

Chapter 25

Decentralization and Community Development

25-1 Background

The trend towards a new social bond that combines all social active groups as partners in formulating, implementing and evaluation development plans, stipulates the adoption of a new thought for community development that shall allow a broader public participation.

In spite of the efforts exerted in the 9th FYP, there seems to be pressing needs to reconsider the methodology and content of community development in the current FYP. Due consideration is given to the importance of the central authority roles in fields of defense, security, justice and international relations, in addition to the formulation of national objectives and developing policies to achieve them and the implementation of cross community projects. However, a strong sense for the role of the communities must be formed regarding their role in drafting their development plans, within the framework of national objectives and public policies, and shouldering the implementation responsibilities with organized public participation that accommodates all effective powers in the local communities and deepens to include all development stages.

The Local administration structure in Syria includes 14 governorates, 109 cities, 248 towns, 207 villages and 854 municipalities. They operate within the framework of the Local Administration Law No. 15 dated 11/5/1971. This Law included within the second chapter objectives of progressive formulae where it stressed the importance of the democratic, popular participation. The Law assigned the responsibilities of economy, culture, services and all citizens affairs at administrative units to the Local Administration. It transferred the relevant responsibilities to the local authorities whereby the role of central authorities will be limited to planning, legislation, organization, introduction of modern technology, monitoring, training, coordination, follow-up and implementation of major projects that are beyond the capacity of local communities or important by nature to all citizens.

However, the practical implementation of the said Law did not fulfill the expectations. This has led to preparation of a new draft law for local administration which will avoid the obstacles that hindered the application of the previous law over 34 years. The new draft law is under discussion by the legislative authorities for ratification.

25-2 Review of 9th FYP performance

.....(to be covered later)

25-3 Problems & Challenges

- Intersections between the roles of the central and community authorities, and the tendency towards intensifying the roles of central authority that caused limitations on the roles of local authority.
- The difficulties associated with central authorities relinquishing their interventions in local affairs. There are few exceptions, however they were limited in duration and were based on non-subjective causes.
- Ambiguity regarding the true volume of state resources assigned to local communities and lack of transparency regarding their distribution by the central authority. This led some local communities to exaggerate their demand and at the same time ignore the serious planning study of the contents of their demands, since the decision by the central authorities shall be governing.
- Strong centralization regarding control of financing mechanisms of local plans, slow financing and even reduced financing during implementation, which caused the some local projects were not completed according to schedule and specifications.
- Weak capacities of local establishments, which was reflected in their inability to mass organized public participation or to convince local development partners to activate their contributions, as long as they are not partners to making the final decision which will be taken mostly by the central authorities.
- Inadequate attention to quantify the local activities towards improving quality of life for citizens and inability to prioritize the local projects based upon balancing needs with resources within the framework of long term development vision.

In summary, the weakened decentralization has weakened the chances for people's participation, without which the local development, in turn the basis for national development, can not be met.

25-4 Future Vision

The long term vision materializes when the community development (urban and rural) succeeds in continued improvement to the quality of life to citizens and their fair participation in sharing both the burdens and returns of development.

The participation, coordination and cooperation between all partners to community development (the state, NGO, private sector, academic and scientific community, media and communication) within the local plans are expected to develop the local communities within the coming two decades to provide the following to their citizens:

- A decent housing for the citizen and his family, keeping its privacy, spacious to accommodate the lives of inhabitants, safely-constructed, healthy, stable within a local urban planning set up, connected to basic services and easily reachable.

