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SUCCESS STORY

Greater Madaba's Strategic Step Towards Greater Development



His Excellency the Prime Minister, Dr. Omar Al-Razaz, receives a copy of the Greater Madaba municipality's strategic plan handed by the Mayor, H.E. Ahmad Azaydah during the Christmas tree lighting ceremony in Madaba. Dec 18, 2018.

Following USAID CITIES-developed handbook and methodology, Greater Madaba municipality was able to draft their own strategic plan for local economic development.



Her Excellency the Minister of Planning and International Cooperation, Mrs. Mary Kawar gives an opening remark during Greater Madaba's launch ceremony of the municipal strategic plan. Dec 20, 2018.

On December 20, 2018 under the patronage of the Minister of Planning and International Cooperation, Dr. Mary Kawar and hosted on the modern and beautiful campus of Middle East University; the Greater Madaba Municipality launched its strategic plan for local economic development 2019-2021. During her comments at the launch, Dr. Kawar said, *"I would like to acknowledge the support of USAID CITIES in facilitating the drafting of Greater Madaba Strategic Plan through providing necessary training and coaching"*.

A strategic plan for local economic development is a critical tool for attracting funds for investments and justifying projects submitted to the governorate council or donors for funding. As decentralization enters its second year, Greater Madaba's community will leverage this plan to strengthen the validity of their needs list to be submitted for budget year 2020. One of the many values of Greater Madaba's strategic plan for local development lies in its contribution to youth employment, tourism development, and that it provides ample attention to the application of modern techniques and environmental sustainability.

Inspired by the USAID Cities Implementing Transparent, Innovative and Effective Solutions (USAID CITIES)-developed handbook that established the sequence of activities and technical approach; Madaba's local development unit worked intensively for seven months to prepare their strategic plan for local economic development. Their efforts were led by their determined and resilient Head of the local development unit, Mohammed Abu-Qaoud, who tirelessly coached and mentored his colleagues in the preparation of this strategic plan. His individual efforts, the support of Dr. Sana' Sheqwara, Deputy Chairman of the Board of Trustees and the School of Business at the Middle East University, and the empowerment of Greater Madaba's leadership; demonstrated that talented and committed municipal staff can apply the methodologies with minimal assistance. During the launch ceremony, Mr. Abu-Qaoud shared, *"Not enough credit can be given to USAID CITIES for their training, the handbook and the methodology that we followed when drafting our strategic plan"*. USAID CITIES monitored the municipality's effort, reviewed the plan, and provided printed copies for dissemination.

USAID CITIES developed the methodology, created a handbook, and delivered a training that was intended to help municipalities draft their own strategic plans for local development. However,



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Mohammad Abu-Qaoud, Head of the local development unit at the Greater Madaba municipality.

Greater Madaba municipality put all that to the test, and it worked well. The handbook served as the cornerstone for drafting Greater Madaba’s strategic plan for local development as it suggested a sequence of activities and technical approaches including setting up a steering group and working groups, conducting an analysis of stakeholders and involving all in the process. Data gathering and the associated data analysis, uses common strategic planning tools such as SWOT and PESTAL¹ that assure proper consultation of the local community in the data analysis and formulation of a vision, organizational values, strategic objectives and projects. The plan is followed by an operational plan containing project description and a timetable.

At the conclusion of the ceremony, USAID CITIES’ Senior Service Delivery Specialist, George Hartman, observed that those who attended the ceremony were happy for the municipality’s achievement, but for USAID CITIES, it was more than joy that came to mind and is felt in our hearts. It was a feeling of pride that Greater Madaba took a pioneering role in local development planning. This is a success for Greater Madaba, for its community, for USAID CITIES, and more than that: it is a sign of hope for Jordan.

USAID CITIES focuses on local governance to improve prosperity, accountability, and equality for a stable, democratic Jordan by strengthening democratic accountability. Awarded in September 2016, USAID Cities Implementing Transparent, Innovative and Effective Solutions (CITIES) seeks to increase the effectiveness of its targeted 33 municipalities and support decentralization in all 12 governorates in Jordan through four sub-goals: improved service delivery, increased sustainability of municipal and decentralized government operations, increased responsiveness to citizen priorities, and enhanced capacity to promote community cohesion and resilience.

¹ SWOT - Strengths, Weaknesses, Opportunities and Threats and PESTEL - Political, Economic, Social, Technological, Environmental and Legal