community Outreach Division
MELA	Monitoring, Evaluation, and Learning Activity Project
MEL	Monitoring, evaluation, and learning
MICA	Municipal Institutional Capacity Assessment
MLDU	Municipal Local Development Unit
MOA	Ministry of Agriculture
MOE	Ministry of Environment
MOI	Ministry of Interior
MOLA	Ministry of Local Administration
MOMA	Ministry of Municipal Affairs
MOPIC	Ministry of Planning and International Cooperation
MOPPA	Ministry of Political and Parliamentary Affairs
MPO	Municipal Project Officer
PAF	Princess Alia Foundation
PPE	Personal protective equipment
Q4	Fourth quarter
RFP	Request for proposals
ROL	Rule of Law (program)
SDIP	Service Delivery Improvement Plans
TEA	Training for Employment Activity
TVTA	Technical and Vocational Training Academy
TWP	Thinking and Working Politically
USAID	United States Agency for International Development

# ACTIVITY OVERVIEW

In September 2016, the United States Agency for International Development (USAID) launched the USAID Cities Implementing Transparent, Innovative and Effective Solutions (CITIES) Project. The project was a five-year program to increase the effectiveness of municipal governance and support local administration in Jordan. It accomplished reforms through an integrated approach:



Implementing innovative and sustainable solutions to improve service delivery



Increasing the sustainability of current municipal operations and local administration



Enhancing engagement between community members and the government



Fostering community cohesion



Promoting local economic development

The USAID CITIES Project collaborated with, and built on the portfolio of, previous USAID Jordan programs and projects: Community Engagement Project (CEP), Civic Initiatives Support (CIS) Program, Local Enterprise Support (LENS) Project, Fiscal Reform and Public Financial Management (FRPFM) Project, Rule of Law (ROL) Program, Takamol – Jordan Gender Program (Takamol), and others.

## USAID CITIES PROJECT DEVELOPMENT HYPOTHESIS

If sub-national government operations are strengthened by improving the quality of, and the coordination, between systems for service delivery, financial management, human resources management, community dialogue, and development planning, then sub-national governments will be better able to respond to community needs. Because more capable sub-national governments will be better able to serve their communities.

The project was organized around three themes: Improved Service Delivery; Improved Internal Management; and Community Engagement and Cohesion. In addition, the project had two crosscutting technical themes – Municipal Investments and Recovery;<sup>1</sup> and Gender Equity and Social Inclusion (GESI) – in addition to other crosscutting efforts in support of: training and capacity building; grants; monitoring, evaluation, and learning (MEL); and communications and outreach.

To achieve sustainable results and impact, the USAID CITIES Project closely coordinated its activities with a broad range of Jordanian stakeholders and beneficiaries at the central, governorate, municipal, and community levels, as well as with USAID, implementing partners, and other donors supporting municipal governance, local administration, and economic development in Jordan. The project followed a horizontal, one-team approach to foster collaboration, knowledge sharing, and learning across all project themes and crosscutting activities. The project's key stakeholders were the Ministry of Local Administration (MOLA), Ministry of Interior (MOI), Ministry of Planning and International Cooperation (MOPIC), Ministry of Political and Parliamentary Affairs (MOPPA), Cities and Villages Development Bank (CVDB), Governorate Local Development Departments (GLDDs), Municipal Local Development Units (MLDUs), municipalities, local councils, and communities. The project focused on 33 primary partner municipalities of various sizes<sup>2</sup> across 12 governorates. However, for some activities, the project supported more, namely: mapping street names and building numbers in 99 municipalities (i.e., all except Greater Amman and New Ruwaished Municipalities); developing “needs lists” for all 100 municipalities in Jordan; conducting awareness-raising sessions for municipal and local councils on their roles and responsibilities in all 100 municipalities; and drafting local development plans in 72 municipalities.

However, for some activities, the project supported more, namely:



### Mapping street names and building numbers in 99 municipalities

(i.e., all except Greater Amman and New Ruwaished Municipality)



### Developing needs lists for all Jordan 100 municipalities



### Awareness sessions

for municipal and local councils on their roles and responsibilities in all 100 municipalities



### Drafting local development plans in 72 municipalities

In early 2020, the government began reviewing a new draft Law on Local Administration to replace the Law on Decentralization and the Law on Municipalities of 2015. This revision demonstrated the Kingdom of Jordan's increased focus on integrating municipalities into the governance framework to ultimately increase democratic accountability and improve services for Jordan's communities. During the revision of the Law on Local Administration, the project's efforts to support local administration reform at the central level were consistent with MOLA's vision for local administration as included in its Strategic Plan for 2021-2014, which the project helped develop. The Law on Local Administration of 2021 was approved by the Parliament on August 30, 2021, and by the Senate on September 9, 2021. By the end of the project, the new law awaited endorsement by His Majesty King Abdullah II bin Al-Hussein. The Law on Local Administration of 2021 will strengthen coordination among MOLA, MOI, governorates, and municipalities, support the transition to local administration, and help municipalities to become more resilient and responsive to local needs.<sup>3</sup>

# EXECUTIVE SUMMARY

USAID CITIES was responsive to the evolving needs of the Government of Jordan and closely coordinated its activities with a broad range of Jordanian stakeholders and beneficiaries at the central, governorate, municipal, and community levels, as well as with USAID, implementing partners, and other donors supporting municipal governance, local administration, and economic development in Jordan. Emphasis on sustainability, working across sectors and with the private sector, including through a demand-driven grants program, facilitated public participation, collaboration, learning, and partnerships.

USAID CITIES supported Jordan's efforts to transition to local administration through research and recommendations through the project's Decentralization Advisory Unit;<sup>4</sup> development of MOLA's Strategic Plan for 2021-2024; and organizational development within MOLA, CVDB, and the municipalities. To support organizational development within MOLA and CVDB, USAID CITIES implemented a six-month internship program for 19 graduates specializing in urban planning, finance, human resources, information technology, communications, GESI, training, and local economic development, which helped to mitigate employment restrictions at MOLA and CVDB due to the COVID-19 pandemic.

In collaboration with MOLA, partner municipalities, and local communities, USAID CITIES developed innovative and effective service delivery models, systems, and processes. For example, a step-by-step approach and recommendations for the development of maps, installation, and maintenance of street names and building numbers; and 27 municipal solid waste management improvement plans. The institutionalization of these models, systems, and processes was promoted through the development and utilization of manuals and the delivery of tailored training programs such as on municipal street maintenance and municipal fleet maintenance and management that improved the key competencies of municipal staff for service delivery. The project's approach to sound economic development planning, in collaboration with MOLA and MOI, resulted in improvements in the coordination of local administration, governance, and in municipal responsiveness, while providing a mechanism for local community priorities to be reflected in municipal plans, as demonstrated by the implementation of 72 local development plans, 10 governorate strategic development plans, and one master plan for three municipalities.

“The ongoing technical and material support that the local administration sector has been receiving through USAID CITIES has had outstanding achievements tackling several areas in the sector, including: local development planning; solid waste management; institutional development; financial management; human resources management; automation; street naming and building numbering; community engagement and cohesion; and municipal services development. Also, helping MOLA and the Cities and Villages Development Bank (CVDB) in preparing their annual reports and strategic plan as well as supporting local economic development.”

H.E. Waleed Al Masri, Minister,  
Ministry of Local Administration



The USAID CITIES Project’s direct technical assistance to MOLA and municipalities informed effective approaches to municipal governance at the local level, as well as policy and decision-making that impact the future direction of local administration at the ministry level. For instance, pre- and post-human resources audits with 33 municipalities improved organizational restructuring, hiring practices, optimized workforce utilization, succession planning, and gender balance. Additionally, MOLA’s multi-year Strategic Plan for 2021-2024 helped solidify MOLA’s role and vision for municipalities and governorates, including to: empower municipal and governorate councils with the required regulatory framework to effectively fulfill their respective responsibilities; ensure full coordination between municipal and governorate councils; and guide the transition to automation in support of improved service delivery, management efficiencies, revenue collection, and public service, among other objectives. Groundbreaking institutional reforms in the areas of human resources and financial management, including gender-responsive budgeting and municipalities’ integration with MOLA’s financial management information system (FMIS), improved transparency and accountability at the municipal level. Through innovative solutions, the project encouraged municipalities to increase revenue generation, including investments and cost recovery of service provision. A cost recovery analysis model for solid waste collection fees strengthened municipal revenue collection systems, while the development of feasibility studies and the investment projects implemented by municipalities enhanced municipal revenues. For example, New Ma’adi Municipality’s solar energy project feasibility study, developed by the project, helped the municipality to leverage JOD 500,000 from the Canadian International Development Agency. Additionally, the multi-purpose

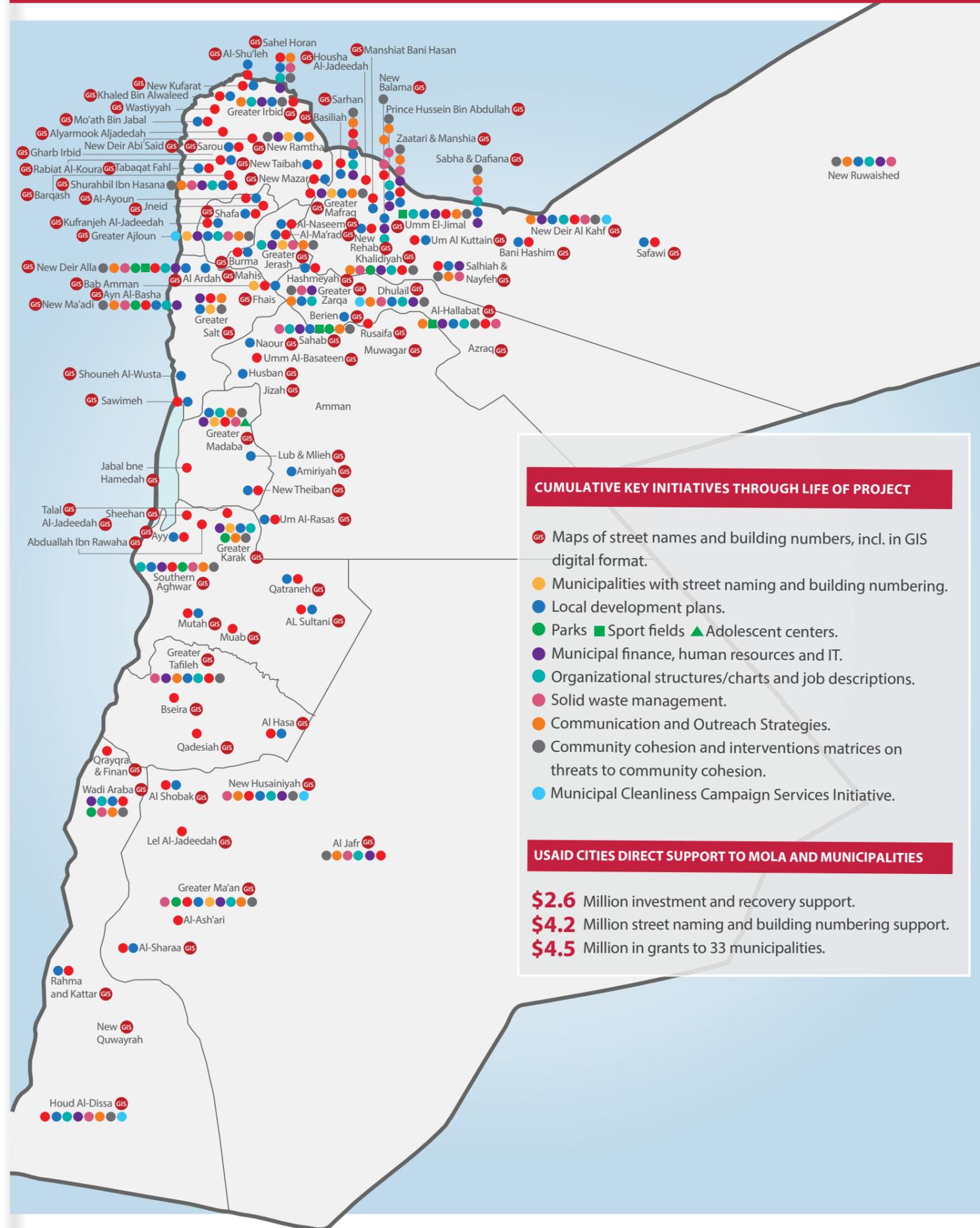
hall feasibility study developed by the project for New Ruwaished Municipality helped in leveraging a JOD 200,000 grant from MOLA.

Cooperation with MOLA, MOI, partner municipalities, and local communities included reducing gaps in municipal/community engagement, strengthening municipal self-reliance to identify and address factors affecting community cohesion, and improving feedback in service delivery. To achieve this, USAID CITIES developed 12 governorate community outreach plans, communication and outreach strategies and tools with 33 municipalities, and a guide to conducting municipal town hall meetings. By the end of the project, all 33 partner municipalities were actively utilizing communication tools for sharing information and news with their communities, such as COVID-19 safety messages, service delivery updates, and other announcements. The project and municipalities also identified and addressed factors concerning community cohesion making the most efficient use of existing local organizations and resources as well as through project grant support. For instance, establishing youth committees to strengthen youth participation and community dialogue; establishing one adolescent center, 13 parks, and five sports fields thereby providing safe spaces for adolescents and families to play; conducting a cleanliness campaign that employed 116 people; and implementing a pilot project to control stray dog populations. These efforts are inclusive of the needs of men, women, youth, people with disabilities, and other marginalized groups. The project constantly developed the capacities of local administration institutions to continue sustaining the project’s initiatives in all municipalities, MOI, MOLA, and CVDB. For example, training programs on preparing “needs lists” and local development plans, coaching and mentoring to municipalities to address recommendations from the human resources audits, training on the implementation of the FMIS, and training on communication skills.

The following pages provide infographics which further summarize the USAID CITIES Project’s key contributions through the life of the project.

## USAID CITIES Map of Key Initiatives

In collaboration with MOLA, MOI, and other Government of Jordan ministries, the USAID CITIES Project provided support to 12 governorates and 100 municipalities across Jordan.



USAID/Jordan Contracting Officer Representative Maha Abu Emeir, Ministry of Local Administration Secretary General H.E. Eng. Hussain Mhaidat, and USAID CITIES Chief of Party Mohammad Al Amoush, during the conference's session on MOLA's Strategic Plan for 2021-2024.



## Fostering Sustainable and Comprehensive

### Local Administration in Jordan Conference

On September 13, 2021, the USAID CITIES Project held a conference entitled "Fostering Sustainable and Comprehensive Local Administration in Jordan" to highlight the project's efforts on collaborating, learning, and adapting (CLA) and the achievements and support extended to all partners throughout the life of the project. Approximately 100 participants attended the conference including the Secretary General of the Ministry of Local Administration H.E. Eng. Hussain Mhaidat, Director General of Cities and Development Bank Osama Al-Azzam, and USAID/Jordan Deputy Mission Director Margret Spears, as well as mayors and representatives from partner municipalities.



Osama Al-Azzam, CVDB Director General speaking during his session on Financial Management and Budget Formulation.



Conference video highlighting the USAID CITIES Project's support to the Ministry of Local Administration and 33 municipalities to help them better serve their communities.



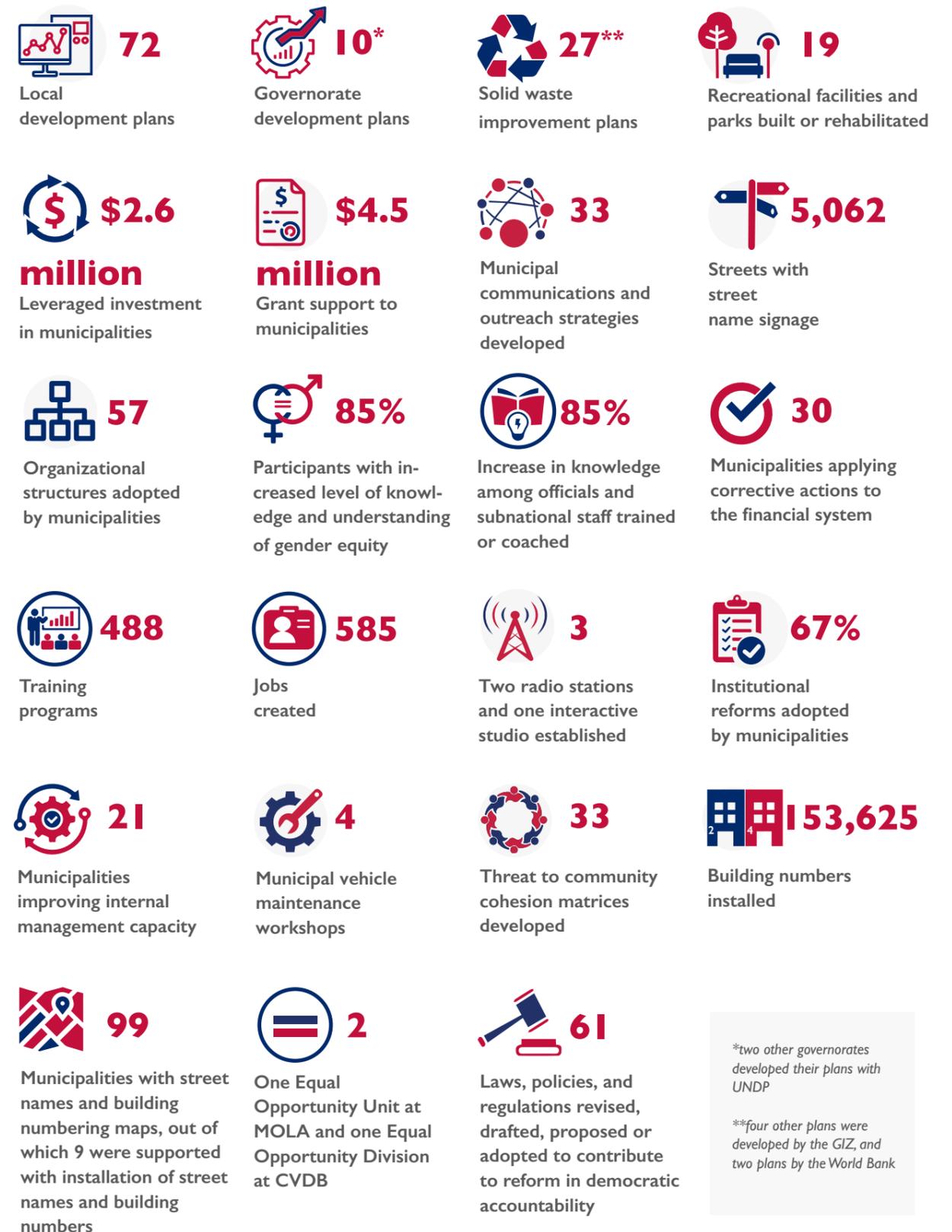
"USAID CITIES has contributed to the transformation of municipalities; we are now capable of developing strategic plans, identifying the needs of the local community, and responding to those needs."

Amal Hawarat, Head of Local Development Unit, New Deir Alla Municipality during a discussion on community engagement, and gender equity and social inclusion considerations.

"USAID's support had a significant impact advancing the entire sector of local administration. The complementarity of roles and collaboration between all relevant stakeholders improved the quality of municipal services and promoted economic development at the national and local levels."

H.E. Eng. Hussain Mhaidat, Secretary General of the Ministry of Local Administration.

## USAID CITIES Story by Numbers



\*two other governorates developed their plans with UNDP

\*\*four other plans were developed by the GLZ, and two plans by the World Bank

# USAID CITIES Legacies

**Supported Jordan's efforts to transition to local administration:** Through research, legal review, and recommendations through the project's Decentralization Advisory Unit; development of MOLA's Strategic Plan for 2021-2024; organizational development within MOLA, CVDB, and the municipalities; and recommendations to revise the street naming and building numbering bylaw and to inform the development of the small scale and municipal investment and public-private partnership bylaw.

**Institutionalized sound economic development planning:** The implementation of 72 local development plans, 10 governorate strategic development plans, and one master plan for three municipalities facilitated within MOLA, governorates, municipalities, and communities the development of an effective vertical system of coordination and accountability, demonstrating the benefits of collaboration and of thinking about local administration from the bottom up, and providing a mechanism for local community priorities to be reflected in municipal plans.

**Strengthened municipal planning:** Defined the functions of MLDUs in the 33 partner municipalities, an essential step to strengthen local administration and the implementation of local development plans per the roles and functions defined in the Law on Municipalities of 2015.

**Improved coordination among municipalities:** Through the development of: a master plan for Al-Dhulail, Al-Hallabat, and Al-Khalidiyah Municipalities; and a pilot project to control stray dog populations in cooperation with the same three municipalities and expanded by MOLA countrywide encouraging land sharing between municipalities. Additionally, a municipal cleanliness campaign in collaboration with Greater Ajloun; Al-Dhulail; New Deir Al-Kahf; New Husainiyah; and Houd Al-Dissa Municipalities; and sharing of resources such as the fleet maintenance workshop shared by New Ma'adi and New Deir Alla Municipalities.