- A higher life span, free from diseases, disabilities, capable of performing the functions of life, work and amusement.
- Knowledge, information, skills and capacities that enable the individual to understand and react with the surrounding, qualify for work and earning and allow chances for development and progress in life and to enjoy it.
- A stable and honest job that allows to the individual the chance to improve and progress according to his efforts and culture. The job shall be sufficient for stable income to cover the needs of his family and save for future needs.
- Strong networks for social security to secure the individual and his family against the unexpected fluctuation in the future.
- A fair status for women that will enable them a fair share of services, job opportunities, income and managing their affair in addition to participation in managing the social affairs.
- Safe childhood, well taken care-of, both in terms in nutrition and medical service, enjoying their age and protected from exploitation of their innocence and forceful formulation of their future.
- Fair opportunities for the disabled regarding care, rehabilitation and integration within the society.
- A well-balanced environmental system that is protected from pollution and over exploitation.
- A cultural system built on values that preserve the identity, accept elevation of sense, concept and taste and accept new adequate technologies, appreciate science, talent and criticism and stress the communal responsibility.
- An administrative system that will expand citizens choices, guarantee their rights in actual practice of their choices within the laws, free from corruption, working in transparency, socially accountable and with the possibility of power exchanges and is characterized by original rather than delegated decentralization.
- Effective means for people participation, with equal chances for all citizens of whatever particulars and descriptions and ensures the depth of participation to include thinking of the communal needs and their priorities, planning for change, finance programs and projects, follow up and evaluation and efficient, fair and transparent management. The means ensure authority exchange without limitations to professionals.

25-5 Long Term Objectives

During the consecutive FYP up till 2015, the local communities will benefit from the results of quantitative objectives that will be performed by the various service and productive sectors whether in fields of poverty control, lowering unemployment, family use of public facilities, increase education rates, decrease of school dropout rates, improve life expectancy, decrease infant mortality rates and increase percentage of families covered by social securities network.

In addition to the above, the local communities within the coming two FYPs will be able to:

1. Possess all administrative and organizational authorities on all government activities and services which are performed within governorate boundaries, except for those of sovereignty nature (defense, security, justice, monitoring) via an advanced legislation which makes the decentralization as the origin rather than via authority delegation.
2. Adoption of the community participation methodology in formulating and implementing communal development plans on government, city and village levels. This makes the communal plans as the basis for national development plans, and fulfils construction of the national plan from bottom to top. Increase the base for people participation in communal development via participation mechanisms that represent all the active forces in the community.
3. Effective attraction of private sector to assume major roles in the community economic development.
4. Integration between the community development plans at various levels within each governorate and between governorates of single economic region.

25-6 Tenth FYP

The tenth FYP aims at improving the quality of life for citizens at local communities (urban and rural), particularly at under-privileged areas in social and economic considerations. This provides the strong connection to the role of the communities regarding active participation in the national poverty control program. To be more specific, the quantitative goals and objectives can be identified as follows:

A-Objectives

1. Set up and implement a comprehensive community development program at each government within a regional context for neighboring governorates, which will achieve optimal use of local resources, means and capacities for the purpose of improving citizen's quality of life.
2. Build and activate organized mechanisms for peoples participation that will combine all active communal forces (the state, private sector, NGO, research and scientific activities, ..) that will lead the community development process and will allow mobilizing all the community resources and employing them in setting up and implementing the comprehensive community development program.
3. Activate decentralization and build the capacities of local establishments, organizations and cadres to perform their active roles in setting and implementing community development plans and their feasibility studies.