**Institutionalized internal management reforms:** Multi-year budgeting, including gender budgeting, as well as 57 organizational charts for municipal financial affairs departments and for municipalities. Improved access to data through implementation of the modernized financial management information system (FMIS), and development of a fixed assets management database and a financial dashboard.

**Helped prepare Jordan for advanced municipal services and improved economic activity:** Through development of digital maps of street addresses and building numbers for 99 of Jordan's municipalities, the project helped make Jordan more connected to: collect fees and taxes; encourage economic development through access for deliveries and household businesses outside of Amman; improve service delivery such as collection routes and emergency services; support tourism; and enable the central government and municipalities to implement a more data-focused approach to management of resources.

**Enhanced municipal-community engagement:** Established communications mechanisms and tools, including two radio stations and an interactive studio, to improve community outreach and feedback in service delivery such as through social media, and strengthened municipal self-reliance to identify and address factors affecting community cohesion. These efforts will be sustained by Municipal Community Outreach Divisions (MCOs) included in the organizational structure and functions of MLDUs, developed with project support and adopted by municipalities.

**Stimulated economic development with municipalities:** Implemented municipal economic development and job creation activities generating 585 jobs, capitalizing on local skills and resources, and with potential for partnerships with private sector investors; and sustainability. For example, a hydroponic agriculture project in Al-Khalidiyah Municipality, Southern Aghwar Municipality government complex, and four municipal fleet maintenance workshops, among others.

**Knowledge management:** Created a library of training materials, technical reports, and manuals for future use by MOLA, CVDB, MOI, MOPIC, donors, and other stakeholders. Specifically, a total of seven manuals to increase quality standards, predictability, and to contribute to the institutionalization of processes and procedures by MOLA, MOI, governorates, and municipalities, thereby supporting transparency, accountability, and the sustainability of reforms. The seven manuals are in the areas of street naming and building numbering, governorate strategic development and implementation plans, local development plans, municipal town hall meetings, gender responsive budgeting, gender mainstreaming, and cleaning and disinfecting premises in the COVID-19 context.

**Lessons learned:** Developed 13 thematic lessons learned documents, and other learning materials to analyze implementation successes and challenges, and recognize practices that should be continued, revised, or initiated towards sustainability for future programming for counterparts, donors, and other stakeholders.

# ACTIVITY DESIGN

Technical assistance under the USAID CITIES Project was envisioned to support improvements in the effectiveness, responsiveness, and transparency of municipal governance and management processes; increase opportunities for meaningful citizen engagement; promote initiatives to improve service delivery; and remove impediments to local economic development.<sup>5</sup> Cognizant of the complexity inherent in achieving these diverse objectives, the project's design followed an integrated and comprehensive effort with flexibility and adaptability, while following the "Thinking and Working Politically" (TWP) approach at its core, in its daily implementation, and during planning and implementing innovative and effective solutions. Examples of adaptation and flexibility included: a new Project Implementation Letter agreed to with the Ministry of Municipal Affairs (MOMA, now MOLA) in 2017 (which mandated master planning and street naming/building numbering among other priorities); expediting work simultaneously with a group of 33 partner municipalities instead of the initial project design to work with groups of eight municipalities at a time; extending local development planning to 72 municipalities; and advancing support to investment and recovery activities. The USAID CITIES Project also phased out the Decentralization Advisory Unit in 2019 and adapted its approach from supporting decentralization through a separate team to an integrated project approach through technical implementation by all project teams supporting the transition to local administration. Given that the transition to local administration requires a parallel focus on the national level institutions, USAID and the project also increased support to CVDB as well as MOLA to help develop its capacities and vision, including development of MOLA's Strategic Plan for 2021-2024 and the transition to automation.

**The USAID CITIES Project** engaged in a wide variety of activities throughout its duration, organized around three themes:



## Theme 1

Improved Service Delivery



## Theme 2

Improved Internal Management



## Theme 3

Community Engagement and Cohesion

In addition, the project had two crosscutting technical themes – Municipal Investments and Recovery and GESI – in addition to other crosscutting efforts in support of: training and capacity building; grants; MEL; and communications and outreach. While more challenging to manage, this complexity offered significantly greater rewards because it allowed to address reform needs from multiple angles. The USAID CITIES Project closely coordinated its activities with a broad range of Jordanian stakeholders and beneficiaries at the central, governorate, municipal, and community levels, as well as with USAID, implementing partners, and other donors supporting municipal governance, local administration, and economic development in Jordan. This collaboration occurred through a combination of workshops, field visits, communications and outreach tools, and public consultations, among other interactions.

# KEY ACHIEVEMENTS

In close collaboration with its key stakeholders, the USAID CITIES Project achieved contractual and demand-driven objectives by strengthening the Jordan local administration sector operations and capacities, and ultimately helped municipalities and governorates be better positioned to respond to community needs. The following section describes these key achievements, demonstrating a coherent integration between the project's thematic areas and crosscutting efforts, and reflecting adaptation, in consultation with the Government of Jordan, to galvanize the best opportunities for advancing reforms.

## IMPROVED SERVICE DELIVERY

In collaboration with MOLA, partner municipalities, and local communities USAID CITIES developed innovative and effective service delivery models, systems, and processes. Their institutionalization was promoted through the development and utilization of manuals and the delivery of training programs that improved the key competencies of municipal staff for service delivery. The project's approach to sound economic development planning, in collaboration with MOLA and MOI, resulted in improvements in the coordination of local administration, governance, and in municipal responsiveness, while providing a mechanism for local community priorities to be reflected in municipal plans.

### INNOVATIVE SERVICE DELIVERY MODELS DEVELOPED AND IMPLEMENTED

**Installation of street names and building numbers:** Street naming and building numbering systems are critical for:

- 

Efficient municipal emergency and logistics services
- 

Commerce, tourism, and communications
- 

Inform policy development for managing taxes
- 

Revenue collection
- 

Allocation or distribution of government benefits

In support of MOLA's long-term vision of creating maps and implementing street naming and building numbering nationwide, USAID CITIES installed street names on 5,062 streets in collaboration with nine municipalities: Greater Ajloun, Greater Jerash, Greater Mafraq, New Ramtha, Ayn Al-Basha, Greater Salt, Greater Karak, Greater Ma'an, and Greater Madaba.

In parallel with the installation of street names and building numbers in nine municipalities, the project developed maps of street names and building numbers for all zoned areas of Jordan's remaining municipalities (i.e., other than the nine municipalities in which Phases One to Three of the installation of street names and building numbers took place). Maps of street names and building numbers, including in geographic information system (GIS) file format, were finalized for 90 out of 91<sup>6</sup> municipalities, 84 of which were approved by their municipal councils. The project handed over the maps in geographic information system

(GIS) file format to MOLA's Urban Planning Department. The "Street Naming and Building Numbering: A Practical Guide" manual  provides a step-by-step approach and recommendations for the development of maps, installation, and maintenance of street names and building numbers, and for the design and implementation of awareness-raising activities to engage local communities and help maintain the signage. The project also developed a consolidated list of municipalities' street names with uniform spelling, in English and Arabic, for MOLA's and USAID's future reference.

### In Numbers: Technical Assistance on Street Naming and Building Numbering

#### Implementation in 9 municipalities:

- 

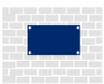
Building numbers

**153,625**
- 

Poles

**8,948**
- 

Street name signs on poles

**26,569**
- 

Street name wall plates

**32,575**
- 

Total number of streets with street name signs

**5,062**

#### In parallel with implementation in 9 municipalities

- 

Maps of street names and building numbers developed for

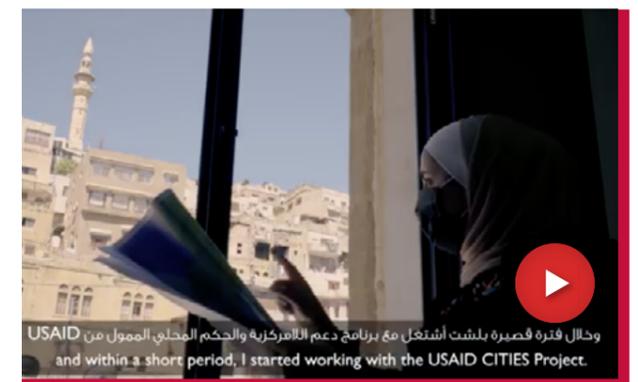
**90 municipalities.**
- 

**29** Young engineers trained in the preparation of street names and building numbering maps
- 

Manual to guide the implementation of street naming and building numbering



To sustain the street naming and building numbering initiative long-term, in addition to training municipal staff, the project selected 29 young engineers who were working as interns in municipalities by virtue of an agreement between MOLA and the Jordanian Engineers Association. The project trained the engineers on the preparation of maps of street names and building numbers and the preparation of bill of quantities. Following their internships, the project mobilized the engineers to support the extensive street mapping, naming, and numbering efforts, effectively helping to develop a new generation of civil engineers who will help train others in the future.



### Hands-on training program on municipal fleet maintenance and management:

A well-functioning, reliable, and cost-effective municipal fleet is essential to successful service delivery. Through an on-the-job, practical training for 20 municipalities, the project increased the knowledge and skills of municipal fleet workshop staff to diagnose and troubleshoot fleet maintenance issues, and to prepare fleet maintenance plans and manage fleet records. Given

the high success rate of the training program, the level of application of skills gained, and additional demand, the project identified an opening for expanded reform and equipped four municipal vehicle workshops for the development of an apprenticeship program to teach skills to local persons, thereby supporting new jobs and investment opportunities. Click here for the project's *lessons learned on the municipal fleet maintenance and management training program:* 

**Equipped 13 parks and five sport fields in 10 municipalities:**

Parks and sports fields reduce community tensions and promote cohesion by providing a safe environment, especially for children and their mothers, where children and youth can play and the community can socialize. Municipalities completed the necessary construction and landscaping and the equipment was provided under the project's in-kind grants program.

➤ Youth enjoying a renovated sports field



**Street maintenance plans for 33 partner municipalities:**

Municipalities improved their street maintenance skills through a training program on surveying, annual maintenance planning, quality management, and International Federation of Consulting Engineers contract management rules as applied in Jordan, as well as coordination with utility companies to improve public works. Through this training program, municipalities developed street maintenance plans and learned how to update them

annually, thereby increasing the activity's sustainability while improving service delivery to the local community. Click here for the project's *lessons learned on the municipal street maintenance training program:* 

**Solid waste management improvement plans for 27 municipalities:**

The 27<sup>7</sup> solid waste improvement plans developed with municipalities, paired with on-the-job training and equipment provided under the project's in-kind grants program, increased municipalities expertise in waste planning and management. This, in turn, improved the efficiency of solid waste collection and cleanliness, including reviewing collection routes and frequencies, and improving street sweeping practices and recycling. During monitoring visits, improvements were observed mainly in street sweeping and solid waste collection, particularly in those municipalities that received in-kind support through the delivery of new equipment. For example, 124 solid waste containers for Houd Al-Dissa Municipality and 420 containers for Sabha & Dafiana Municipality, helped them manage 40.30 percent and 31.49 percent of their total monthly solid waste, respectively; and one solid waste compactor helped Salhiah & Nayfeh Municipality manage 37.5 percent of its monthly solid waste.

“The new skid steers delivered by USAID helped us address a shortage in municipal workers, and replaced work done by hand brooms with equipment to improve our city's waste collection operations.”

Hussein Abu Al-Sheih Al-Zoubi, Mayor, New Ramtha Municipality 



➤ Developing the Service Delivery Improvement Plan (SDIP) for Al-Khalidiyah Municipality

**INCREASED CAPACITY OF MUNICIPAL AND GOVERNORATE ENTITIES TO PLAN AND MANAGE DEVELOPMENT PROGRAMS**

**Development of “needs lists”:**

Each municipality, through its MLDU, is expected to prepare a “needs list” reflecting the municipality's strategy and developmental priorities in consultation with the local community. In turn, “needs lists” inform the development of municipal local development plans and the budget at the governorate level. USAID CITIES trained 195 representatives from 93 MLDUs in Jordan and enhanced their ability to prepare the “needs lists.” Subsequently, the project coached MLDUs to develop the lists and observed a higher number of local community members taking part in the needs list development process, a reduction in the number of projects proposed, and a higher quality of projects.

**Governorate strategic development planning:**

The project helped harmonize the execution of plans and budgets for better service delivery and in support of local administration. It did so by integrating planning at the municipal level, which defines the actions to be taken to reach development long-term goals, with governorate planning, which defines the long-term development goals. To promote sustainability, the project developed the “*Guide for the Preparation of Governorate Strategic Development and Implementation Plans within the Decentralization Framework*,” a handbook to guide governorates and MOI, which oversees the budgeting process at the governorate level, in strategic development planning. The guide describes the process of budget preparation, beginning at the municipal level, including participatory strategic development planning; “needs list” identification and prioritization; and assigning appropriate budget amounts consistent with government requirements and resources. 

## STRATEGIC PLANNING AND PERFORMANCE MONITORING DEVELOPED AND IMPLEMENTED

### Local development plans for 72 municipalities:

A common challenge to local development planning for many municipalities, especially smaller ones, is limited data. Therefore, USAID CITIES adjusted its approach and developed two methodologies based on current capacities of municipalities: a data-intensive/advanced methodology based on the “*Practical Guide for the Preparation of Local Development Plans*”  manual developed by the project; and a simplified methodology that is more reliant on public consultations, readily available data (e.g., websites), and other available resources. A total of 72 local development plans were developed to define priority needs of municipalities, and all the plans were approved by the respective Municipal Council. The plans are utilized by the municipalities and Governorate Councils to define development indicators, priorities, timelines, resource sharing among municipalities, and budget needs. Click here for the project’s  lessons learned on local development planning:



“Now I see that I have to go beyond basic services to focus on municipal development. The USAID planning process made us think differently. Now we also focus on attracting investments to better meet our communities’ development needs. By focusing on development and building relationships with investors, we are creating new jobs in our community.”

Nidal Al-Awadat, Mayor, Al Dhulail Municipality



### Governorate strategic development plans for 10 governorates:

USAID CITIES and 10<sup>8</sup> governorates prepared governorate strategic development plans for 2019 to 2022, which were approved by Governorate Councils and MOI. The plans are used by governorates to identify needs and prioritize future investment plans to address development gaps in the governorate. To ensure consistency in socio-economic monitoring with two governorate plans developed by the UNDP, the governorate development indicators for the 10 plans developed by the project were harmonized in line with UNDP indicators. USAID CITIES facilitated training programs for staff of MOLA’s Planning and Development Directorate and MOI’s Local Development Directorate to develop their capacities to lead future training programs and provide support to municipalities and governorates.

### Master planning:

Through an innovative approach to strategic development planning, the project developed a master plan focusing on the neighboring municipalities of Al-Dhulail, Al-Hallabat, and Al-Khalidiyah. MOLA and the Higher Planning Council (the lead government authority for urban planning) approved the master plan, which will serve as long-term guide for the area’s urban growth and sustainable local economic development, and as a model for the development of other regional master plans in the future. The master plan prioritizes development of the area’s agricultural sector and identifies five anchor projects (i.e., sewage network, industrial park, biogas project, vocational training, and hydroponic farming). USAID CITIES also developed a Regional Development Plan for Northern Aghwar municipalities (i.e., Shurahbil Ibn Hasana, Mu’ath Ibn Jabal, and Tabaqat Fahl) focusing on infrastructure and investment opportunities; and on the regional potential for agriculture and agro-industries.



### Lessons learned, best practices, and recommendations on master planning:

- Utilize the methodology applied by the project for development of future master plans in Jordan, including participation by the public and private sector.
- Support the development of future master plans through improved collection and publication of data at the municipal level (in cooperation with Jordan’s Department of Statistics).
- Facilitate inter-ministerial coordination at the governorate level to support implementation of prioritized anchor projects.

## PARTICIPATORY AND INCLUSIVE PLANNING PROCESSES TO INFORM SERVICE DELIVERY OPERATIONS DEVELOPED AND IMPLEMENTED (WITH EMPHASIS ON EQUAL REPRESENTATION OF MALE/FEMALE VOICES)

Technical assistance to improve service delivery followed a participatory and inclusive approach in planning its activities, and set mechanisms that institutionalize GESI principles in development planning:

Customized Municipal Institutional Capacity Assessments (MICAs)<sup>9</sup> in close collaboration with partner municipalities to assess the quality of service delivery and the level of community engagement.

Held public consultations to inform the design of 33 Service Delivery Improvement Plans (SDIPs) with partner municipalities. These plans set the project’s technical assistance priorities in improved service delivery.

Conducted public consultations to guide local development planning. Development of all local development plans included considerations such as GESI, joint ventures and investment opportunities, and local job needs and skills.

Conducted a training program for the 12 governorates on “Integrating GESI in Governorate Strategic and Development Plans,” as part of the project’s continued technical assistance to governorate executive councils and their respective GLDDs.

Developed a master plan through a participatory approach with local stakeholders, including the three target municipalities, their communities, and the private sector.

Actively engaged local communities through awareness-raising activities to provide information on new reforms, respond to unforeseen challenges (e.g., local conflicts, vandalism, resistance to change, complaints, etc.), and instill a sense of ownership over new municipal equipment and facilities.

# IMPROVED INTERNAL MANAGEMENT

In close collaboration with MOLA and partner municipalities, the USAID CITIES Project's direct technical assistance informed effective approaches to municipal governance at the local level, as well as policy and decision-making that impact the future direction of local administration at the ministry level. Groundbreaking institutional reforms in the areas of human resources and financial management, including gender-responsive budgeting, improved transparency and accountability at the municipal level. Through innovative solutions, the project encouraged municipalities to increase revenue generation, including investments and cost recovery of service provision, for example, by estimating the amount of solid waste collection fees per household, monitoring electricity meters and bills, and analyzing electricity consumption.

## HUMAN RESOURCE REFORMS IMPLEMENTED AND DEMONSTRATED IMPROVEMENTS IN CAPACITY OF TARGETED MUNICIPAL STAFF

### Human resources recommendations:

Effective municipal administration requires sound internal management, including human resources. USAID CITIES completed pre- and post-human resources audits for 33 municipalities which informed targeted technical assistance to improve human resources, including:



Organizational restructuring   Improved hiring   Optimized workforce utilization   Succession planning   Gender balance

Results were compiled in the *“Comparative Human Resources Analysis for Partner Municipalities,”* which marked the first time that gender distribution, education and professional qualifications, age ranges, size of municipality, and other comparative human resources data were made available to MOLA and municipalities for strategic planning. With project support, the Directorate of Human Resources at MOLA developed a database of municipal employees applying the standards introduced by the project during the human resources' audits.



### Highlights:

#### Improved Internal Management

Trained 33 partner municipalities to successfully integrate MOLA's municipal management information system (FMIS) into their operations.

Project technical assistance led to the institutionalization of multi-year budgeting, gender-responsive budgeting, and organizational charts for municipal financial affairs departments.

Developed a municipal fixed assets management database for MOLA and CVDB.

Developed an online dashboard for MOLA to readily access and compare municipal financial data.

### Before and After: Improved human resources

#### Gender balance:

Al-Hallabat Municipality's human resources pre-audit found that there were no female employees among a staff of 53 people. It also identified key staffing gaps such as executive manager, unit manager, and personnel manager, among others. The human resources post-audit found that the municipality filled the positions, including hiring five women, two of whom were placed in senior positions.

#### Succession planning:

Greater Zarqa Municipality's human resources pre-audit found that more than 150 employees had reached retirement age or met the required number of services years, yet remained employed. To open opportunities for young, skilled workers and reduce the payroll-to-budget ratio, the municipality reduced its total workforce by approximately seven percent by encouraging early retirement and retiring staff who were already due for retirement.

### Organizational structures/charts and units' functions:

USAID CITIES helped establish municipal organizational charts as a control and management tool to define divisions, relationships, positions, titles, tasks allocation, coordination, and supervision between different municipal functions and directorates.

Developed the organizational structure and functions of MLDUs, essential to strengthening local administration and the implementation of local development plans per the roles and functions defined in the Law on Municipalities of 2015. The structure included Municipal Community Outreach Divisions (MCOs), tasked with responding to the needs of women, youth, and persons with disabilities, including persons who historically have been marginalized. The project also defined the structure of, and helped establish 12 Governorate Community Outreach Departments (GCODs) to promote gender equity and social inclusion at the governorate level.

Developed the organizational structure and functions for municipal financial affairs departments in Category A, B and C municipalities.



Developed four versions of standard municipal organizational charts: two versions depending on the size of Category A municipalities; one for Category B municipalities; and one for Category C municipalities. On December 10, 2019, the ministry issued a circular endorsing the organizational charts, and circulated them to all municipalities.

### In Numbers

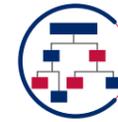
Out of 33 partner municipalities:



27 Adopted new MDLU organizational structure



29 Adopted new organizational structure for municipal financial affairs



28 Adopted new municipal organizational structure

### COST RECOVERY MEASURES INSTITUTED

#### A closer look at cost recovery through service delivery:

Solid waste collection fees are a significant source of revenue for municipalities, however, in all municipalities in Jordan these fees are collected by Jordan's Electricity Distribution Company (JEDC) on behalf of the municipalities. The accounting of revenue is not clear and internal controls are deficient. A municipal financial review recommended enhancing internal controls for solid waste collection fees. The project devised a cost recovery analysis model by estimating the amount of solid waste collection fees per household, monitoring electricity meters and bills, and analyzing electricity consumption. If fully implemented, the model could result in savings of more than JOD 250,000. According to Ibrahim Al-Hawawsheh, Head of the Revenues Section at Greater Madaba Municipality, "the guidance allowed us to examine our financial system from a different perspective; it drew our attention to internal practices that we could improve for collecting municipal revenues and to monitor our obligations." By the end of the project, Greater Madaba was discussing the cost recovery analysis model with JEDC. Similarly, gaps in business licensing procedures lead to losses in municipal revenue. The project's review of the process of granting and renewing business licenses helped to reduce these gaps. While this was targeted, intensive technical assistance with a few municipalities to improve weaknesses identified by the FMIS diagnostic, it could be replicated to improve the quality of municipal financial records and revenue collection systems.

### Increasing municipal revenue through feasibility studies and investment:

USAID CITES coached and mentored staff at partner MLDUs to enhance their technical skills in transforming investment ideas into properly written and presented project profiles and feasibility studies for new local projects to generate investment revenue for the municipality, thereby diversifying revenue streams as well as contributing to the creation of jobs in the local community. A list of the project's feasibility studies is provided at Annex 6.

### Highlights: Increasing municipal revenue

#### Greater Karak Municipality

With the project's coaching, prepared a study to analyze the feasibility of property rental for commercial purposes, including leasing property to start a female students' dormitory. The municipality successfully leased the property, generating an annual revenue of approximately JOD 42,000 (28 percent of the municipality's annual capital revenue), and creating 14 full-time jobs.

#### New Ma'adi Municipality

Secured a grant of JOD 500,000 for a solar energy project from the Sustainable Environment and Economic Development Project, funded by the Government of Canada. With this grant, the municipality will increase job opportunities, save costs, and, as quoted on the municipality's Facebook page, save JOD 200,000 in costs for street lighting and electricity annually. The project also collaborated with six other municipalities in preparing feasibility studies for the application of solar energy and submitting wheeling permit applications (i.e., for supplying electricity to the national electrical grid).

**New Ruwashed Municipality** Secured a JOD 200,000 grant from MOLA for the municipality's multi-purpose hall. It is expected that this project will have a positive impact on the municipality's budget through income generation, plus local programs that contribute to job creation in the local community.

## SOUND ACCOUNTING AND FINANCIAL MANAGEMENT SYSTEM INTEGRATED IN EACH MUNICIPALITY

### How did municipalities in Jordan improve their financial management information systems?

MOLA's municipal financial management information system (FMIS) was designed to enable municipalities to increase access to data, standardize financial processes, and manage financial transactions electronically, but municipalities were not integrating the system into their operations. Most municipalities were keeping track of their finances with paper-based ledgers, which was time-consuming and counterproductive for hard-working municipal accountants and finance staff. The USAID CITIES Project trained and coached all 33 partner municipalities through their transition to the FMIS and automation, and thereby the timely processing of financial transactions, inventories of fixed assets, records management, and reporting. The FMIS was made even more accessible to municipalities through laptops and other technology facilitated by USAID CITIES to fully implement the new system. Ultimately, this effort increased accountability and transparency among MOLA, municipalities, and local communities.



*"Before the project, I could only accommodate ten community member requests for information in a day and it took us over ten days to provide the information" said Al Khalidiyah Municipality Finance Manager Asma Bader. Now she says, with a smile, after the project's support she can, "Manage 25 requests in a day and respond to each within minutes!" She is also able to provide the mayor information in real time.*

USAID CITIES conducted FMIS pre- and post-diagnostics for all 33 partner municipalities.

### The "Comprehensive Financial Review Analysis for Partner Municipalities"



report explains municipal improvements and scores in four financial management areas for Category A, B, and C municipalities: 1) Identifying, analyzing, and recording of financial transactions (Accounting Cycle); 2) Recording and tracking the value of municipal fixed assets (Fixed Assets Management); 3) Producing reliable financial statements (Financial Reporting & Control); and 4) Recruiting and training qualified staff (Operations of the Financial Affairs Department). Improvements are summarized in the charts below.

Category	Financial management areas	Pre-scoring 2017	Post-scoring 2020
Category A	Accounting cycle	2.18	2.57
	Fixed assets management	1.30	1.58
	Financial reporting and control	1.62	2.02
	Financial affairs department	1.67	1.91
Category B	Accounting cycle	1.95	2.56
	Fixed assets management	1.25	1.64
	Financial reporting and control	1.81	2.17
	Financial affairs department	1.44	1.92
Category C	Accounting cycle	1.72	2.29
	Fixed assets management	1.17	1.53
	Financial reporting and control	1.67	1.88
	Financial affairs department	1.40	1.77

### Lessons learned, best practices, and recommendations on FMIS:

- Getting capacity building effort off the ground requires a diagnostic, discussion of the FMIS results with MOLA and the municipalities, and agreement on the capacity strengthening plan and expected results.
- Diagnostic results guided the design of targeted technical assistance, increasing the efficiency of limited training resources and promoting sustainability.

- Resolve existing technical deficiencies identified in the FMIS.
- Implement an interface between the FMIS and municipal records of own-source revenue.
- Develop mechanisms to support FMIS troubleshooting.

## INCREASED CAPACITY OF MUNICIPAL AND GOVERNORATE ENTITIES TO PLAN AND MANAGE DEVELOPMENT PROGRAMS

**Municipal budget formulation:** Multi-year budgets enable municipalities to better plan development programs, manage resources, improve delivery of services, and strengthen local economic development. Following the project's submission of a draft multi-year budget template and guidelines to MOLA, on December 10, 2019, MOLA confirmed the adoption and institutionalization of multi-year budgeting, as well as organizational charts for municipal financial affairs departments. Taking ownership of the process, MOLA issued multi-year budget preparation instructions that were developed in cooperation with partner municipalities and the project coached municipalities on the preparation of multi-year budgets. The multi-year budget preparation instructions included gender-responsive budgeting stemming from recommendations in a USAID CITIES manual on "Gender Responsive Budgeting in Municipalities: Concept, Approach, and Instructions." See the Gender Equity and Social Inclusion section in this report. Click here for the project's *lessons learned on municipal budget formulation:*





### Lessons learned, best practices, and recommendations on municipal budget formulation:

- Ensure that municipal expense budget lines are in line with the budget lines used in the local development plan and the governorate development plan.
- Engage municipal staff from all operational areas in the budget planning process.
- MLJUs and GLDDs must coordinate regularly throughout the preparation of the “needs list.”
- The current FMIS does not support budget preparation. Automating the budgeting process through budgeting software will improve efficiency by reducing staff’s time and effort.
- The late approval of budgets is one of the major challenges facing municipalities’ implementation of activities and services. Allow sufficient time to properly review the budget, and consider MOLA’s annual timetable for the process of preparing “needs lists” and local development plans.
- Support the implementation of multi-year and gender-responsive budgets.
- Enhance the capacity of MOLA and municipalities in financial management.

## LEGAL AND REGULATORY FRAMEWORK STRENGTHENED

USAID CITIES conducted analyses of the following laws and regulations and proposed recommendations to enhance municipal service delivery and governance, and local administration:

LAWS AND REGULATIONS ASSESSED	Law on Municipalities of 2015 and its bylaws	The project analyzed inconsistencies between the Law on Municipalities of 2015 and 38 other laws and regulations and proposed recommendations to increase clarity in the regulatory framework governing municipalities.
	Bylaw on Municipal Procurements and Works of 2009 and its amendments	Analysis of legislation relating to municipal procurement provided recommendations to strengthen the regulatory framework and implementation of procurement processes at municipalities to increase local authority and accountability.
	Bylaw on small scale and municipal investment and public-private partnerships	The scale of projects covered under Jordan’s Public-Private Partnership Law was not necessarily applicable at the municipal level, therefore the project proposed recommendations for the development of the bylaw, which identifies the stages and procedures of small-sized partnership projects.

LAWS AND REGULATIONS ASSESSED	Bylaw on Street Naming and Building Numbering Within Municipal Boundaries of 2016	Proposed recommendations to facilitate the implementation of street naming and building numbering nationally, and support MOLA’s efforts to enforce the utilization of street names and building numbers (e.g., uploading maps online and transitioning to e-services).
	Law on Local Administration of 2021	Proposed changes to the draft Law on Local Administration, some of which were adopted in the new Law on Local Administration of 2021 approved by the Parliament on August 30, 2021, and by the Senate on September 9, 2021. By the end of the project, the new law awaited endorsement by His Majesty King Abdullah II bin Al-Hussein.

Additionally, USAID CITIES strengthened the implementation of the Law on Decentralization of 2015 through 18 awareness-raising sessions for local communities in 11 governorates, including the dissemination of 5,000 booklets to explain the Law. Furthermore, 97 workshops for 345 council members from 99 municipalities, and MOLA senior staff clarified the roles, responsibilities, and rights of Governorate Councils, Executive Councils, Local Councils, and Municipal Councils Concurrently with the workshops, the project held awareness-

raising sessions to explain the Law on Decentralization to local communities and the role of communities in the decentralization process. An action plan for local administration derived from the workshops provided recommendations to MOLA in the areas of local and municipal authority, ability, and accountability.



“USAID CITIES’ workshops clarified roles and responsibilities that were previously confined with the mayor and the municipality’s employees. This improved our work productivity which was noticed by the community in our local council area.”

Mr. Jehad Al Shraydeh from Greater Tafleh Municipality said:

“The MOLA Strategic Plan 2021-2024 is critical for establishing a roadmap to support municipalities as they expand from their traditional role of service delivery to a greater role in long-term development planning.” Eng. Hussain Mhaidat, Secretary General, MOLA

## ORGANIZATIONAL AND MANAGEMENT CAPACITY ENHANCED

**Enhanced organizational capacity at the ministry level:** To adapt to changes in the timing of the revision of a new draft Law on Local Administration, USAID CITIES capitalized on its learning and adjusted technical assistance by increasing support to MOLA, the new umbrella ministry for local administration in Jordan. The project also collaborated with CVDB as the sole provider of financial and banking services to municipalities. Key examples of this support are below:

### MINISTRY-LEVEL INCREASED CAPACITY TO SUPPORT LOCAL ADMINISTRATION

#### MOLA's Strategic Plan for 2021-2024

Developed a multi-year Strategic Plan, to help solidify MOLA's role and vision for municipalities and governorates, including to:



##### Empower municipal

and governorate councils with the required regulatory framework to effectively fulfill their respective responsibilities



##### Ensure full coordination

between municipal and governorate councils



##### Guide the transition to automation

in support of improved service delivery, management efficiencies, revenue collection, and public service, among other objectives

The Cabinet expressed its support, stating that the Strategic Plan reflects strong backward-forward linkages between MOLA's strategic objectives and national objectives, and takes into consideration the role of all local administration stakeholders.

#### MOLA's Annual Report for 2018-2019

Supported the development of MOLA's first annual report since being assigned as the umbrella ministry for local administration. The annual report relates MOLA's accomplishments in 2018 and 2019 across eight areas: digital transformation; solid waste management; legislative initiatives; local development; services and infrastructure; institutional development; organization and planning; and international partnerships and bilateral agreements. The annual report also highlights the vision and priorities of the Government of Jordan, including: women's empowerment; human rights; good governance; local administration; and the Jordan Renaissance Plan.

#### MOLA's meeting of conditions for the first and second municipal sector policy loan agreements with the French Development Agency (AFD)

Technical assistance from the project and other international donors helped MOLA achieve conditions for the first and second municipal sector policy loan agreements with the AFD. Support from USAID CITIES included the development of:



A municipal finance observatory.



Terms of reference and proposed training plan for staff in charge of communications on municipal finance.



Municipal policy on publishing financial information.



Guidance on periodic publication of financial news bulletins.



Municipal organizational charts.



Training programs for municipalities on the automated FMIS Guidance on multi-year budgeting.

### MINISTRY-LEVEL INCREASED CAPACITY TO SUPPORT LOCAL ADMINISTRATION

A detailed progress report to MOLA and AFD on "Training to Municipalities on Financial Disclosure and Participatory Budgeting" highlighted the project's capacity building activities, including on: conducting effective municipal town-hall meetings; raising communities' awareness of municipal budgeting and planning; local development planning; and preparation of "needs lists" for identifying the budget needs of each municipality.

#### MOLA's municipal fixed assets management database

In support of MOLA's strategic objective to automate management of municipal fixed assets, and to support CVDB, the project developed an online database for registering and tracking all municipal fixed assets. This is mandatory internal control procedure, and also crucial for banks considering loans and for investors and donors considering partnerships with the municipalities.



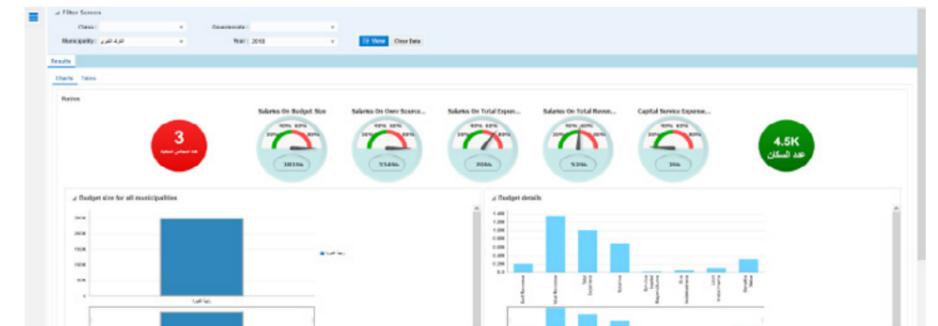
"The new fixed assets system will help municipalities meet the government's goal of modernizing municipal services through better data collection and management."

Osama Al Azzam, Director General, CVDB



#### MOLA's online dashboard for municipal financial data

Lack of access to data was noted as a key impediment to financial analyses and government decision-making during the coronavirus disease of 2019 (COVID-19) pandemic. USAID CITIES developed a dashboard for MOLA to have access to municipal financial data at the national and sub-national levels for faster analysis of municipal revenues and expenditures, and to compare financial performance among municipalities. This technical assistance will boost MOLA's decision-making process and increase transparency and accessibility of municipal financial information. The online dashboard is also critical for the sustainability of the FMIS system.



#### CVDB's Annual Report for 2019

USAID CITIES reviewed the CVDB's annual report for 2019, which defines CVDB's roles and responsibilities as the sole provider of financial and banking services to municipalities, and highlights the CVDB's major achievements in 2019.

**MOLA's organizational structure**

Developed three options for organizational structures based on the new draft Law on Local Administration. The selected option, chosen by the Secretary General of MOLA, reflects best practices in compliance, equal opportunities, and financial planning; and MOLA's vision for local administration.

**MOLA's policies and procedures**

- Developed a single, simplified process for development and revision of policies and procedures ministry-wide.
- Institutionalized MOLA's training programs by developing policies and procedures to identify and prioritize training needs, a template to guide development of training plans, and a one-year training plan – the first of its kind – for MOLA staff. Click here for the project's lessons learned on institutionalizing MOLA's training programs:

**MOLA's staff database**

Developed a database to gather basic personal and employment data of MOLA staff. Through the database, MOLA will generate reports that will assist in monitoring the indicators relating to training policies and procedures, and generate training evaluation forms.

*“The training database is a significant achievement for the Directorate. It will facilitate access to information, documentation and analysis of data, and measurement of performance indicators.”*

*Samir Al Raggad, Head of MOLA's Training and Organizational Development Directorate*

**SUCCESS STORIES**

**Enhanced organizational capacity at the municipal level:** Over five years, the USAID CITIES Project implemented the following capacity building activities to improve internal management with 33 primary partner municipalities:



**COMMUNITY ENGAGEMENT AND COHESION**

The USAID CITIES Project collaborated with MOLA, MOI, partner municipalities, and local communities to establish communication mechanisms to help address gaps in municipal/community engagement, strengthen municipal self-reliance to identify and address factors affecting community cohesion, and improve feedback in service delivery. These mechanisms are inclusive of the needs of women, youth, people with disabilities, and other marginalized groups.

**CHANNELS FOR CITIZEN-GOVERNMENT DIALOGUE ESTABLISHED**

**Governorate community outreach plans for 12 governorates:** GCODs in 12 governorates under MOI improved their engagement with community representatives, including women, youth, and people with disabilities through the development and implementation of community outreach plans for 2019-2020.

**Municipal Community Outreach Divisions (MCODs):**

As a key step toward institutionalizing municipal-community communication mechanisms, the project supported the creation of MCODs<sup>10</sup> in 33 partner municipalities to respond to the needs of marginalized groups. MCODs were successfully established, and will be sustained, as they are included in the organizational structure and functions of MLDUs, developed with project support and adopted by municipalities. USAID CITIES trained and coached all 33 MCODs and closely involved them in the implementation of all the community engagement and cohesion

activities described below, thereby raising the capacity of MCODs to uphold the project's efforts in the future.

**INCLUSIVE OUTREACH STRATEGIES DEVELOPED AND IMPLEMENTED**

**Communications and outreach strategy and tools applied by the 33 partner municipalities:**

Over a period of five years, USAID CITIES collaborated with 33 partner municipalities on the development of communications and outreach strategies and tools to encourage increased engagement with their communities. MCODs and the project consulted approximately 1,600 community members throughout this process. With project support, and as outlined in the strategies, MCODs defined the various audiences in the local community, selected the most appropriate tools to target each audience, and allocated resources to develop communications and outreach tools. The project collaborated with seven municipalities to develop official Facebook pages and with the remaining 26 partner municipalities to enhance and further develop their existing Facebook pages. Through in-kind support, USAID CITIES provided digital cameras to 24 municipalities and two to MOLA, multipurpose rooms for two municipalities, and video editing software for 24 municipalities, MOLA, and CVDB; and trained municipalities and MOLA to effectively utilize the tools. Additionally, the project furnished a training room for MOLA. Click here for the project's lessons learned on communications and outreach:

By the end of the project all 33 partner municipalities had official Facebook pages and actively used them as the main communication channel for sharing information and news with their communities, such as COVID-19 safety messages, service delivery updates, and other announcements. The project also coached municipalities to establish and use YouTube, Twitter, and Instagram accounts to reach its communities.

USAID CITIES also trained MOLA and CVDB on social media and communication skills to learn how to generate targeted content for different audiences; and to develop success stories, press releases, and Facebook posts, thereby enhancing internal and external communications



Through the “Guide to Conducting Municipal Town Hall Meetings,” and subsequent training programs, all 33 partner municipalities strengthened their ability to communicate with local communities and identify public priorities while considering GESI principles. For example, municipalities applied these skills to conduct a variety of outreach events to share municipal financial information and discuss challenges with local communities. Town hall meeting skills were also useful to communicate municipal-community achievements, such as during “Municipal Days,” through which local communities celebrated improved municipal services and new equipment received through the project’s in-kind grants.

During the COVID-19 lockdown period, municipalities needed a fast and effective mechanism to raise community awareness and communicate information to the public. The project responded by designing and delivering a video production training program for MOLA, CVDB, and partner municipalities to help them improve their visual content on social media and other communication channels.

The training program included topics like videography, storyboarding, script writing, and footage and sound editing. The training sessions were led by an intern participating in the project’s internship program and who had technical expertise in video production and editing.



Municipalities also utilized electronic display screens provided through the project’s in-kind grants to display public safety messages and videos on COVID-19.

The implementation of awareness-raising plans with nine municipalities participating in the street naming and building activities imparted a sense of ownership and highlighted the importance of street naming and building numbering in improving communities’ daily life. Click here for a widely-disseminated awareness-raising video:



USAID CITIES and municipalities also implemented awareness-raising campaigns on cleanliness, environmental conservation, and the protection of public property, such as solid waste equipment and lighting units provided by the project through in-kind grant support.