B-Quantitative Aims

1. Construct detailed periodic and staged work plans during the FYP for each governorate, area, city, town and villages that combine infrastructure projects, social services and economic development, regardless of their sources of finance (government, NGO, private, foreign grants) within a comprehensive framework which corresponds to the objectives of the FYP.
2. Introduce Community Development Information Centers at each governorate and area to provide the information and data necessary to build and monitor the community development plans at all of community levels. The Centers shall be linked via technical coordination with central authority responsible for nation-wide statistics and data.
3. Establish community development funds at national, governorate and even town levels which will be the direct mechanism to provide easy loans for the target local economic projects aiming at creating new employment opportunities, increase income of poor families, attract undisciplined sectors and to provide special attention to the needs of under-privileged women.
4. Implement infrastructure projects within the detailed work plans for communities that shall be defined and implemented within the FYP, which include:
 - a. Construct 19812 kilometers of roads within governorates.
 - b. Build 167 bridges at rural areas.
 - c. Rehabilitate and renovate 133 bridges at rural and urban areas in governorates.
 - d. Construct 10364 km of wastewater networks at under-privileged areas.
 - e. Rehabilitate and renovate 3378 of sanitary wastewater networks at governorates.
 - f. Install 13963 kilometers of drinking water networks at governorates most needy areas.
 - g. Provide 90 tankers to transport drinking water to remote areas which can not be reached by networks.
 - h. Cover 446 kilometers of open ducts (irrigation or discharge) that pass through residential blocks at rural and urban areas.
 - i. Establish 85 post offices at governorates most needy areas.
 - j. Set up 33131 lighting posts at entrances of towns and villages.
 - k. Construct 47793 teaching classes for the basic education stage (elementary-preparatory) at most needy areas.
 - l. Set up 155 centers for rehabilitation, vocational and transformation training at governorate centers and areas.
 - m. Construction of 245 health services centers at most needy areas.
 - n. Provision of 150 ambulances to serve most needy areas.
 - o. Set up 37 centers to development women talents at most needy areas.
 - p. Establish 300 children nurseries at most needy places.
 - q. Construct 111 houses for cultural activities at most needy areas.
 - r. Construct 24 centers to cater for special needs individuals at most needy places.
 - s. Complete 916 detailed urban plans for governorate cities, towns and villages.

5. Increase the operation capacity of the local training centers (now under the Ministry of Local Administration) to reach 100% all year round. Develop the program contents to include skills of planning, monitoring, management and operation of community programs, labor intensive environment friendly techniques and skills to set up and develop local infrastructure.
6. Set up a PC based accounting system to be implemented at all levels of local administration, and train at least 20 individuals from each governorate on its use to achieve transparency, accountability and more efficiency in monitoring local programs and projects.

C-Strategy

Community development is the base for national level development. The citizens of local communities will pay the bill of national development burdens and at the other side they are the end objectives of national development. Hence it is necessary that the activities of community development which interact daily with citizen lives, be an integral and essential part of national development plan, which will enable them to harvest the fruits of national development and to increase their beliefs in the burdens of development so that they will participate with satisfaction and content to secure the continuation and sustainability of the communal-national development.

In order to achieve development by participation, there is no alternative but to provide a greater part of decentralization in planning and implementing community development. The wide scale citizen participation is difficult to achieve in centralized-style that is distant from contact with citizens at villages, towns, neighborhoods and cities.

Successful development requires efficient planning and scientific judgment on projects priorities and feasibility. Wide-scale participation requires mechanisms that allow equal representation for all community categories and classes.

Furthermore, successful development requires necessary integration between levels of local administration (governorate-area-region-city-town-village) and other integration between sectors which are centrally state-controlled, in addition to integration between efforts exerted by the state side and efforts by the NGO and private sector. Also required is the integration between axes of environmental and urban development, human development services, economic development and institutional development.

Therefore there are four major elements that govern the community development strategy in this FYP. They are: integration, scientific methodology, citizen participation and decentralization. These factors combine to achieve fair development on one side and efficient use of resources on the other side.

In this context, the strategies adopted by the tenth FYP include:

- **Set up and implement a comprehensive program for integrated community (rural-urban) development at each governorate, associated with Objective 1)**
 1. Integration of the community plan, geographically starting from village level upwards to the region level, between government sectors efforts, between partners to community development (state, NGO, private sector) and integration between the four development axes: urban development, human development, economic development and institutional development. Also integration between activities directed to various categories and those directed to specific categories (children, women, youth, special needs, elderly, poor, unemployed ...). And the integration between the urban plan with rural plan. This multi-faceted integration shall be guaranteed by a national body and governorate bodies.
 2. The scientific methodology in planning and implementing the community plan by depending on a set of nationally and locally accepted development indices which will ensure that available resources will be directed towards filling the development gaps and to depend on suitable techniques such as intensifying the human work, environment conversation and transparent operation and management. The scientific approach depends on continuous update of data information and analysis techniques and the display which is suited to cultural levels of citizen categories participating in the development.
- **Build and activate organized mechanisms for citizen participation that combine all active powers in the local community: state, NGO, private sector, scientific and research activities (connected to objection no. 2)**
 3. Direct contribution and participation by all concerned (particularly beneficiaries) at all stages of preparing, implementing, follow-up and evaluation of development plan projects at the community level via organized mechanisms for peoples participation.
- **Activate decentralization and build capacities of local establishments, organizations and cadres to perform their effective roles in setting up and implementing community development plans (in association with objective no. 3).**
 4. The locality of the development decision at all stages o the development process in planning, financing and implementation within the national plan and without the need for centralized interventions in community development plans.

D-Policies and Work Plans

- **Integration of community development plans (in association with strategy 1).**
 - Create a national body and local bodies at the governorate level that will be responsible for integrated community development within the context of the relevant ministry. This body shall coordinate with the State Planning Commission. At the national level, it will be responsible for the national fund

for community development that will allow it to finance a part of local development plans; it will also monitor the public participation mechanisms at various levels to ensure transparency and equal chance. The Body will coordinate and integrate governorate plans or local development with centralized sector plans in cooperation with SPC. Furthermore, it will monitor governorates projects, coordinate support and technical assistance, perform studies, pilot plans, training activities and communication activities needed to implement community plans.

At the governorate level, the Body will perform similar roles within its geographic area. Though this Body and its staff will report to the relevant governorate, the technical directives shall be via the national Body.

- Through the mechanisms of peoples participation and the new Bodies for comprehensive community development at various administrative levels, the NGO sector and private sector are invited to consecutive discussion seminars to materialize the activities of either sectors in the community development plan from their own resources and via their mechanisms, in order to integrate their projects within the comprehensive local community development plan at all local administration levels.
- To stress the balance of the community development plan in targeting all categories of citizens in certain programs and projects and consider the possibility in setting up programs or projects that target certain under-privileged development categories. But the important thing is that all citizens will find for themselves the opportunity to participate and benefit from the community development plans. Hence, the community plans two levels of project: projects for the larger public and projects that target certain categories.

- **Scientific Approach (connection to Strategy 2)**

- Within the context of the objectives of the FYP, each level of the local administration (governorate, city, town, village, and municipality) shall have a unified community development plan that includes four basic sections: basic and urban infrastructure, human development services, economic development and institutional development. They are financed from the community development fund which is considered the collection vessel for all financial resources that will be made available to the community whether from the state, local or self resources, donations, people contributions or others.
- This unified community development plan shall be built on quantitative objectives towards improving the current status regarding measurements and indices of human development at each geographic administrative level, at least meeting the objectives of the third millennium summit approved by the United Nations summit in 2000, which Syria took part, and which will achieve fair and balanced development at all local administrative levels.
- The mechanisms of peoples local participation at the geographic administrative level shall determine the local quantified objectives and to

rally the popular acceptance, being a civic challenge that requires rallying all available resources to achieve.