## COMMUNITY RESILIENCE-BUILDING ENHANCED

**A system of municipal self-reliance to address factors affecting community cohesion.** With USAID CITIES support, 33 partner municipalities developed community cohesion interventions’ matrices to identify factors affecting community cohesion, potential solutions, and relevant stakeholders and implemented the “System for Strengthening Municipal Ability to Address Challenges and Opportunities Affecting Local Communities.” Through this system, municipalities addressed community cohesion in a structured manner, thereby making the most efficient use of existing local organizations and resources, which can be leveraged to address priority local issues,<sup>11</sup> advocate for reforms, and increase the chances of attracting investments and jobs. By making this information readily accessible, municipalities enhance their capacity and access to resources to respond to local problems. To sustain the system and related matrices, municipal mayors formed municipal support teams of Executive Managers, Heads of MLDUs, Financial Managers and other municipal staff for support in analyzing and addressing challenges, as well as seizing new opportunities.

“We thank the USAID CITIES Project community cohesion and resilience team for their joint efforts with the municipality to prepare a matrix for priority community needs, determined through periodic meetings held at the municipality with the local community. This document has enriched our work, and the municipality has presented it as a document evidencing Sarhan’s prominent local community needs in the Innovative Project package, submitted to the Municipal Services and Social Resilience Project.”

Khalaf Ayed Al Sarhan, Mayor,  
Al Sarhan Municipality



### Lessons learned, best practices, and recommendations on community engagement and cohesion:

- Sustain cooperation with MOLA and municipalities to improve communications through social media.
- Regularly review and update community cohesion intervention matrices to track emerging threats to community cohesion.
- Build the capacity of MCOs and MLDUs to: communicate regularly with communities to identify and address priority needs; engage effectively with youth, women, and other disadvantaged groups; improve local development planning with participation from the communities; and network with the private sector to attract investments and create local jobs.
- Train municipalities on mitigating and managing conflict.
- Sustain training programs for municipal leaders and staff on communications with communities, including during crises.

## PARTICIPATORY PLANNING AND BUDGETING PROCESSES

**Awareness of municipal budgeting and planning:** Sharing budgets and financial information with communities strengthens collaboration between the government and the community, raises awareness on the budget cycle, improves the definition of budget needs, and creates opportunities for municipalities to highlight the roles and responsibilities of citizens. USAID CITIES trained 33 partner municipalities on how to present municipal budgets and financial information to the public and educate them on the municipal budgeting and planning processes. Municipalities applied these skills during community consultations for the preparation of “needs lists” reflecting the municipalities’ strategies and developmental priorities.

## INCENTIVES ESTABLISHED FOR INCLUSION AND INTEGRATION OF ALL RESIDENTS COMMUNITIES IN MUNICIPAL AND COMMUNITY ACTIVITIES

**Employment to drive a cleanliness campaign:** Through a subcontract with Future Pioneers for Empowering Communities (FPEC), a local nonprofit organization, USAID CITIES implemented a six-month cleanliness campaign in five municipalities: Greater Ajloun; Al-Dhulail; New Deir Al-Kahf; New Husainiyah; and Houd Al-Dissa. The initiative employed a total of 110 workers and six supervisors, 26 of whom are females and seven are persons with disabilities.

To further integrate community members, the initiative trained the campaign workers on the basics of implementing public awareness-raising campaigns, after which the workers carried out a number of community activities with a focus on anti-littering. While only a six-month initiative, it had a significant impact on its workers and could be considered a model for future cleanliness initiatives.

For another example of USAID CITIES assistance in integrating community members, see “Princess Alia Foundation” under the Grants section in this report, which describes how a pilot project to build the capacity of municipalities to control stray dog populations served as a moral incentive to changing the perception of Jordanians regarding the issue of stray dogs and led to MOLA’s issuing of a circular to adopt the initiative countrywide.



### In Numbers

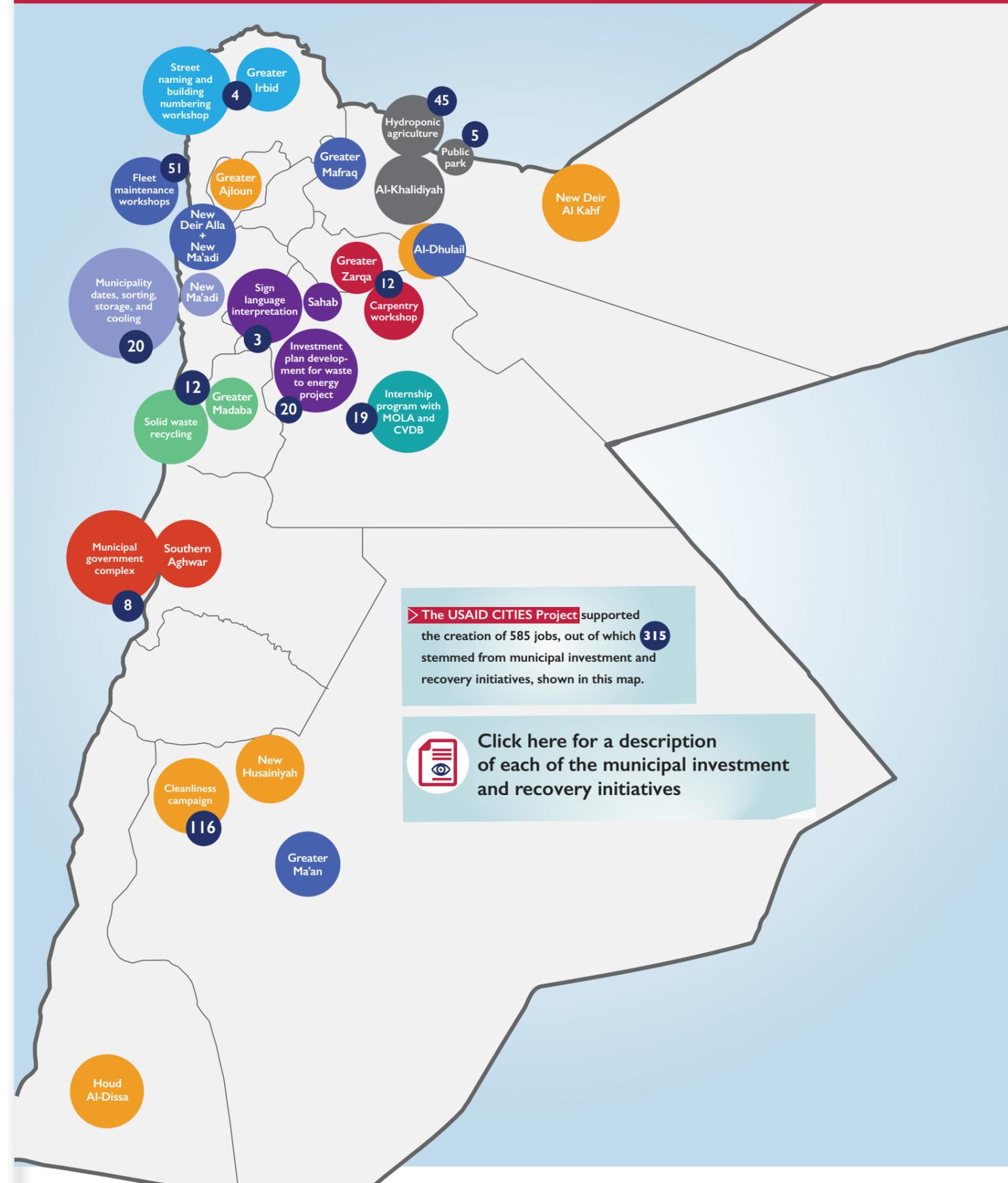
-  **5** Municipalities equipped with cleaning tools and non-medical PPEs
-  **200** Awareness-raising posters distributed among 5 municipalities
-  **24** Facebook posts created and shared multiple times to disseminate posters and other awareness-raising activities
-  **10,000** Plastic bags displaying environmentally-friendly messages distributed during awareness-raising initiatives
-  **110 (83 male and 27 female)** Workers between the ages of 18 to 60 trained on environmental protection and waste collection, among other topics

## AVENUE FOR POSITIVE YOUTH ENGAGEMENT ESTABLISHED AND OPERATIONAL

See “Al-Qantara Center for Human Resources Development” under the Grants section in this report.

## MUNICIPAL INVESTMENT AND RECOVERY MAP

The Kingdom of Jordan has prioritized local economic development to meet the aspirations and needs of municipalities through improved conditions to stimulate investments, recovery, and job creation. In collaboration with municipalities, USAID CITIES led a number of municipal investment and recovery activities which, through tapping into municipal resources and capitalizing on local skills, supported economic development and creation of jobs. The municipal investment and recovery initiatives in the map below supported the creation on 315 jobs (numbers in dark blue circles). In total, the USAID CITIES Project supported the creation of 585 jobs.



## GENDER EQUITY AND SOCIAL INCLUSION

To strengthen local governance in Jordan, the USAID CITIES Project; in collaboration with MOLA, MOI, governorates, municipalities, and local communities; implemented an all-of-project approach to ensure that all activities responded to the needs of women, youth, and persons with disabilities, including persons who historically have been marginalized. These efforts changed system biases that influence and inhibit how such groups participate in, and benefit from, municipal programs, services, and decision-making.

**Gender-responsive budgeting in municipalities:** From 2020 onwards, municipal budget regulations in Jordan will include gender-responsive budgeting due in part to the endorsement by the Minister of MOLA of a project manual, entitled: *“Gender Responsive Budgeting in Municipalities: Concept, Approach, and Instructions.”* Through training on the manual’s utilization, municipalities learned the process of preparing budgets that include financial resources allocated for facilities to meet the social and economic development needs of women and other disadvantaged persons; equal pay for male and female employees; and resources allocated for gender-sensitive awareness campaigns. This is a major milestone addressing system biases in Jordan by helping municipalities institutionalize gender equity in the development of their “needs lists,” local development plans, and budgets, thereby reducing marginalization between males and females and changing mindsets on gender equity.

**First training program on gender audit training:** To promote gender equity principles and improve municipalities’ ability

to conduct and manage gender audits, the project, in coordination with MOLA’s Local Development Directorate, conducted a training program on “How to Manage a Gender Audit.” The training program – the first of its kind at the municipal level in Jordan – targeted MOLA and MLDU staff of Category A (i.e., the largest) partner municipalities.

**Equal opportunity unit at MOLA and division at CVDB:** MOLA’s Strategic Plan for 2020-2024, developed with project support, includes a strategic objective for Gender Equity and Equal Opportunities and creation of a new Equal Opportunities Unit within MOLA’s new organizational structure. To guide the establishment of the unit, MOLA formed a Gender and Equal Opportunities Team (13 females and 3 males) from MOLA’s directorates. USAID CITIES provided representatives of these directorates with a number of training-of-trainers workshops on mainstreaming gender equity and social inclusion in their work, which will ultimately enable team members to train others in their respective directorates. The project also supported the creation of CVDB’s Equal Opportunities Division to help ensure that gender equity and equal opportunity principles are integrated in CVDB’s work, including projects that CVDB is financing at the municipal level. Click here for the project’s *lessons learned on the establishment of MOLA’s Equal Opportunities Unit:*

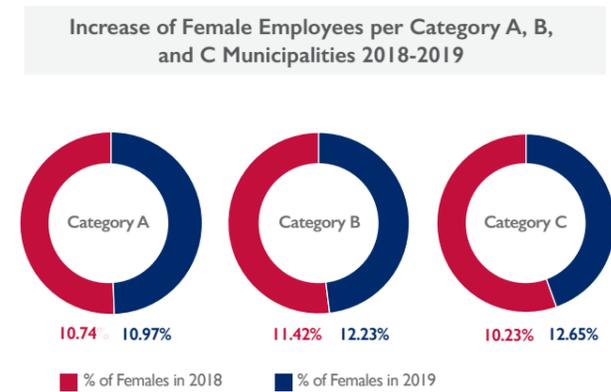
**Mainstreaming GESI in local services:** Based on the project’s “A Guide for Gender Transformative Municipalities: Measures and Actions” workshops on “How to Implement GESI Awareness Sessions” gave MCODs and GCODs, both established with support from the project, the knowledge and skills for improving the work environment by giving women opportunities for advancement and expression. As an example of the integration of the skills gained through the workshops, the Finance Manager of Al-Khalidiyah Municipality delivered an awareness-raising session on GESI to 20 of her fellow municipal staff. Similarly, one of MOLA’s Equal Opportunities Team members

previously trained by the project conducted a GESI awareness-raising training for six other members of the team. USAID CITIES also facilitated experience-sharing sessions between municipalities to convey their successes and lessons learned in mainstreaming GESI in local services.



*“I choose to fight for the rights of 15 female municipal employees who are in need of a comfortable an enabling environment by demanding female-only restrooms and a daycare facility within our municipality. If we are to mainstream gender in our services to the community, we better start with ourselves.” Taghered Al Dakkak, member of Prince Hussein Bin Abdullah Municipality’s MCOD*

**Gender balance improvements at the municipal level:** USAID CITIES pre- and post-human resources audits for 33 municipalities informed targeted technical assistance to improve human resources, including gender balance. The graph below shows the increase in female staff in all partner municipalities between 2018 and 2019.



Source: “Comparative Human Resources Analysis for Partner Municipalities” provided at the Improved Internal Management section in this report.

## EMERGENCY RESPONSE DURING THE COVID-19 PANDEMIC

Consistent with the project’s support to improving service delivery, the project mobilized support to MOLA and municipalities through procuring a package of items needed to support municipal cleaning and sanitation efforts, including non-medical personal protective equipment (PPE), sprayers and cleaning equipment during the COVID-19 pandemic. MOLA swiftly managed the distribution of the items, prioritizing delivery to municipal hot spots. The project received a request from MOLA for a second round of support, thereby ultimately benefiting 85 municipalities, including 24 USAID CITIES partner municipalities. USAID CITIES produced a 90-second video to document MOLA’s support to municipalities’ cleaning and disinfecting efforts during the COVID-19 pandemic. In partnership with Green Plans, a local consultancy firm, the project developed a “General Guide to Cleaning and Disinfecting Premises” that municipalities used in their efforts to counter COVID-19. Jordan Drug and Food Administration approved the guide and MOLA distributed it to all municipalities.



“The USAID Mission Front Office was very pleased with CITIES’ ability to move quickly and respond to the request by MOLA to support sanitation efforts in Irbid. We hope it will help in potentially reducing transmission and increasing stability in Irbid. Please thank the entire team for their hard work and quick response! We look forward to hear a bit more about the potential impact and outreach of these efforts.”

Emily Kronic, Director, Office of Democracy, Rights & Governance, USAID/Jordan

The project also supported the Training and Organizational Development Directorate of MOLA to improve the ministry’s readiness and responsiveness during the COVID-19 pandemic, and other emergencies in the future, by:

Developing a plan for the ministry’s return to work as quarantine restrictions were lifted, including health and safety guidelines for employees and a compliance checklist.

Adapting the ministry’s health and safety guidelines and materials for online learning (i.e., helping MOLA to present the guidelines in a short video and raise awareness through utilizing social media; the video was posted on MOLA’s Facebook page).

Developing a questionnaire to assess employees’ satisfaction with telework and the process of returning to work.

Training the directorate’s staff on how to conduct a survey online and analyze staff responses.

## GRANTS

### AL-QANTARA CENTER FOR HUMAN RESOURCES DEVELOPMENT

Through a grant to the Al-Qantara Center for Human Resources Development, a local civil society organization, the “Youth-Municipal Positive Engagement Project” worked with five municipalities – Greater Ma’an, Al-Jafr, New Husainiyah, Houd Al-Dissa, and Wadi Araba – to establish youth<sup>12</sup> committees to strengthen youth participation and community dialogue. The youth committees completed initiatives for the beautification of streets and neighborhoods, such as installing rain/sun shelters and wastebaskets, painting sidewalks, producing posters to educate community members about the roles and responsibilities of residents and the municipality, and raising awareness about cleanliness. Youth committee members and municipal focal points expressed their intent to sustain youth participation in municipal initiatives in the future. As an example, Greater Ma’an Municipality continued to engage its youth committee in campaigns to raise local awareness about COVID-19. [Click here for the project’s lessons learned on the Youth-Municipal Positive Engagement Project.](#)



“The municipality witnessed a qualitative leap forward in sanitation, the level of staff knowledge, their level of performance improved, and they created community links with the youth who became partners with the municipality.”  
End-of-project survey respondent.

### ZAHA CULTURAL CENTER

Municipal services should include providing safe spaces for adolescents and families to play, learn new skills, explore new intellectual domains, acquire productive hobbies, and address idle time of adolescents and youth affecting many local communities. In coordination with MOLA and the Greater Madaba Municipality, the project provided a grant to Zaha Cultural Center to furnish a large adolescent center at Ma’in Urban Village. The center was launched under the patronage of Her Royal Highness Princess Alia Al Taba’a. The successful implementation of the center provided a model that could be replicated in smaller, poorer municipalities also in need of such services.



### PRINCESS ALIA FOUNDATION

The issue of stray dogs affects public safety, municipal service, and community cohesion in several of Jordan’s municipalities. USAID CITIES awarded a grant to Princess Alia Foundation (PAF) to implement an innovative “Pilot project to build the capacity of municipalities to control stray dog populations.” In cooperation with Al-Dhulail, Al-Khalidiyah, and Al-Hallabat Municipalities, PAF began an Animal Birth Control (ABC) Program - an animal welfare-friendly method of controlling dog populations - through the establishment of a clinic in Al-Khalidiyah Municipality. Through a community awareness campaign and active social media participation by the initiative’s youth volunteers, PAF succeeded in changing the perception of Jordanians regarding the issue of stray dogs. For example, a “Muftee” from Al-Khalidiyah

Municipality encouraged members of the public to treat animals humanely and with compassion, and explained the religious basis for following animal welfare standards and for ceasing animal abuse. The ABC Program’s sustainability was secured when MOLA issued a circular directing all municipalities to adopt the ABC Program following the pilot project model and to allocate funds in the 2022 municipal budgets for implementing these programs. MOLA is also encouraging neighboring municipalities to share land for the implementation of future ABC Programs. [Click here for the project’s lessons learned on the pilot project to build the capacity of municipalities to control stray dog populations.](#)

### KING ABDULLAH II CENTER FOR EXCELLENCE (KACE)

The project’s grant with the King Abdullah II Center for Excellence (KACE) resulted in the development of a performance-based assessment system to motivate municipalities to enhance their performance, and have the ability to recognize those municipalities that are demonstrating sound management and financial practices through a competitive municipal excellence awards program. Two primary award categories included: Municipal Awards (divided by Category A, B, and C Municipalities); and People Awards (divided by Executive Manager Excellence and Employee Excellence). The first cycle of the awards selected 33 finalists for the Municipal Awards, 20 for the Executive Manager Excellence Award, and 27 for the Employee Excellence Award. Winners will be announced during a ceremony under the patronage of His Majesty the King. KACE developed a successful and highly replicable Jordanian framework for performance management assessment. By publicly recognizing excellence in municipalities that have demonstrated

sound management and financial practices, the award will drive all municipalities towards a more uniform level of performance management, thereby improving service delivery to residents and enhancing transparency and accountability through knowledge sharing and documentation. Click here for the project's *lessons learned on the Municipal Excellence Program*: 



## MONITORING, EVALUATION, AND LEARNING

### SUMMARY OF PERFORMANCE INDICATORS AND ASSESSMENT OF THEIR RELATIVE USEFULNESS

The USAID CITIES performance indicators and overall results framework were relevant and useful monitoring tools. During Year 3, with guidance from USAID, the project revised its Activity, Monitoring, Evaluation, and Learning Plan (AMELP), including the theory of change, results framework, performance indicators, and performance indicator reference sheets. These changes better reflected and integrated the project's contributions to the achievement of its objectives. Similar projects in the future could consider additional output level indicators to convey the results of a wide variety of activities.

A list of cumulative performance indicator results is provided at Annex 4.

## COLLABORATION AND KNOWLEDGE SHARING

### COLLABORATING, LEARNING, AND ADAPTING LEGACIES

USAID CITIES encouraged reflection with key internal and external stakeholders to analyze successes and challenges, identify lessons, and recognize practices that should be continued, revised, or initiated towards sustainability. A series of deep-dive discussions with USAID, thematic lessons learned documents, and other learning and knowledge-sharing initiatives provided lessons learned and upcoming challenges and opportunities for future programming for counterparts, donors, and other stakeholders.

#### Deep-dive discussions

1. Strategic planning, development planning, and spatial planning: Master Plan for Al-Dhulail, Al-Hallabat, and Al-Khalidiyah Municipalities
2. Economic development planning
3. Community engagement and cohesion
4. Municipal human resources and organizational development
5. Municipal public financial management
6. Gender Equity and Social Inclusion
7. Municipal Excellence Program
8. Municipal solid waste improvement plans
9. Municipal service delivery

#### Thematic lessons learned

1. Street naming and building numbering
2. Fleet maintenance and management training program
3. Street maintenance training program
4. Local development planning
5. Municipal budget formulation
6. Municipal excellence program
7. Communications and outreach
8. Stray dogs pilot project
9. Youth municipal positive engagement project
10. Institutionalizing training programs at MOLA
11. MOLA's Equal Opportunities Unit
12. MOLA and CVDB internship program
13. Municipal investment and recovery initiatives

**Whole-of-project learning study:** A whole-of-project learning study targeting 12 Category A, B, and C partner municipalities examined the implementation experience of the USAID CITIES Project, and identified and documented good practices and learning gained as a result of the project's design and implementation to serve as a guide for other projects and/or to inform future programming.

**Key deliverables:** The project's key deliverables, including manuals and reports, were shared with MOLA, CVDB, MOI, and MOPIC. In addition, all of the project's training materials were shared with MOLA and were uploaded to MOLA's website.<sup>13</sup> These key deliverables increased quality standards and predictability, and contributed to the institutionalization of processes and procedures by the project's counterparts, thereby supporting transparency, accountability, and the sustainability of reforms. *Selected deliverables were added to the USAID Jordan Development Knowledge Management Portal:* 



➤ Khaled Selim Nasser Al-Zawaidah (left) engages with community members in Houd Al-Dissa Municipality. USAID CITIES trained Khaled in community engagement and social media skills. He actively encouraged youth to partner with the municipality to address community issues and disseminated updates regarding the COVID-19 pandemic.

# LESSONS FOR FUTURE PROGRAM DESIGN

USAID's statement of work for the USAID CITIES Project considered the evolving legal framework for local administration in Jordan, and the amplitude of scope for building the sustainable organizational and management capacity of municipalities and improving their delivery of services. Technical assistance was envisioned to be provided to support improvements in the effectiveness, responsiveness, and transparency of municipal governance and management processes; increase opportunities for meaningful citizen engagement; promote initiatives to improve service delivery; and remove impediments to local economic development.<sup>14</sup> Cognizant of the complexity inherent in achieving these diverse objectives, the project's design followed an integrated and comprehensive effort with flexibility and adaptability at its core during planning and implementing innovative and effective solutions. USAID CITIES' most important lessons, described below, are drawn from implementing activities in a complex development context that was not necessarily linear, in which plans laid at the outset changed, and where the project and partners developed new activities to achieve agreed-upon program objectives.

## I. PROJECT MANAGEMENT

### I.1 Importance of flexibility and adaptability.

The USAID CITIES Project strived to be a flexible, responsive, and adaptable partner to the Government of Jordan as it implemented annual work plans. The project's design allowed for flexibility, responsiveness to new ideas and piloting, fostered government buy-in, and facilitated innovative and effective solutions in municipal governance and local administration in Jordan. Through time, project design adapted to leadership changes (e.g., new Prime Ministers, ministers, and mayors), political realities set new priorities (e.g., local administration), unexpected events occur (e.g., COVID-19), and evolving reform needs (e.g., investment and recovery). Over time, this adaptation helped open avenues for new approaches and innovation that could not have been anticipated or planned at the beginning of the project. A process of learning and adapting is also essential to be responsive to the Government of Jordan's evolving needs and to implement reforms which are appropriate to the unique reform needs and the local cultural context of the country. Examples of adaptation and flexibility included: a new Project Implementation Letter agreed to with MOMA (now MOLA) in 2017 (which mandated master planning and street naming/building numbering among other priorities); expediting work simultaneously with a group of 33 partner municipalities instead of the initial project design to work with groups of eight municipalities at a time; phasing out the Decentralization Advisory Unit in 2019 to provide more direct support to MOLA with a new focus on developing a strategic plan; extending local development planning to 72 municipalities; and advancing support to investment and recovery activities. The learning and adaptation process in the context of the project's facilitation of innovative and effective solutions in municipal governance and local administration in Jordan could have been better explained to project stakeholders through time, so that the understanding of the project's causal pathways and ultimate goal continued to be reinforced.

### I.2 Managing complexity.

Supporting a high volume of activities among numerous stakeholders has the potential to overwhelm a project if not well anticipated and managed from the beginning. However, while more challenging to manage, complex projects offer significantly greater rewards because they allow to address reform needs from every angle. The USAID CITIES' team experience, knowledge, and skills were critical to the accomplishment of so many activities and impactful results. The project followed a horizontal, one-team approach to promote integration, foster collaboration, knowledge sharing, and learning across all project themes and crosscutting activities. The successful completion of many of these activities, and the clear satisfaction of counterpart employees,<sup>15</sup> speaks to the technical expertise and skills of the USAID CITIES team. When the project was at its highest level of implementation, some project activities began to converge. In Year 3, two technical teams – “Increased responsiveness to community members' priorities” (Team 3) and “Enhanced capacity to promote community resilience” (Team 4) – merged into a single “Community Engagement and Cohesion” Team. This change in technical implementation helped manage complexity, while maximizing synergies and impact of the project's work with local communities, and increased the overall efficiency of the project.

### I.3 Multi-stakeholder, multi-level approach.

While there is a limit to how many government counterparts can be engaged effectively under one technical assistance project, the layered approach to improving municipal service delivery, internal management, community cohesion, gender equity and inclusion, and investment and recovery offers a model for how address reform challenges that are not limited to the



purview of a single sector or ministry. USAID CITIES closely coordinated its activities with a broad range of Jordanian stakeholders and beneficiaries at the central, governorate, municipal, and community levels, as well as with USAID, implementing partners, and other donors supporting municipal governance, local administration, and economic development in Jordan. Partnering with multiple sectors and organizations was essential for sustainable change. For example, policies and pressure to implement municipal budgetary reforms must come from the top, but they must be informed by the experiences, ideas, and advocacy of the businesses and communities impacted by them. This combination of pressure helped drive reform in multi-year budgeting, gender budgeting, and economic development planning. The project facilitated reforms through cooperation and outreach with communities, field visits for high-level officials to municipalities – working locally, nationally, and across sectors.

Coordination with other ministries that were stakeholders since the beginning of the project (i.e. MOPPA and MOI) continued to the extent feasible. As it evolved, and starting from the fourth year of the project, the project did not work directly with directorates of line ministries, except in MOLA, although the project cooperated with relevant ministries, local development units, and municipal councils, and municipal community outreach divisions at the municipal level. At the governorate level, the project worked with governorate councils, GLDDs, and GCODs. Future programs could broaden the scope to include multiple ministries as needed, including continuing to engage with MOPIC, MOI, etc. All services cannot be delegated to municipalities; many services should and will remain under the mandate of other ministries (e.g., water, education, tourism, agriculture, etc.). This coordination must be addressed at the governorate level. This is still a nascent area of reform, which still awaits definition in the new Law and Bylaws on Local Administration.<sup>16</sup>

### I.4 Donor coordination.

Strong coordination and information-sharing among donors, implementing partners and other stakeholders was key to prevent municipalities, especially smaller ones, from being overburdened with demands on their staff (e.g., MLDUs and finance and administrative departments). The project coordinated closely with donors, and with all stakeholders, to manage expectations, allocate appropriate support, avoid the duplication of efforts, and apply sustainable practices.

### I.5 Identifying key actors.

Early identification of the key actors and champions in each of the project's counterparts is key for success. At the ministerial level, this step was crucial to allow project technical assistance to be implemented in a timely fashion, especially with all the changes in government during the project's life. At the municipal level, the project's Municipal Project Officers (MPOs) played a vital role in facilitating interventions, managing grants, and handling procurements. However, their deeper knowledge of particular municipalities, including an understanding of local actors, dynamics, challenges, and strengths could have been leveraged more to identify champions. MPOs' role could have also been broadened for greater integration and connection between different types of activities within a municipality.

## 1.6 COVID-19.

Restrictions due to COVID-19 imposed by the Government of Jordan in Years 4 and 5 caused some events to be downsized to limit the number of participants, revised for implementation online (although impractical for most of the project's trainings and consultations), or substituted with direct technical assistance instead of a formal training program. Some activities were redistributed to prioritize the work that could be performed from home. Regardless, implementation remained on schedule the project did not experience significant impacts on costs, timelines, or deliverables. The project's adaptability to rapidly changing conditions and established procurement channels with the 33 partner municipalities were instrumental in helping MOLA quickly deliver desperately needed supplies to municipalities struggling to combat localized outbreaks of COVID-19. The project also helped sustain the ministry's readiness and responsiveness during future emergencies by developing an online financial dashboard to consolidate municipal financial data and assist in government decision-making, and a set of procedures to manage staff's return to work during emergencies.

## 2. SUPPORT TO LOCAL ADMINISTRATION AT THE CENTRAL LEVEL

### 2.1 Law on Local Administration.

The Law on Decentralization and the Law on Municipalities of 2015 demonstrated the Kingdom of Jordan's increased focus on integrating municipalities into the governance framework to increase democratic accountability and improve services for Jordan's communities. In early 2020, the government began reviewing a new draft Law on Local Administration to replace the Law on Decentralization and the Law on Municipalities of 2015. USAID CITIES was well-positioned to provide input to lawmakers that would support reform in democratic accountability and, in this way, strengthen the enabling environment for local administration in Jordan. The project had prepared multiple scenarios

to be responsive to the final version of the law, whenever enacted by Parliament, however, the draft law remained under development and discussion by the Parliament and was approved by the Parliament and the Senate close to the project's completion date. During the draft law's revision, the project's activities were not adversely impacted and efforts to support local administration reform at the central level were redirected and consistent with MOLA's vision for local administration as included in its Strategic Plan for 2021-2024, which the project helped develop. The Law on Local Administration of 2021 will strengthen coordination among MOLA, MOI, governorates, and municipalities, support the transition to local administration, and help municipalities to become more resilient and responsive to local needs.

### 2.2 Government of Jordan.

A series of leadership and organizational changes in the Government of Jordan in 2018 impacted the project's plans for supporting the country's decentralization efforts.<sup>17</sup> The project had established a Decentralization Advisory Unit to support the Executive Committee of the Inter-Ministerial Committee on Decentralization in its role to implement decentralization in Jordan and in coordination with all ministries involved in the planning for decentralization (i.e., MOPPA, MOPIC, MOMA, and MOI). There was a significant turn when MOMA was changed to MOLA and tasked with becoming the umbrella for local administration in Jordan. The impact on the project's Decentralization Advisory Unit was twofold. First, while the Advisory Unit's approach and action plan were held to a high regard by the Inter-Ministerial Committee, an explicit, written endorsement of both the approach and the plan were not secured. Second, the progress that the Advisory Unit was able to achieve during its work was based on the guidance of the Inter-Ministerial Committee. Due to the change during the transition from MOMA to MOLA, the Advisory Unit's deliverables were dispersed

between several institutions instead of managed under one government body. Hence, this change had an impact on the Advisory Unit's relevance. Throughout changes in leadership, the project continued to listen, facilitate dialogue, learn, adapt and engage with the government and provided appropriate technical assistance as required. The project waited for more clarity from the government before proceeding further with the work of the Advisory Unit but in consultation with USAID, the unit was demobilized at the end of Year 3. The project documented the legacy of the Advisory Unit's work as a reference by MOLA, USAID, and other projects in the future. The project adapted its approach from supporting decentralization through a separate team (the Advisory Unit) to an integrated project approach through technical implementation by all project teams supporting the transition to local administration. USAID and the project also increased support to MOLA to help develop its capacities and vision, including development of its Strategic Plan for 2021-2024, the development of which was led by the local staff who had served on the Advisory Unit and who used resources developed by the Advisory Unit. MOLA underwent various changes in leadership positions in 2020 but such changes did not have a negative impact on the activities of the USAID CITIES Project and collaboration between the new leaders and project staff continued to be effective.

## 3. PROJECT DESIGN

### 3.1 Partner municipalities.

Since project inception, USAID and USAID CITIES worked diligently to reach an agreement with MOLA on final selection of the project's partner municipalities. Instead of working progressively in groups of eight municipalities at a time – as originally envisioned to allow for gradual replication of the most successful initiatives – the selection of municipalities was based on total population per Category A, B, and C municipalities,<sup>18</sup> and determined in accordance with criteria established and agreed upon with the Government of Jordan and USAID. Accordingly, the project deployed its assistance to 33 target municipalities (one-third of all municipalities). This change had a profound effect on project operations and caused some delays in implementation, but it allowed for increased geographic distribution – although there would always be the challenge

that there are many more municipalities in the North. As the project evolved, it expanded to more municipalities, including 72 for local development planning and 99 for street mapping. The project had a multiplier effect by coordinating with other donors to utilize the project's approaches in additional municipalities. And the project observed that some municipalities would share their knowledge and experiences with neighboring municipalities that were not part of the project. For example, Greater Mafraq Municipality is acting as a hub for knowledge transfer for the remaining 17 municipalities in Mafraq Governorate. Greater Mafraq Municipality also established a training center to serve the governorate's municipalities. Future interventions could consider working in fewer municipalities to allow for more targeted assistance and to build on and capitalize on the municipal systems that USAID CITIES helped develop.

The original project design envisioned greater focus on areas with high levels of refugees. To strengthen social cohesion and resilience, the project took actions to integrate youth, minority groups, marginalized populations, and Syrian refugees in all activities. Additionally, services delivered to local communities through the project aimed to target all community segments including refugees.

### 3.2 Grants.

Multiple discussions between the project, USAID, and MOLA regarding the size of the grant pool, how best to deploy those resources, political aspects of providing grants, and the role of grants and their contribution to meaningful outcomes and results delayed the implementation of the project's grants by almost two years. In-kind assistance was initially placed on hold to consider extending grants to municipalities, in addition to civil society organizations, and community based organizations. A point of interest in the project's experience, is that municipalities perceive themselves, not civil society and community-based organizations, as the main development agents at the local level. Therefore, municipalities commented on previous projects that worked directly with civil society organizations and non-governmental organizations to identify community needs without municipalities'

involvement. To extend grants to municipalities, USAID considered a fixed amount award mechanism, which would have allowed municipalities to have a say on how funds would be spent, including on items identified through needs assessments conducted by the project and/or potentially other items. By the end of Year 2, only one fixed amount award had been granted – to a civil society organization. Meanwhile, municipal mayors continued to express their need for in-kind support to complement the project's technical assistance, meet their respective municipalities' tangible needs, and to demonstrate progress to their local communities. USAID CITIES' in-kind support was driven by the project's technical assistance and in line with the priorities listed in the findings of MICAs, SDIPs, and other assessments conducted throughout the project. USAID agreed to proceed with in-kind support to municipalities conditional to the equipment helping to stimulate economic development, and on the project building the capacity of municipalities to utilize the equipment. By the beginning of Year 3, the project had met with mayors in all 33 partner municipalities, updated the list of items to be provided through in-kind support (ensuring no duplication with other donors or MOLA), expedited the in-kind assistance application process, and signed all 33 in-kind assistance agreements. Some delays in the procurement and delivery of items occurred due to MOLA's request to review the items' categories and cost, and due to supply-chain interruptions caused by the COVID-19 pandemic. Travel restrictions caused by the COVID-19 pandemic also limited technical staff from conducting field visits to monitor the use and impact of in-kind grant support in municipalities. However, MPOs were instrumental in obtaining feedback available during the COVID-19 pandemic. Identifying and providing material support early on during project implementation can help establish the project as a trusted source of assistance. It also helps municipalities increase confidence with their communities, which in turn helps support municipalities' long-term term development initiatives. To improve efficiency and performance in grants, future programs should first gain consensus about the expectations for the grants program, size of the pool of funds, and grant mechanisms. Technical staff's close and regular oversight is critical to monitor the appropriate use and impact of the in-kind items.

## list of footnotes

<sup>1</sup> This included activities referred to as "jobs creation." In response to the coronavirus disease of 2019 (COVID-19) pandemic, MOLA requested the project to focus on investments and recovery more than just jobs creation.

<sup>2</sup> The selection of municipalities was determined in accordance with criteria established and agreed upon with the Government of Jordan and USAID, following the classification of municipalities by population size as stated in the Law on Municipalities of 2015: Category A (more than 100,000 people); Category B (between 15,000 to 100,000 people); and Category C (municipalities not listed in the first and second category).

<sup>3</sup> On June 10, 2021, King Abdullah II appointed former Prime Minister Samir Al Rifai to lead a 92-member committee to modernize and update Jordan's political system. In his letter to Samir Al Rifai, the King asked him to: put forward new draft election and political parties' laws; look into the necessary constitutional amendments connected to the two laws and the mechanisms of parliamentary work; and provide recommendations on developing legislation regulating local administration which will be considered in any future regulations regarding the local administration sector.

<sup>4</sup> The project established a Decentralization Advisory Unit to support the Executive Committee of the Inter-Ministerial Committee for Decentralization in its role to implement decentralization in Jordan in coordination MOPPA, MOPIC, Ministry of Municipal Affairs (MOMA), and MOI. There was a significant turn when MOMA was changed to MOLA and tasked with becoming the umbrella for local administration in Jordan. In consultation with USAID, the Advisory Unit was dissolved at the end of Year 3. The project adapted support decentralization to an integrated approach through technical implementation by all project teams supporting the transition to local administration. The legacy of the Advisory Unit's work is also a reference for MOLA, USAID, and other projects in the future. For more details, see "Government of Jordan" under the Lessons Learned section in this report.

<sup>5</sup> Contract Section C.6.

<sup>6</sup> Street name maps were not developed for New Ruwashed Municipality because the municipality did not have any basic level maps available.

<sup>7</sup> The development of solid waste improvement plans for the 33 partner municipalities was assigned as follows: 27 plans by USAID CITIES Project, four plans by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and two plans by the World Bank.

<sup>8</sup> As requested by the Ministry of Interior (MOI), governorate plans for the Balqa and Irbid Governorates were developed by an activity funded by UNDP.

<sup>9</sup> The USAID CITIES project customized a Chemonics Municipal Institutional Capacity Assessment (MICA) baseline tool to the project's context. The project applied the MICA to assess the performance of the 33 partner municipalities in all areas that it oversees, including the quality of service delivery, engagement with individual community members, and overall community engagement in the decision-making process. The MICA included all the municipal services mentioned in the Law on Municipalities of 2015, as well as other services such as licensing, control, and urban planning.

<sup>10</sup> MCOB members included the municipality mayor, elected council members, municipal staff, women, and youth representatives from the community.

<sup>11</sup> Solid waste collection; lack of public parks and youth facilities; illegal buildings and conflicts over land boundaries; inequity in service provision; drugs; idle time of youth; and unemployment and poverty.

<sup>12</sup> In the project's context, youth are defined as persons from 16 to 29 years of age.

<sup>13</sup> Link to: MOLA's website

<sup>14</sup> Contract Section C.6.

<sup>15</sup> End of Project Lessons Learned Report.

<sup>16</sup> The Law on Local Administration of 2021 was approved by the Parliament on August 30, 2021, and by the Senate on September 9, 2021. By the end of the project, the new law awaited endorsement by His Majesty King Abdullah II bin Al-Hussein.

<sup>17</sup> On May 7, 2018, the government resigned and by the following evening a new cabinet had been announced. The minister of MOPPA remained, the minister of MOI changed, and MOMA was reorganized as MOLA under the same minister. A "high committee" comprised of the ministers of MOPPA, MOI, and MOLA and reporting directly to the Prime Minister, was created to oversee the transition of responsibilities (from the old MOMA) to MOLA.

<sup>18</sup> This definition of municipalities is based on total population and comes from the Law on Municipalities, which is changing under the new Law on Local Administration: Class A (population over 100,000); Class B (population of 15,000 to 100,000); and Class C (population between 5,000 and 15,000).



The three-day Al Dhulail Gathers Us Festival provided an opportunity for thousands of community members to build common ground.

## Local Leaders Empowered to Build Sustainable Municipal-Community Engagement

Throughout the past several years, the structure of Jordan's communities has been progressively altered due to regional conflicts. Once a largely Bedouin and tribal society, Jordan is now also a safe haven for refugee populations from several regional neighboring countries. This resulting historical series of events presents both political and social challenges for local governments seeking to promote harmony and to mitigate conflicts within their diverse communities - especially in the more rural municipalities. Al Dhulail is one such municipality. Here the tribal legacy intertwines with the newer refugee population. Both groups are an integral part of the community but remain vulnerable to internal disputes and division. To foster community cohesion in complex environments like Al Dhulail's, the USAID Jordan Cities Implementing Transparent, Innovative, and Effective Solutions (USAID CITIES) project works with local leaders and municipalities to embrace their diversity and create platforms that peacefully engage all segments of the community.

In one such initiative, USAID CITIES supported Al Dhulail Municipality in conducting a "first" for this diverse community. In support of the three-day local festival, "Al Dhulail Gathers Us", a festival featuring awareness-raising sessions on combating extremism and drugs, explored how to better integrate all members of society - particularly refugees and people with disabilities. A center-piece for the festival was a celebration of the inauguration of Al Dhulail Municipality's newly established park, "Prince Al Hussein Park." Recognition of the significance of this festival extended beyond the community with the region's Governor, Mr. Mohammad Smeran, joining the newly elected Al Dhulail Mayor, Mr. Nidal Al Awadat, in a ribbon-cutting ceremony launching the festival. "This initiative comes in line with His Majesty's vision to empower local communities within the new Decentralization Law. Our partnership with the donor community in general, and with the USAID in particular, is paying off, and this festival is a great demonstration of it," said Mr. Smeran.

*"This festival is a milestone in the history of Al Dhulail. We are delighted to see everyone come together in one place to celebrate their hometown and pave the way for a better Al Dhulail."*

With the successful completion of the August elections, new local leaders are more empowered to engage their communities. Through local initiatives like "Al Dhulail Gathers US", Mayor Al Awadat is seeing opportunities to make this happen. In his remarks at the opening ceremony, Mayor Al Awadat commented, "This festival is a milestone in the history of Al Dhulail. We are delighted to see everyone come together in one place to celebrate their hometown and pave the way for a better Al Dhulail." In addition to cultural folklore dances and informative plays, women of all ages gathered at the bazaar tables to showcase their products — a vibrant display of savory dishes, colorful crochets, and shiny accessories. Just as its name denotes, the festival signifies a moment in time where everyone in Al Dhulail came together not just for the magical three days; but with hopes of inspiring a long-term tradition of community unity in Al Dhulail Municipality — where all voices matter.

## SUCCESS STORIES



Volunteers and members of the Ajloun Municipal Community Outreach Groups have won third place in the National Campaign, "For a Better Jordan."

### Great Ajloun Youth Win JOD 500 Prize!

#### Ajloun-based Members of Communal Outreach Group Support National Initiative, Make the Finalists

In the highlands of Northern Jordan, the green mountains of oak trees form a frame around Ajloun to define its special name - the fertile city of the north. But fertile terrain is not the only characteristic that Ajloun is famous for. It does not take long for anyone walking in the neighborhoods of the city to sense a deep-rooted culture of social conscience and initiative. Like any act of charity, social work and community initiatives can go unnoticed.

On December 20, 2017, a group of Ajloun youth were awarded 3rd place with a trophy and JOD 500 for their efforts in the nation-wide municipal campaign, "For a Better Jordan." Their project – supporting the beautification of Ajloun included murals creation, streets cleaning, trees planting, and conducting awareness sessions - was selected from over 100 groups that participated across Jordan. Held in partnership with the Ministry of Education and the Ministry of Municipal Affairs, "For a Better Jordan" is a private initiative of Ms. Woroud Khasawneh, a Jordanian living in the UAE. Ms. Khasawneh launched the initiative to support municipalities and local communities through implementation of such projects as solid waste management, community cleanliness, and the beautification of cities. "For a Better Jordan" seeks to inspire a sense of community engagement and commitment amongst municipal council members, and their respective communities including associations, women, men, and marginalized groups. To aid in the establishment of effective channels for community-government dialogue and common decision-making, the USAID Jordan Cities Implementing Transparent, Innovative, and Effective Solutions (USAID-CITIES) project works with municipalities to create inclusive outreach roadmaps through the establishment of Municipal Community Outreach Groups (MCOGs) within the project's 33 targeted municipalities. In building a foundation for sustainable MCOG activities, the USAID CITIES team first identifies current and potential community engagement tools and mechanisms within municipalities. USAID CITIES provides the MCOGs with support that enables them to establish positive dialogue between the municipality and the community.

As a result of these efforts in Greater Ajloun, their MCOG members recently reached out to a group of Ajloun youth offering their support for the youth to participate in the "For a Better Jordan" campaign. Mr. Hamzeh Alsmadi, an Ajloun MCOG and Municipal Council Member, commented on this opportunity, "Being part of the Municipal Community Outreach Group has given me access to more entities and people to facilitate implementation of the campaign's activities." Today, the Ajloun volunteer group that started off with only 20 members, has grown to over two hundred volunteers. What Hamzeh and his peers have in common with millions of Jordanians is the eagerness to serve their cities. As initiatives like this become more prevalent, Ajloun can be seen as an example for other cities to follow suit.

“Being part of the Municipal Community Outreach Group has given me access to more entities and people to facilitate implementation of the campaign's activities.”

## SUCCESS STORIES



Mr. Mohammad Al Hawamdeh talks about the importance of the USAID CITIES' financial training for MoMA's and the municipalities' staff.

### Building Municipal Financial Capacity, Addressing Budget Deficit

#### USAID CITIES Builds Capacity of Municipal Financial Staff, Helps Government of Jordan Secure AFD Loan

Of the many resources made available to municipalities in Jordan, a limited number of these resources are being exploited mainly due to the municipal departments' lack of understanding of financial management, which results in an ever-increasing progressive municipal budget deficit. To help address this gap in understanding, the USAID Jordan Cities Implementing Transparent, Innovative, and Effective Solutions (USAID-CITIES) Project conducted a series of introductory training workshops that targeted the heads of financial departments within all Jordanian municipalities.

As the USAID CITIES Project succeeded in building the capacity of municipalities' financial staff within over 67 municipalities across Jordan; it helped the Ministry of Municipal affairs secure funding of a €100M through the French Development Agency's (AFD) Sector Policy Loan to Support Municipalities. The focus of the capacity building was breaking down technicalities surrounding the Municipal Financial Law number 142 of Year 2016. An efficient municipality budget comes from a thorough understanding of its laws and financial by-laws that govern its work. With the advent of the new Decentralization and Municipalities Law being introduced into the local government structure, the municipal staff's understanding of their roles and responsibilities became even more dependent on the understanding of these two laws and the impact these laws had on their working environment. USAID CITIES' training addressed the practical and operational aspects of the new Municipalities Law and its by-laws as well as how they contribute to increasing the municipalities' revenues. The training also focused on "best practices" for municipalities that maximize revenue collection within the framework of these laws. This training is also a necessity at the national level as described by the Training Supervisor and Assistant of the Institutional Development Director at MoMA, Mr. Mohammad Al Hawamdeh. "Municipalities' staff, starting from the financial departments through the mayors, need to be walked through these laws in order to work in line with the decentralization process," says Mr. Al Hawamdeh. "If every municipal employee understands her/his roles and responsibilities, the flow of information between the municipal councils and MoMA becomes a natural process. This training has definitely empowered the municipalities and improved their staff ability to carry out their tasks."

“If every municipal employee understands her/his roles and responsibilities, the flow of information between the municipal councils and MoMA becomes a natural process. This training has definitely empowered the municipalities and improved their staff ability to carry out their tasks.”

In that this series of workshops was in support of portions of the list of triggers requested of MoMA under the Sector Policy Loan (SPL) that was awarded by the AFD; USAID CITIES was able to raise financial and budgetary knowledge of over 67 municipal employees across Jordan while simultaneously helping the Government of Jordan secure further funding to support municipal financial needs.

## SUCCESS STORIES



Eng. Rahaife meeting and Mayor Ibrahim Al Karaki discuss the municipality's local development plan.

## Are Women Taking Leadership Roles in Local Administration?

### *In Greater Karak Municipality they certainly are!*

The Mayor of Greater Karak, Mr. Ibrahim Al Karaki, made very clear in a recent visit that there has been “A change in the community’s mindset towards women’s participation in government.” He noted that, “75% of my municipal senior management team today are women.” A perfect illustration of his point is Eng. Sajeda Rahaife who is the Executive Manager of Karak Municipality. Chosen for the job ahead of six male applicants, Ms. Rahaife, a Karak native, is very passionate about her work and her city – she cannot stop herself from talking about the city’s rich history and vision for the future!

She knows where she wants to take her city, but she realized early on that her staff did not have the technical skills they needed. As Eng. Rahaife noted, “If you want to provide better service to the community, you have to work as a team.” Fortunately for Eng. Rahaife, the USAID Cities Implementing Transparent, Innovative and Effective Solutions (CITIES) Project was there to provide the technical advisors and capacity building trainings that the mayor, she, and her team needed.

The project, in collaboration with the Ministry of Local Administration (MOLA), has provided training programs and equipment to her financial staff so they can effectively provide community members with information in minutes rather than days, and to create real-time reports on key projects for the mayor. Through her and the mayor’s positive collaboration, Karak will also be installing street signs and building numbers in the coming months.

Eng. Rahaife says that she is fortunate to work in a collaborative community and to have a mayor who, “supports her professional development and engagement with the community.”

USAID’s work with Greater Karak Municipality is part of a broad partnership between municipalities, the Ministry of Local Administration, and USAID to help the municipalities better serve their communities.

## SUCCESS STORIES



Greater Karak Municipality's Executive Manager (center) works with recently hired engineers on street naming and building numbering project.

## Better Data Improves Municipal Human Resource Capacity and Planning

Better data generated from smart systems leads to better decisions, and this is particularly true when it comes to a municipality’s most important resource – its people. And better people can lead to significant improvements in municipal operations. For the first time, Jordan’s municipalities have access to better data on their human resources. In cooperation with the Ministry of Local Administration (MOLA) and USAID, 33 municipalities have completed a human resources audit for the three-year period of 2017 to 2019.

The audit analyzed key data on municipal staffing, such as number of staff, gender distribution, education and professional qualifications, age ranges, and comparisons between municipalities. For example, in 2019, there was an 8% increase in the number of women hired, and smaller municipalities experienced even greater increases.

Municipal decision-makers now have reliable data that they may act upon for hiring and ensuring the right mix of talent to meet the needs of local communities. Having the right employees strengthens planning and municipal service delivery.

Municipalities can now see how they compare with others and learn from other municipalities’ experiences as they strive to improve themselves. Such improvements are leading to better budget planning, financial management, service delivery, community engagement and local economic development.

Rigorously applying accurate data and analysis to improve municipal operations is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



Al Dhulail Municipality's Mayor Nidal Al-Awadat visits local factory to better understand how he can assist them to grow their business in the municipality.

## How is USAID Supporting Local Economic Development?

### In Al-Dhulail Municipality, it is by Learning How to Attract Local Investment!

Of course, managing routine services is important to all mayors but, especially during the period of pandemic, mayors are learning that they must attract more local investment to improve their municipalities. For example, through its partnership with USAID, Al Dhulail Municipality has created a new local development plan and master plan. According to Mayor Nidal Al-Awadat, "Now I see that I have to go beyond basic services to focus on municipal development. The USAID planning process made us think differently. Now we also focus on attracting investments to better meet our communities' development needs."

Ms. Fadia Mohammad Al Saify, Head of the Local Development Unit, said the technical assistance on the local development plan "helped us realize that the municipality had real gaps in the budget and to see how to prioritize initiatives to meet our most serious local development needs." She noted that USAID support also helped the municipality to create a database of community resources.

As the mayor noted, "We now use the database to regularly meet with businessmen inside and outside the community to make our municipality more accessible, and to encourage investments in Al Dhulail. By focusing on development and building relationships with investors, we are creating new jobs in our community."

Supporting local planning and economic development are ways that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



Greater Ma'an Mayor Dr. Akram Krishan (second from left) joins youth from Al Qantara Center (L to R: Zakaria Shammari; Baha'a Salah; Ala'a Saqallah, a municipal worker; and Abdullah Al Shammari) during their street cleanliness initiative.

## How can Youth Support Improved Municipal Services?

### A Local Grant to Al Qantara Centre Shows How!

With a grant from USAID, Al Qantara Centre for Human Resources Development trained 28 youth in the municipalities of New Husainiyah, Greater Ma'an, Al-Jafr, Wadi Araba, and Houd Al Dissa to participate in municipal government improvements. The youth attended more than 30 meetings to support their municipalities, such as through local advocacy, outreach, and service delivery projects.

The youth in Greater Ma'an identified street cleanliness as a challenge they wanted to help solve. The municipality of Ma'an enthusiastically embraced this initiative. According to Abdullah Al Shammari, "I have participated in many volunteer activities before, but this is my first time I participated side by side with the mayor."

Dr. Akram Krishan, Mayor of Greater Ma'an, added, "People in our municipal offices should work hand in hand with the youth, instilling in them a love for volunteer work... As future leaders, they need to find encouragement from us through meeting with them, supporting them, taking their suggestions, and participating in their initiatives."

Supporting youth to engage with municipal government and improve municipal service delivery is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



If you want falafel in Ayn Janna, Ali Tawfiq says, come to his stand at #3 Ali Al-Momani Street!

### “What’s My Number?”

**If you are Part of USAID’s Phase 2 Installation of Street Naming and Building Numbering, your home or business now knows!**

USAID is expanding installation of street naming and building numbering to the municipalities of New Ramtha, Ayn Al-Basha, and the Ayn Janna and Anjara areas of Greater Ajloun. Between June and September this year, 35,000 building numbers, along with 5,900 signs, and 7,200 wall plates with street names will be installed.

For Jordan’s citizens, it is about more than names and numbers. Street signs and building numbers make their homes and businesses more accessible and thereby facilitate the delivery of goods and services and increase economic opportunities. According to Eng. Hazem Thiyabat, sub-contractor who leads the installation of the names and numbers, “Community members are always asking when will I get my number?”

Easily recognizable street names and building numbers support development of home-based businesses, e-commerce, taxi services, and deliveries, tourism, and generally finding your way.

The street naming and building numbering initiative is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



“I surprised myself with how well I did. I felt really good about it!”

### Can One Young Man Make a Difference in His Municipality? In Houd Al Dissa, Khaled Has!

A year ago, Khaled Selim Nasser Al-Zawaidah admits he spent too much time at home sitting on the couch. Then he was selected to participate in a USAID program whose objective was for youth to partner with their municipality to address community issues.

Khaled quickly developed a rapport with the Municipal Local Development Director, Eng. Baker Al-Zawaidah, who noted that “Khaled became my right hand – helping me work with the youth in the community on many topics. He did not let his disability hold him back. He was a serious, committed, and at times, strong-willed young man!”

For example, Khaled used his social media training from USAID to keep his community informed of coronavirus related activities. He presented on youth issues to community leaders. Having not taken on such challenges before, Khaled said, “I surprised myself with how well I did. I felt really good about it!”

Khaled continues to work with Eng. Al-Zawaidah to ensure that youth are part of municipal planning. He now represents the views of local youth by sitting at the table with local tribal elders when the municipality solicits input for improving services to its community!

Engaging youth in municipal affairs is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



*“We had to remember visual reference points and manually map out plots for new buildings and roads – there was human error and arguments with landowners.”*

### What Difference Does a Few Centimeters Make?

#### A Great Deal When it is Your Property Line!

To improve municipal surveys of property lines, USAID recently provided new survey equipment to sixteen municipalities. The real-time kinematic (RTK) equipment uses satellite data to enable municipal surveyors to make precision measurements of local property lines. “Before receiving the new equipment,” said Al Dhulail Municipality’s surveyor, Mr. Firas Abdul-Rahim, “we had to remember visual reference points and manually map out plots for new buildings and roads – there was human error and arguments with landowners. Now with our new survey equipment, along with training from USAID, we can now confirm property lines to the centimeter!” For example, Al Dhulail Municipality recently put their RTK equipment to good use while expanding a four-kilometer road in a commercial area. The head of the Local Development Unit, Ms. Fadia Al-Saify, noted that: “With the old technology, there were disputes with shop owners about where the road crossed their property. Now our measures are precise and final – and we have no more arguments!” Ms. Al-Saify added: “This is also critical when mapping an area adjacent to other municipalities. We couldn’t promote effective regional economic cooperation and development without accurate land records.”

Supporting improved land records is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



*Youth leader, Fatima Al Sa’ideen (left) is sitting on the bench she painted discussing community issues with the municipality’s Executive Director Buthaina Al Sa’ideen.*

### How to Improve Municipal Governance? In Wadi Araba Young Women Are Strengthening Their Role in the Community!

When USAID started supporting municipal youth-led initiatives in Wadi Araba Municipality, there was some reluctance to participate on the part of the women. One of the young women, Fatima Al Sa’ideen, noted “young women mostly stay at home and many were unaware of community issues.” But Fatima and six other women decided to join the program to learn how to participate in local initiatives.

In collaboration with the municipality, they identified cleaning and painting benches at a local park as an opportunity to improve the quality of life in their community. They also worked with the municipality to prioritize new park equipment and lighting, which was later procured through a grant from USAID to the municipality.

Now the municipality now looks more attractive, and it views the role of its young women in a different light. They have forged a new bond with the municipality, as noted by Executive Director Buthaina Al Sa’ideen, “The women trained by USAID are now active in municipal affairs and I regularly look to them for support on new initiatives.” Engaging youth and women in municipal governance is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



Nine engineers lead the implementation of systematic street naming and building numbering in Ajloun.

### How are young people making their communities stronger?

**Let's take a look at how nine young engineers are helping develop Greater Ajloun, one street at a time.**

Gharam, Sajeda, Abrar, Bushra, Razan, Buthaina, Tasneem, Abdullah and Mo'awyeh worked hard at university. After earning their engineering degrees, they returned home to Ajloun so that they could use their skills to help their community. For the last 12 months, they have been doing exactly that.

These nine engineers are leading the implementation of systematic street naming and building numbering work in the Municipality. Specifically, they are doing the difficult, extremely detailed work of mapping each street and building in the Municipality according to a standardized numbering system.

"Our ambition is to be part of the transformation that is changing our community, one street at a time," said Eng. Buthaina Al Amarat, one of the talented young civil engineers leading on the street naming and building numbering initiative. Their work is guiding the placement of the green street signs and blue building numbers that Ajloun residents are seeing being installed in the city. Their work is also creating model for street naming and building numbering that is now being applied throughout Jordan.

Ultimately, their work will help facilitate commerce, promote investment, and improve public service delivery in Ajloun and in other communities. The talent, energy, and dedication demonstrated by these engineers is inspiring and reflects the full potential that young people in Jordan, especially women, have in leading the development of their communities.

The street naming and building numbering work that these engineers are leading in Greater Ajloun is part of a broad partnership between municipalities, the Ministry of Local Administration, and USAID to help municipalities better serve their communities.

## SUCCESS STORIES



"The new skid steers delivered by USAID helped us address a shortage in municipal workers and replaced work done by hand brooms with equipment to improve our city's waste collection operations."

### Supporting Municipalities to Deliver Effective Solid Waste Management Services to Residents

Keeping cities clean is a service of Jordan's municipalities provide to safeguard the public health and livability of their communities. During an assessment to prioritize municipal needs, the USAID Cities Implementing Transparent, Innovative and Effective Solutions (CITIES) Project identified solid waste collection and public cleanliness as a top concern of municipalities. However, they have faced increasing challenges from rapid population growth, a large influx of Syrian refugees, and the impact of the coronavirus on revenues and expenditures. Responding to this pressing need, the USAID CITIES Project has cooperated closely with the Ministry of Local Administration and 27 partner municipalities to develop solid waste management improvement plans. These plans have included reviews of waste collection routes, frequency of collection, street sweeping, and community practices. In addition, some municipalities identified the need for new machinery to help with cleaning and management of solid waste.

During 2020 the USAID CITIES Project provided technical support to partner municipalities and delivered 15 solid waste "collection" compactors and "skid steer" street sweeping equipment, which were prioritized by 12 municipalities at an approximate cost of \$870,000. As noted by the mayor of New Ramtha Municipality, Mr. Hussein Abu Al-Sheih Al-Zoubi, "The new skid steers delivered by USAID helped us address a shortage in municipal workers and replaced work done by hand brooms with equipment to improve our city's waste collection operations... The new equipment also improved the safety of our municipal workers, who were exposed to higher risks of accidents on highways and main streets."

According to Eng. Hussain Mhaidat, incoming Secretary General of the Ministry of Local Administration, improvements in solid waste collection also contributed to achieving the ministry's goals. "Developing local solid waste improvement plans had the greatest impact on strengthening municipal staff capacities ... and they effectively contributed to helping the ministry meet its development indicators." Supporting solid waste management operations is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.

## SUCCESS STORIES



Families enjoying the play area at Al Ghweir Public Park in Greater Karak Municipality.

### Municipal Governments Respond to Community Demands for Recreational Facilities

In a beautiful spot overlooking a steep valley at Al-Ghweir Village, within Greater Karak Municipality, lies land that was once abandoned and used for disposing of trash and unwanted construction waste, according to Malek Al-Dmour, Head of Al-Ghweir Local Council. This was an environmental injustice to the surrounding residents. In response, Al-Ghweir’s local council members saw a perfect solution in converting the space into a needed public park for their community. In fact, 23 municipalities supported by USAID identified the lack of local public parks and recreational space for youth and families as a prevalent factor impacting their communities’ cohesion.

In response to community members’ demands, USAID supported Greater Karak Municipality to furnish Al-Ghweir and two other parks with playground equipment. “Now,” said Malek Al-Dmour, “you can see families coming from Al-Ghweir, and other surrounding villages to enjoy the park, with their children playing around on the slides and swings joyfully.” USAID has also equipped a total of 13 public parks across the Kingdom to help the municipalities better serve and respond to their communities.

### Annex 2: List of materials in USAID’s Development Experience Clearinghouse

Documents uploaded to USAID’s Development Experience Clearinghouse through life of project	
Deliverable	
Year 1 First Quarterly Report	
Year 1 Second Quarterly Report	
Year 1 Third Quarterly Report	
Year 1 Combined Fourth Quarterly Report and Annual Report	
Year 2 First Quarterly Report	
Year 2 Second Quarterly Report	
Year 2 Third Quarterly Report	
Year 2 Combined Fourth Quarterly Report and Annual Report	
Year 3 First Quarterly Report	
Year 3 Second Quarterly Report	
Year 3 Third Quarterly Report	
Year 3 Combined Fourth Quarterly Report and Annual Report	
Year 4 First Quarterly Report	
Year 4 Second Quarterly Report	
Year 4 Third Quarterly Report	
Year 4 Combined Fourth Quarterly Report and Annual Report	
Year 5 First Quarterly Report	
Year 5 Second Quarterly Report	
Year 5 Third Quarterly Report	
Year 5 Combined Fourth Quarterly Report, Annual Report, and Final Report	<small>To be uploaded upon USAID approval after project completion.</small>
Municipal Capacity/Needs and Baseline Assessments	
Gender Analysis	

## Annex 3: Combined FY 2021/Year 5 Annual Report and Fourth Quarterly Report

### FY 2021/Year 5 Annual Report (October 1, 2020 – September 24, 2021) and FY 2021/Year 5 Fourth Quarterly Report (July 1, 2021 – September 24, 2021)

Below, the USAID CITIES Project describes progress during FY 2021/Year 5 (October 1, 2020 – September 24, 2021) against the planned activities included in the Year 5/FY 2021 Annual Work Plan. This report combines two of the project's reporting deliverables to USAID: the Year 5 Annual Report (for the period of October 1, 2020 to September 24, 2021), and the Quarter 4 (Q4) Report (for the period of July 1, 2021 to September 24, 2021).

The gray-shaded areas highlight achievements pertaining to the fourth quarter of Year 5 specifically.

#### Street naming and building numbering.

Clearly visible street names and building numbers support municipal service delivery and local commerce. The project divided the installation of street signs and building numbers into three phases:

**Phase One**, completed in Year 3, focused on the installation of street signs, wall name plates and building numbers in the city centers of three municipalities: Greater Ajloun; Greater Jerash; and Greater Mafraq.

**Phase Two**, completed in the first quarter of Year 5, installed street signs, wall plates, and building numbers in all remaining areas of Greater Ajloun (Ayn Janna and Anjara), and in the municipalities of New Ramtha and Ayn Al-Basha. Based on consultations with MOLA and USAID, installation in Ayn Al-Basha was paused until Phase Three to address community concerns about a number of the street names approved by the municipal council.

**Phase Three**, completed in the third quarter of Year 5, installed street signs, wall plates, and building numbers in the outlying areas of Greater Jerash, Greater Mafraq, and Ayn Al-Basha (the area of Safout and those areas where Phase Two installation was paused), as well as in the municipalities of Greater Madaba, Greater Salt, Greater Karak, and Greater Ma'an. Additional building numbers were also installed in Greater Salt, Greater Madaba, and Greater Mafraq.

#### Mapping of municipalities.

In parallel with the three phases of installation of street names and building numbers in nine municipalities, the project developed maps of street names and building numbers for all zoned areas of Jordan's remaining municipalities (i.e., other than the nine municipalities in which Phases One to Three of the installation of street names and building numbers took place). This activity was completed in the third quarter of Year 5: maps of street names and building numbers were finalized for 90 out of 91 municipalities, 84 of which have been approved by their municipal councils. In the third quarter of Year 5, the project handed over the maps in geographic information system (GIS) file format to MOLA's Urban Planning Department.

Specific to Q4 of Year 5: The project finalized a report on lessons learned from the experiences preparing and implementing the street naming and building numbering activities, together with recommendations for improving and sustaining future programming.

#### Technical assistance on maintenance of public infrastructure.

In collaboration with MOLA, the project enhanced the capacity of municipalities to improve service delivery through a street maintenance training program for all 33 primary partner municipalities. To ensure sustainability, this training program taught street maintenance skills in three modules:

**Module 1**, completed in Year 4, was designed to introduce inspections as a basis for annual maintenance planning and coordination with utilities.

**Module 2**, began in Year 4 and was finalized in the second quarter of Year 5 in a training session for Greater Karak, Greater Tafleeh, and Southern Aghwar Municipalities. The module was a training program on quality management.

**Module 3** trained officials on contract management following the rules of the International Federation of Consulting Engineers as applied in Jordan. The implementation of Module 3 for all 33 municipalities was completed in Year 4. However, at MOLA's request, the project agreed to conduct training sessions for 110 MOLA engineers at its headquarters in Amman and at its line Directorates in the governorates. These sessions were conducted in the second quarter of Year 5.

#### Municipal bylaw and policies and procedures on street naming and building numbering.

Applying the project's practical experience working with municipalities in the area of street naming and building numbering, in the second quarter of Year 5 the project supported MOLA's review of the current Bylaw No. 126 of 2016, on Street Naming and Building Numbering Within Municipal Boundaries. A revised bylaw will facilitate the implementation of street naming and building numbering nationally, and support MOLA's efforts to enforce the utilization of street names and building numbers assigned (e.g., uploading maps online and transitioning to e-services). In tandem, the project developed a user-friendly manual, which refers to the draft bylaw and includes practical steps to guide municipalities on the installation of street names and building numbers. MOLA approved the final manual in the third quarter of Year 5.

Specific to Q4 of Year 5: The project finalized the graphic design of the manual and submitted the final versions in English and in Arabic to USAID and MOLA.

#### Rehabilitate or establish public parks and sport fields.

Public parks contribute to greener cities and villages, more public space, and increased commercial activities. Parks also reduce community tensions and conflicts by providing a safe environment where children can play and the community can socialize. Under the in-kind grants program, the project equipped parks and sport fields in cooperation with 10 municipalities, each of which completed the necessary construction and landscaping: New Umm Al-Jimal; Al-Hallabat; New Ma'adi; New Deir Alla; Sahab; Greater Karak; Southern Aghwar; Greater Ma'an; Wadi Araba, and Al-Khalidiyah. All five sports fields and 13 parks had been completed by the end of the first quarter of Year 5.

### **“Deep-Dive Discussions” on Solid Waste Management and Municipal Service Delivery.**

In the second quarter of Year 5, the project conducted “Deep Dive Discussions” with USAID on solid waste management and municipal service delivery, respectively, to take a closer look at project initiatives and making recommendations for sustaining them.

### **Technical assistance on maintenance of public infrastructure.**

In collaboration with MOLA, the project enhanced the capacity of municipalities to improve service delivery through a street maintenance training program completed in the second quarter of Year 5 for all 33 primary partner municipalities. In the third quarter of Year 5, the project submitted to USAID a report on lessons learned from the experiences preparing and implementing the street maintenance training program, together with recommendations for improving and sustaining future programming.

### **Technical assistance for municipal fleet maintenance and management.**

Improving fleet management/vehicle maintenance is essential to improving the availability and reliability of municipal vehicles, thereby increasing municipal efficiency and enhancing service delivery. In Year 4, the project completed a vehicle management and maintenance training program for municipal staff at municipal vehicle workshops in 20 municipalities. In the third quarter of Year 5, the project submitted to USAID a report on lessons learned from the experiences preparing and implementing the fleet maintenance and management training program, together with recommendations for improving and sustaining future programming.

### **Local development planning.**

Local development plans help municipalities define their local development priorities and to plan local projects. MOLA prioritized the development of local development plans by all 100 municipalities, and the USAID CITIES Project agreed to directly support 73 municipalities (the remaining municipalities were supported by other donors). This activity was completed in the second quarter of Year 5, with a total of 72 of 73 plans approved by municipal councils (the Municipality of Jabal Bani Hamida informed the project that it no longer required a local development plan). In the third quarter of Year 5, the project submitted to USAID a report on lessons learned from the experiences preparing and implementing the local development plans, together with recommendations for improving and sustaining future local development planning. The project also shared all local development planning deliverables with MOLA, MOPIC, and the Jordan Investment Commission (JIC).

### **Master planning for three municipalities.**

Master plans (or spatial plans) define municipalities’ individual and shared vision for strategic, local economic development, including identification of priority social and environmental issues, development priorities, and investment opportunities. The final version of the master plan focusing on the neighboring municipalities of Al-Dhulail, Al-Hallabat, and Al-Khalidiyah was approved in writing by MOLA and approved by the Higher Planning Council in the first quarter of Year 5. The master plan was developed through a participatory approach with local stakeholders, including the municipalities, communities, and private sector. The master plan prioritizes five anchor development projects: sewage network, industrial park, biogas project, vocational training, and hydroponic farming. It will serve as long-term guide for the area’s urban growth and sustainable local economic development, and as a model for the development of other regional master plans in the future. In the second quarter of Year 5, the project and MOLA presented the master plan to JIC, along with a presentation on the project’s approach to economic development planning and how to integrate municipal sector investment opportunities into JIC’s activities. The project also presented its approach to economic development planning to MOPIC. In the third quarter of Year

5, the project shared all local economic development planning deliverables with MOPIC, JIC, and MOLA through an online shared folder.

### **“Deep-Dive Discussion” on Master Planning.**

In the first quarter of Year 5, the project conducted a “Deep Dive Discussion” on master planning, the first of several discussions taking a closer look at project initiatives and making recommendations for sustaining them.

### **Municipal financial management information system (FMIS) and accounting systems corrective actions.**

The FMIS (otherwise often referred to as MALI) was developed by MOLA to enable municipalities to increase access to data, standardize financial processes, and manage financial transactions electronically, thereby increasing accountability and transparency among MOLA, municipalities, and local communities. Based on the results of a financial diagnostic conducted in Years 1 through 4, the project provided targeted technical assistance to the 33 primary partner municipalities to guide their transition to automation and to improve the timely processing of financial transactions, inventories of fixed assets, records management, and reporting. In the first quarter of Year 5, the project and the Secretary General of MOLA agreed to develop a report recommending improvements to the FMIS and data reporting in line with MOLA’s new Strategic Plan. MOLA approved the report that same quarter and shared it with AFD as evidence of its progress toward achieving the 2020 triggers (conditions) for its sector policy loan from AFD. MOLA also shared the report with the GIZ municipal e-Governance project to inform their planning.

### **“Deep Dive Discussion” on Municipal Public Financial Management.**

In the first quarter of Year 5, the project presented to USAID an overview of major steps and recommendations for development of municipal public financial management processes and systems.

### **Development of an action plan for MOLA’s transition to accrual accounting.**

Transition to accrual accounting is required by Municipal Financial Bylaw No. 142/2016 and is one of MOLA’s objectives in its Strategic Plan for 2021-2024 to improve integrity, transparency, and accountability. In the third quarter of Year 5, the project submitted an action plan for MOLA’s transition from cash to accrual basis accounting in line with the International Public Sector Accounting Standards, and MOLA approved the action plan.

### **Municipal fixed assets management database.**

In support of MOLA’s strategic objective to automate management of municipal fixed assets, and to support CVDB, the project developed an online database for registering and tracking all municipal fixed assets. MOLA approved the database design (system requirements specifications) in the first quarter of Year 5. In the third quarter of Year 5, the project held several meetings with MOLA, CVDB, and the vehicles license and land and survey departments of MOI to discuss the integration of the fixed assets management data with other government systems. Installation of the database’s software was completed and the project trained a total of 50 staff (22 females and 28 males) from MOLA, CVDB, and municipalities on the use of the database.

Specific to Q4 of Year 5: The project continued to support integration of the automated municipal fixed assets management database with other government systems.

Effective recording and tracking of municipal fixed assets is not only a mandatory internal control procedure, it is also crucial for banks considering loans and for investors and donors considering partnerships with the municipalities.

### **Development of an online dashboard for municipal financial data.**

Poor access to municipal financial data at the national and sub-national levels limits the ability of MOLA and CVDB to analyze municipal revenues and expenditures, and to compare financial performance among municipalities. This lack of data has been noted as a key impediment to financial analyses and government decision-making during the COVID-19 pandemic. In the third quarter of Year 5, the project began developing a dashboard with the Information Technology Directorate at MOLA and delivered the graphical user interface on June 24.

Specific to Q4 of Year 5: The project provided direct technical assistance to MOLA, CVDB, and 31 partner municipalities to aggregate and disaggregate data from all municipalities through the FMIS. Additionally, the project trained key users of the dashboard from MOLA, CVDB, and municipalities, and completed the dashboard by the end of August.

This technical assistance will help analyze municipal financial data, assess performance, and as a result, boost MOLA's decision-making process and increase transparency and accessibility of municipal financial information. The online dashboard will be critical for the sustainability of the FMIS system.

### **Municipal budget formulation.**

The project supported partner municipalities through Year 4 to utilize a multi-year budget template and guidelines to enable municipalities to better plan, manage resources, improve delivery of services, and strengthen local economic development. In the third quarter of Year 5, the project submitted to USAID a report on lessons learned from the experiences on municipal budget formulation, together with recommendations for improving and sustaining future programming.

### **Human resources recommendations.**

Municipal human resources audit reports, completed by the project in Year 3, have informed targeted technical assistance to improve human resources, including: organizational restructuring; improved hiring; optimized workforce utilization; succession planning; and gender balance. In the first and second quarters of Year 5, the project provided coaching on the implementation of succession plans to the following municipalities: Al-Dhulail, New Balama, Greater Karak, and Greater Ajloun. Succession plans guide the development of skills and capacities of municipal employees, ensure the retention of qualified employees, and prepare second-line employees to be able to assume senior positions through targeted training programs.

### **Technical assistance to partner municipalities to adopt organizational charts.**

Organizational charts are essential as a control and management tool to define divisions, relationships, positions, titles, allocation of tasks, coordination, and supervision among different municipal functions and directorates. With the project's support in Year 4, MOLA developed and approved four versions of the standard municipal organizational charts, including detailed charts and functions for municipal financial affairs departments (two versions depending on the size of Category A municipalities; one for Category B municipalities; and one for Category C municipalities). By the end of the second quarter of Year 5, the project had provided technical assistance to 33 partner municipalities on the new organizational structure, 28 of which formally adopted it; and to 33 partner municipalities on the new detailed structure for financial affairs departments, 29 of which formally adopted it. In the second quarter of Year 5, at the request of the Jordan Municipal Support Project's (JMSP) of the Federation of Canadian Municipalities (FCM), the project shared samples of municipal job descriptions and organizational charts, including for municipal financial affairs departments. The JMSP will utilize the samples as part of technical assistance on human resources and organizational development for their targeted municipalities.

### **“Deep Dive Discussion” on Municipal Organizational Development and Human Resources Management.**

In the first quarter of Year 5, the project delivered an online presentation to USAID on the project's accomplishments supporting municipal human resources reforms, capacity development, standardization of procedures, communication mechanisms, and knowledge management within MOLA and municipalities. The discussion included recommendations on human resources and organizational improvements at both the national and sub-national levels of government.

### **Performance-based appraisal system for municipalities - King Abdullah II Center for Excellence (KACE).**

Through a grant that began on December 9, 2019, and was completed on May 31, 2021, KACE developed a performance-based assessment system to motivate municipalities to enhance their performance, and have the ability to recognize those municipalities that are demonstrating sound management and financial practices through a competitive municipal excellence awards program. The activity includes three parts: development of the assessment process and criteria; development of municipal capacities through awareness sessions for municipal leaders; and leading the first cycle of the awards assessment. The awards have two primary categories: Municipal Awards (divided by Category A, B, and C Municipalities); and People Awards (divided by Executive Manager Excellence and Employee Excellence). Emphasis for the awards is placed on innovative local practices that increase transparency and accountability.

To help sustain the awards, the project trained three MOLA staff early in Year 5 as certified assessors. In the third quarter of Year 5, KACE selected 33 finalists for the Municipal Awards, 20 for the Executive Manager Excellence Award, and 27 for the Employee Excellence Award.

Specific to Q4 of Year 5: A final report on the development of a municipal performance-based assessment system, including recommendations for future programming, was shared with USAID and MOLA. Awards will be presented during a ceremony under the patronage of His Majesty the King to be held after project completion (the date had not been determined by KACE by the end of the project).

### **“Deep Dive Discussion” on the Municipal Excellence Awards Program.**

In the second quarter of Year 5, the project presented to USAID an overview of the municipal excellence awards program and recommendations to sustain the project's activities.

**CVDB's annual report for 2019.** The annual report highlights the CVDB's roles and responsibilities as the sole provider of financial and banking services to municipalities and the CVDB's major achievements during 2019. The project submitted the final annual report to CVDB for approval on in the first quarter of Year 5. In the second quarter of Year 5, the CVDB Board of Directors approved the final draft of the annual report for 2019. The project also funded the printing of 200 copies of the annual report for CVDB to share with municipalities and other ministries. The report was uploaded to the CVDB's website: [http://www.cvdb.gov.jo/images/pdf/annual\\_rep2019.pdf](http://www.cvdb.gov.jo/images/pdf/annual_rep2019.pdf)

### **Online launch of MOLA's strategic plan for 2021-2024 and the municipal fixed assets system.**

In the third quarter of Year 5, and in partnership with MOLA and CVDB, the project conducted an online launch of MOLA's Strategic Plan for 2021-2024 and the municipal fixed assets system. Held under

the patronage of Deputy Prime Minister and the Minister of Local Administration, the ceremony was attended by the Secretary General of the Ministry of Local Administration; Director General of Cities and Villages Development Bank; and USAID's Director of the Democracy, Rights, and Governance Office. Following the online launch, the project provided MOLA with approximately 70 printed copies of the strategic plan in Arabic and English.

#### **Support municipalities to review and update their current Communications and Outreach Strategies.**

In Year 5, the project continued to support municipalities to review and update their communications and outreach strategies, which were originally developed with the project's assistance during Years 2 and 3. By the end of third quarter of Year 5, the project had received updated strategies from all 33 partner municipalities. The updated strategies reveal that municipalities are continuing to apply new communications tools (that were not originally included in their strategies) to engage with their local communities, including Twitter, TikTok, Instagram, Zoom, Microsoft Teams, and email to communicate with their staff, especially during the period of COVID-19 restrictions when telework was required.

Specific to Q4 of Year 5, the project submitted to USAID a report on lessons learned from the experience of communication and outreach collaboration with municipalities.

#### **Mentor municipalities to maximize utilization of social media.**

In Year 5, municipalities continued using their Facebook pages as the main communication channel for sharing information and news with their communities.

Specific to Q4 of Year 5: municipalities continued to post videos, live broadcasts, messages, and pictures to promote and support: the municipal cleanliness initiative; the pilot project to address stray dogs; the street naming and building numbering installation; equipment and supplies through the project's in-kind grant support; and posted other announcements relating to municipal service delivery.

#### **Train MOLA, CVDB, and municipalities to produce short videos.**

In the first quarter of Year 5, the project designed a video production training program for MOLA, CVDB, and partner municipalities to help them improve their visual content on social media and other communication channels. The training program was held with four groups of municipalities, plus two additional sessions for MOLA and CVDB representatives, in the second quarter of Year 5. It included topics like videography, storyboarding, script writing, and footage and sound editing, through the use of video editing software program (Wondershare Filmora) procured by the project for all participating partners. The training sessions were led by an intern participating in the project's internship program who has technical expertise in video production and editing. Following the training, two CVDB participants developed short videos celebrating the centenary of the founding of the Jordanian state.

#### **Support the street naming and building numbering initiative.**

During Year 5, municipalities posted videos and messages in support of the street naming and building numbering initiative and as part of the municipalities' social media awareness plans developed with project support. In the third quarter of Year 5, the project and the Greater Ma'an Street Naming and Building Numbering Municipal Committee planned the implementation of awareness-raising activities for the initiative including social media posts, disseminating the initiative's video (produced in Year 4), and collaborating in the development of media reports. The street naming and building numbering initiative

in Ma'an received extensive media coverage on Almamlaka TV, and in Ammoun News, and Addustour Newspaper. Also in the third quarter of Year 5, USAID approved a video that helps explain the importance and benefits of the street naming and building numbering initiative to the Greater Salt local community.

#### **Support the Implementation of radio stations.**

In the third quarter of Year 5, the Committee Head of Greater Irbid Municipality agreed to assign a municipal focal point who will coordinate the use of in-kind radio station equipment to enhance communication with the local community.

Specific to Q4 of Year 5: The project organized an experience-sharing visit to the Greater Zarqa municipal radio station with the assigned radio station staff from Greater Madaba, Greater Irbid, and Greater Mafraq Municipalities. Installation and training in the use of radio equipment were finalized for Greater Mafraq Municipality in August, and completed on September 16 for Greater Irbid and Greater Madaba Municipalities.

#### **Stray dogs pilot project.**

The issue of stray dogs affects public safety, municipal service, and community cohesion in several of Jordan's municipalities. On August 16, 2020, the project launched its grant to Princess Alia Foundation (PAF) to implement a "Pilot project to build the capacity of municipalities to control stray dog populations." In cooperation with Al-Dhulail, Al-Khalidiyah, and Al-Hallabat Municipalities, the project implemented an Animal Birth Control (ABC) Program, an animal welfare-friendly method of controlling dog populations, through the establishment of a clinic in Al-Khalidiyah Municipality.

During Year 5, the initiative's 39 youth volunteers posted videos, messages, and pictures to raise the awareness of the issue of stray dogs. In the third quarter of Year 5, PAF completed a training program for the appointed "capture, recovery, and release" teams from Al-Khalidiyah, Al-Dhulail, and Al-Hallabat Municipalities to implement the ABC Program in collaboration with the Al-Muwagar ABC Center of Greater Amman Municipality. PAF also completed a training program for the veterinarians from the Ministry of Agriculture (MOA) Directorates in Zarqa and Mafraq Governorates who implemented the ABC Program's medical procedures.

Specific to Q4 of Year 5, renovations were completed and the clinic established, PAF developed a Standard Operating Procedure Manual for the ABC Program, and the project conducted a workshop on the review of the Law on Animal Welfare of 1925 and related bylaws, which was attended by representatives from MOA, Ministry of Health, Ministry of Environment (MOE), MOLA, Public Security Department, Royal Department for Environment Protection, Mafraq and Zarqa Departments of Agriculture, Greater Amman, Al Khalidiyah, Al Dhulail, and Al Hallabat Municipalities, and the Veterinarians Association. The project gathered recommendations to improve the implementation of the law and to inform the drafting of a new law. The grant period with PAF concluded on August 10, 2021. On September 2, 2021, the ABC Program's sustainability was secured when MOLA issued a circular directing all municipalities to adopt the ABC Program – following the pilot project model in cooperation with Al-Khalidiyah, Al-Dhulail, and Al-Hallabat Municipalities – and to allocate funds for implementing these programs in the 2022 municipal budgets. MOLA is also encouraging neighboring municipalities to share land for the implementation of future ABC Programs. The project submitted to USAID a report on lessons learned from the experience of supporting the stray dogs initiative.

### **Municipal Cleanliness Campaign Services Initiative.**

Municipal Cleanliness Campaign Services Initiative. On December 23, 2020, the project signed a subcontract with FPEC, a local nonprofit organization, and initiated implementation of a six-month cleanliness campaign in five municipalities: Greater Ajloun; Al-Dhulail; New Deir Al-Kahf; New Husainiyah; and Houd Al-Dissa. A total of 110 workers and six supervisors, 26 of whom are females and seven are persons with disabilities, were hired in the second quarter of Year 5 and,

specific to Q4 of Year 5, the workers continued to be employed until the initiative's completion on August 20, 2021.

Throughout the second and third quarters of Year 5, Al-Dhulail, New Deir Al-Kahf, Greater Ajloun, Houd Al-Dissa, and New Husainiyah Municipalities posted messages, posters, and pictures to raise the awareness about the cleanliness efforts and the importance of keeping municipalities clean. In the third quarter of Year 5, the initiative's supervisor (female) in Greater Ajloun Municipality led a training session on basic first aid for the campaign's female workers to address the risk of snake and scorpion bites, and Greater Ajloun Municipality's campaign workers attended a training session on the foundations of implementing public awareness-raising activities with a focus on cleanliness. The first of such activities, with emphasis on anti-littering, was conducted in cooperation with the Anjara Community Center and with the participation of 40 children and their mothers. Schools in Greater Ajloun and Al-Dhulail Municipalities wrote letters of appreciation to the workers for their cleaning efforts, and a social leader (Al Mukhtar) of Deir Al Qin in New Deir Al Kahf Municipality wrote a letter of appreciation to FPEC for its efforts employing people in need.

Specific to Q4 of Year 5, the Greater Ajloun cleanliness team carried out awareness-raising activities on anti-littering and to improve hygiene practices in public places. The activities were held at Al Rawabi and Eshtafina areas with participation of the municipality, All Youth Jordan Commission, the Anjara Emergency Department and Environmental Police.

### **Cooperation with the USAID Training for Employment Activity (TEA) - Technical and Vocational Training Academy (TVTA).**

In the first quarter of Year 5, the USAID CITIES Project facilitated three introductory meetings with USAID TEA - TVTA to promote vocational training: with Al-Hallabat Municipality and Sama Jordan Company; with Al-Khalidiyah Municipality and the World Quality Company for Agricultural and Dairy Production; and with Al-Dhulail Municipality, EAM Maliban Textiles Jordan, Needle Craft for Clothing Industry, and Casual Wear Apparel. In the second quarter of Year 5, USAID TEA - TVTA and Al-Dhulail Municipality signed an agreement with three companies: Needle Craft for Clothing Industry; Casual Wear Apparel; and Rainbow Textiles Company, to train female candidates for employment in their factories. And USAID TEA - TVTA signed a vocational agreement with the Strong Shield Factory, which was facilitated by the Salhiah & Nayfeh Municipality. The USAID CITIES Project continued to facilitate meetings between USAID TEA - TVTA and Greater Ma'an and Greater Madaba Municipalities to explore potential vocational training opportunities. By the end of the second quarter of Year 5, and through the USAID TEA - TVTA's agreements, a total of 303 females had been trained and hired in factories in Al-Dhulail Municipality. Of those, 230 remained in their positions. In Salhiah & Nayfeh Municipality, 30 females were trained and hired and 17 remained in their positions at the end of the second quarter.

### **"Deep Dive Discussion" on Community Engagement and Cohesion.**

In the first quarter of Year 5, the project conducted a "Deep Dive Discussion" on community engagement and cohesion for USAID to examine project achievements and recommendations.

### **Carpentry workshop at Greater Zarqa Municipality.**

At Greater Zarqa Municipality, an old carpentry workshop with outdated equipment was underutilized. The workshop was unable to meet municipality demand for office furniture and for other wood products. The project supported expanding the carpentry workshop and upgrading with new specialized equipment. Following the workshop's expansion, Greater Zarqa Municipality announced new job opportunities with monthly incentives of JOD 100-150 in addition to the basic salary. By the end of the third quarter of Year 5, the workshop had increased its number of employees from three to 12. The workshop will also explore supplying office equipment to other municipalities.

Delivery of equipment was completed in the fourth quarter of Year 5.

### **Al-Khalidiyah Municipality hydroponic agriculture.**

With the project's assistance, and during the development of the master plan for the three neighboring municipalities of Al-Dhulail, Al-Hallabat, and Al-Khalidiyah, hydroponic agriculture (i.e., a method of growing plants without soil and very limited amounts of water) was identified as one of five priority "anchor projects." In the third quarter of Year 5, Al-Khalidiyah Municipality signed an investment agreement with Dar Abu Abdullah Association – a Royal nonprofit association founded by HRH Princess Haya Bint Al Hussein. As per the agreement, plastic greenhouses for hydroponics will be installed over an area of five donums of land (5,000 square meters) creating approximately 45 jobs. The municipality envisions this opportunity as a successful model that will encourage farmers to step away from random and traditional farming techniques and adopt new methods that are more feasible and productive in agriculture.

### **Greater Irbid Municipality street naming and building numbering workshop.**

With project support, in the third quarter of Year 5, Greater Irbid Municipality updated its street naming and building numbering physical workshop with new equipment – a computer numerical control router. The router will allow the municipality to produce items such as street signs and building numbers in a timely and efficient manner.

### **New Ma'adi Municipality dates sorting, storing and cooling.**

With project assistance, on July 10, an existing facility for sorting, storing, and cooling dates at New Ma'adi was equipped with new specialized cooling equipment. The equipment supplier trained municipal officials in the use of the equipment. It is expected that 20 jobs will be created as a result of this assistance.

### **Internship Program for MOLA and CVDB.**

The six-month internship program with MOLA and CVDB ended in the third quarter of Year 5, and the project celebrated the graduation of the interns during an online ceremony attended by the Secretary General of Ministry of Local Administration, Director General of Cities and Villages Development Bank, and USAID Project Management Specialist Maha Abu Ameer. Out of 8,000 young, unemployed graduates who applied to participate in the program, 19 interns were selected to work in specialized positions at MOLA and CVDB, including: civil engineering; mechanical engineering; organizational development; information technology; finance; human resources; urban planning; social media; and communications. Through the internship program, a new generation of local administration practitioners is equipped with the skills needed to lead Jordan's future development and local administration.

Specific to Q4 of Year 5, the project submitted to USAID a report on lessons learned from the experience of supporting the internship program.

#### **Markazia/Toyota initiative in Wasfi Al-Tal Forest, Ayn Al-Basha Municipality.**

With the support of the project's GESI Team, and in cooperation with Ayn Al-Basha Municipality, MOE, and MOA, the USAID CITIES Project supported the implementation of a memorandum of understanding between Markazia/Toyota and USAID which was signed in Year 4. The initiative leveraged conservation of the Wasfi Al-Tal Forest through development of recreation trails and a picnic area, and creation of jobs for local residents. In the third quarter of Year 5, MOE, MOA, Ayn Al-Basha Municipality, Markazia/Toyota, USAID, and the USAID CITIES Project conducted a site visit to Wasfi Al-Tal Forest to meet the new Ayn Al Basha Acting Mayor and update him on the progress of the initiative. Following the site visit, MOE submitted two request for proposals (RFPs) to the initiative's supervisory committee (i.e., representatives from MOE, MOA, and Ayn Al Basha Municipality) for review and approval. The RFP to develop the picnic area and the RFP to design and build recreation trails and the Environment Monitoring and Mitigation Plan were approved in the third quarter of Year 5 and USAID's Acting Deputy Mission Director visited the recreation trails and a picnic area site.

Selection of vendors to develop the picnic area and recreation trails was completed in the fourth quarter of Year 5, and implementation will continue beyond the project's timeframe.

#### **MOLA's Equal Opportunities Unit.**

MOLA's Strategic Plan for 2020-2024 includes a strategic objective for Gender Equity and Equal Opportunities and creation of a new Equal Opportunities Unit within MOLA's new organizational structure. In the second quarter of Year 5, MOLA formed an Equal Opportunities Team to guide establishment of the unit; the team is led by MOLA's Training and Organizational Development Director and includes 16 members (13 females and 3 males) from MOLA's directorates. In the third quarter of Year 5, one of the Equal Opportunities Team members previously trained by the project conducted a pilot GESI awareness-raising session for six members of the team, and, specific to Q4 of Year 5, the team delivered awareness-raising sessions to staff in their directorates. It is expected that MOLA will launch the Equal Opportunities Unit in 2021.

In the third quarter of Year 5, the project submitted to USAID a report on lessons learned from the experience of supporting MOLA's Equal Opportunities Unit, together with recommendations for improving and sustaining the unit.

#### **CVDB Equal Opportunities Division.**

The project supported CVDB since the second quarter of Year 5 to develop a new Equal Opportunities Division. In the third quarter of Year 5, the project supported CVDB to develop the division's structure and job descriptions and CVDB's human resources committee approved them. CVDB recruited a division head to create a strategy and action plan and to form a GESI team including representatives from different CVDB's directorates. The division will help ensure that gender equity and equal opportunity principles are integrated in CVDB's work, including projects that CVDB is financing at the municipal level. Specific to Q4 of Year 5, the project assisted CVDB in developing the division's mission and vision, the job description for the division's Equal Opportunities Specialist, and training materials on GESI. The project also trained the head of the division on GESI concepts and on the use of the GESI training materials.

#### **GESI training as part of internship program at MOLA and CVDB.**

As part of the project's internship program, in the first quarter of Year 5, the GESI team led an online training program for the 19 interns working at MOLA and CVDB on GESI concepts and mainstreaming. The training program oriented the interns to the importance of integrating perspectives of gender equity and social inclusion in their work.

#### **Cooperation with the USAID Takamol Jordan Gender Program.**

In the second quarter of Year 5, USAID facilitated a coordination meeting between the USAID CITIES Project and the USAID Takamol Jordan Gender Program to learn from USAID Takamol's experience in setting up gender teams in ministries. The USAID Takamol Jordan Gender Program, explained and shared two of their manuals with USAID CITIES: 1) Gender Resource Manual Terminology, Core Concepts, and Exercises for Gender Training; and 2) Participatory Gender Audits in Jordan: A guide for Ministries and Government Departments. The project shared the two manuals with MOLA and CVDB.

#### **"Deep Dive Discussion" on GESI in Subnational Governance.**

In the second quarter of Year 5, the project conducted a "Deep Dive Discussion" on GESI in subnational governance for USAID to examine project achievements and recommendations.

#### **Support to establish a training database for MOLA.**

In Year 5, four interns participating in the project's internship program developed a database to gather basic personal and employment data of MOLA staff. Through the database, MOLA will generate reports that will assist in monitoring the indicators relating to training policies and procedures, and generate training evaluation forms. In the second quarter of Year 5, the interns finalized uploading MOLA's employee basic personal data to the database and presented it to MOLA's Training and Organizational Development Directorate. The project also conducted an on-the-job training session on the use of the database. In the third quarter of Year 5, the project submitted a database user manual to MOLA's Training and Organizational Development Directorate. The project submitted to USAID a report on lessons learned from the experience of developing and implementing activities to institutionalize training programs at MOLA, together with recommendations for improving and sustaining future programming.

#### **Develop a 2021 training plan for MOLA.**

In the first quarter of Year 5, in cooperation with MOLA's Training and Organizational Development Directorate, the project piloted online questionnaires to assess training needs in areas such as leadership, supervision, and specialized areas of work. Subsequently, an online survey to assess training needs, developed with the help of two interns participating in the project's internship program, was launched ministry-wide. The survey closed on with approximately 218 respondents. The interns helped analyze the data and identify MOLA's priority training needs, which were approved in the second quarter of Year 5 by the MOLA-CVDB training committee. In cooperation with the Training and Organizational Development Directorate, the project finalized MOLA's 2021 training plan in the second quarter and submitted to MOLA for review. The training plan lists training priorities, timeline for implementation, training programs descriptions, and training plan evaluation.

**Support MOLA to monitor and evaluate its training programs and identify online training and e-learning opportunities.**

With support from interns participating in the project’s internship program, the project converted MOLA’s training evaluation forms to online forms (in Google format) and followed up with MOLA in the second and third quarters of Year 5 to ensure that the forms are being utilized correctly. Furthermore, the project compiled a list of online training and e-learning resources and shared it with MOLA to assist in the design of future online training programs.

**Transfer of project training resources to the Ministry of Local Administration and municipalities.**

In the second quarter of Year 5, MOLA completed uploading the project’s training material and manuals to MOLA’s new website. MOLA and the project announced this achievement to municipalities and other donors who are cooperating with MOLA, to promote effective knowledge sharing. The project also coordinated with the JMSP, supported by the FCM, who are also cooperating with MOLA on development of training programs and resources, to ensure effective knowledge management.

**In-kind grants.**

The project implemented in-kind grants with 33 partner municipalities since Year 1. Equipment delivery to municipalities was finalized in the first quarter of Year 5 with the exception of three grant agreements that were extended for the procurement and installation of radio station equipment at Greater Madaba and Greater Irbid Municipalities and interactive studio equipment at Greater Mafraq Municipality.

Specific to Q4 of Year 5, the project finalized the close-out of all in-kind grant agreements and all equipment was delivered including the radio station equipment for Greater Madaba and Greater Irbid Municipalities.

**Whole-of-project learning study.**

In the third quarter of Year 5, the project completed a whole-of-project learning study targeting 12 partner municipalities (Category A, B, and C ) to examine the implementation experience of the USAID CITIES Project, and to identify and document good practices and learning gained as a result of the project’s design and implementation. The learning study was co-led by Chemonics home office MEL experts and the project, in cooperation with USAID and a MEL Specialist/Researcher from USAID’s Monitoring, Evaluation, and Learning Activity Project (MELA) Project. By assessing the design and implementation of the project, analyzing what went well and why, understanding the challenges faced, and identifying areas for improvement, the study documented good practices to serve as a guide for other projects and/or to inform future USAID-funded programming.

Specific to Q4 of Year 5, the final report was submitted to USAID in August 2021.

## Annex 4: Indicator Results Through Life of Project

Indicator	Reporting Frequency	Target	Cumulative Results (FY 2017-FY2021)	% Achieved
% of USG-assisted organizations with improved performance	Annual	100%	100%	100%
Number of municipalities improving internal management capacity	Annual	25	21	84%
% increase in Budget Management Assessment score	Annual	10%	8.6%	86%
Number of municipalities that apply recommended corrective actions to the financial system	Quarterly	25	30	120%
% of institutional reforms adopted by municipalities	Annual	75%	67%	90%
# of organizational structures (organizational charts and job descriptions) endorsed by MOLA and adopted by municipalities Note: As agreed to with USAID, this indicator counts the total number of organizational structures that USAID CITIES created instead of counting the number of organizational structures endorsed by MOLA and adopted by municipalities, which was 57.	Quarterly	18	20	111%
% of service delivery improvements identified in municipal SDIPs implemented	Quarterly	60%	58%	97%
Number of community-led activities that address identified stressors or mitigate threats to cohesion	Annual	N/A	33	N/A
# of local development plans to improve service delivery reflective of community needs created by municipalities	Quarterly	73	72	99%
Number of public forums resulting from USG assistance in which local/national legislators/elected officials and members of the public interact	Quarterly	66	25	38%

Indicator	Reporting Frequency	Target	Cumulative Results (FY 2017-FY2021)	% Achieved
% of municipalities that implement outreach and communication strategies	Quarterly	100%	100%	100%
# of municipalities receiving training to improve service delivery	Quarterly	33	34	103%
# of municipalities that develop solid waste improvements plans	Quarterly	27	27	100%
# of street naming and building numbering maps developed Note: As agreed to with USAID, this indicator only counts the total number of street naming and building numbering maps with official council approval received by the end of the project. The project developed a total of 99 maps out of which 84 had obtained council approval by the end of the project.	Quarterly	80	84	105%
# of municipalities where street naming and building numbering is implemented	Quarterly	8	9	125%
# of recreational facilities and parks built or rehabilitated	Quarterly	12	19	158%
# of jobs created as a result of USG assistance	Quarterly	N/A	585	N/A
# of municipal projects supporting job creation	Quarterly	N/A	14	N/A
Number of laws, policies & regulations revised, drafted, proposed or adopted that will lead to reform in democratic accountability supported by the USG.	Annual	N/A	61	N/A
# of governorate development plans created and revised	Quarterly	10	10	100%
MOLA's strategic plan for years 2020-2023 approved and published	Quarterly	Yes	Approved	100%

Indicator	Reporting Frequency	Target	Cumulative Results (FY 2017-FY2021)	% Achieved
MOLA's organizational structure reflecting local administration functions adopted Note: USAID CITIES developed three organizational structure options for MOLA and the Secretary General of MOLA selected one of the three options, but final approval of the selected option is pending the final endorsement of the Law on Local Administration of 2021, which did not happen by the end of the project.	Quarterly	Yes	Pending	90%
MOLA's annual report for years 2018-2019 published	Quarterly	Yes	Completed	100%
# of officials and subnational staff trained Note: This indicator only counts officials and subnational staff trained for a total of 839. The total of all individuals trained by USAID CITIES, including municipal and local councils, local communities, and others in addition to officials and subnational staff, is 10,489.	Quarterly	N/A	839	N/A
% increase in knowledge among officials and subnational staff trained or coached	Quarterly	50%	85%	170%
Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	Quarterly	N/A	27.6%	N/A
Percentage of participants with increased level of knowledge and understanding of gender equality principles as a result of USG interventions	Quarterly	N/A	84.5%	N/A

## Annex 5: Geographic Data Reporting

All quarterly GIS reports have been provided to USAID/Jordan's Office of Program Management separately in accordance with current guidelines. Individual reports are available at USAID's request from the USAID CITIES Project Chief of Party.

## Annex 6: List of USAID CITIES Feasibility Studies

1	Technical and Financial Assessment Tafileh Solar Energy Project Report
2	Photovoltaic System Study – Balama District
3	Techno-economic Feasibility Study Muath Bin Jabal Solar Energy Project Report
4	Technical and Financial Assessment Sarhan Solar Energy Project Report
5	Sharhabeel Technical and Financial Assessment Solar Energy Project Report
6	Tabaqat Fahl Technical and Financial Assessment Solar Energy Project Report
7	Feasibility Study for a Hydroponic Agricultural Project