- Within the financial resources that will be combined at the community development fund (from whatever resources) the community participation mechanisms shall set up the unified community development plan, in order to achieve the quantified objectives within a certain time span. Such unified community plans shall be compatible with the state FYP, and then divided into consecutive yearly plans.
- The unified community development plan shall include the projects satisfying the quantified objectives, prioritized according to their popularity. Before any project is included in the plan, its feasibility must be studied: technical, financial and economical, social and environmental.
- The activations of the two sectors: private (individuals, companies, cooperatives) and NGO (societies and volunteers) are considered an integral and completing component with other projects and activities of the unified plan. These activities include sectoral economic development: agricultural, industrial, tourist, and other activities to control poverty and unemployment.
- The Plan is built based upon the optimum exploitation of the most recent and suited techniques to submit services and productions that are environment friendly and intensifying the human work element, transparent and efficient in operation and management, by making use of results from previously mentioned department for technical modernization of services and local production that were discussed at policies related to strategy 3 included in the project for developing local technologies.
- The human development indices which will form the basis to determine the quantified objectives for local community plans, will be determined by the results of the Community Development Information Centers which will be established at each level of local administration levels, as previously mentioned in context of policies related to Strategy 3 included in the project to modernize community technologies.
- A periodic report (every five years as a maximum) shall be prepared regarding human development at given governorate. It shall include indices and measurements of human development for all the administrative units in the governorate. This will make it easier for the subsequent detection for gaps in spatial and categorical human development and will constitute an important tool for late planning stages thus leading to more fairness and sustainability of development. This government community report about human development shall follow the same international techniques and criteria used in similar reports issued by the UNDP to establish credibility. A national observatory to monitor the national development shall be established and will be assigned the release of said human development reports in cooperation with the relevant governorates.
 - **People's Participation (in association with Strategy 3)**
- Formulation of an organized mechanism for people's participation at all community levels (governorate, region, area, city, town, village) that combine members representing the elected community councils and

municipalities, the government executives and representatives of all various peoples NGO, the private sector, media and communications, public service activists, youth activists, public opinion leaders (if not already included) and experts from the University and research centers. The peoples mechanism will via direct contact with citizens collect the views and requests of citizens regarding different community activities, set their priorities, formulate the community development plans into project that respond to the requirements, include the projects in to the plans according to feasibility, rally the peoples support for popular contributions towards fulfilling the financial and material requirements of the projects, define the complimentary finance requirements, distribute the resources available from the state or community resources on the projects and continuously monitor the projects.

- Introduction of citizens' development organizations for social services at needy areas and to assist in building their institutional and individual capacities in order to be able to rally the local citizen resources and also to assist in management, operation and maintenance of community social services within the required specifications and monitor their implementation for the government specialized technical parties.
- Encourage the introduction of modern cooperatives that are suited to the social market economies. Some will be assigned the construction, management and operation of basic infrastructures that the state will decide to restructure economically. Others will handle economic development to support small and micro enterprises and encourage them for production integration. A third party will handle community housing and provide it with technical assistance for possible alternatives for vertical expansion in rural housings.
- Encourage the setting up of women citizen societies (at areas where they lack such societies) to rally the efforts of women in multi-faceted citizen participation and maximize the women benefit from available community development opportunities particularly within training, combating illiteracy, family planning and small and micro loans.
- Encourage the introduction of citizen youth societies (in areas lacking such societies) to rally the youth efforts in multi-faceted youth participation, maximize the youth benefit from community opportunities particularly in rehabilitation training, spread of free and private enterprise and encourage securing loans for small projects.
- Set up plans to employ the financial transactions from immigrants within the community development plans.
 - **Decentralization and capacity building (in association with strategy 4)**
- The actual transfer of authority on all government service activities to governorates.
- Governors delegate their authority downwards till village level.
- Transfer the funds of government projects that are implemented in governorates and related to serving a single governorate, to the governorate. The central ministries shall only keep the funds for government projects that serve more than one government.

- Set up unified criteria for infrastructures and service buildings to be constructed at communities, to be adhered to on national level.
- Set up unified guiding manuals for community projects implementation and maintenance and a unified accounting and administrative system.
- Introduction of the Local Community Development Fund on the national level and similarly at governorates, in integration with the national fund for combating poverty. The community funds shall be the collection vessel for all resources that will be assigned to finance the community development projects, whether from the state funds or community funds (fees, services) or citizens' contributions and returns of investments. The community funds will finance the basic infrastructure projects and services incorporated in the community development plan. And via a separate account, the community funds will provide loans to the small and micro enterprises at favorable conditions (loan cost, repayment conditions, grace period, easy collateral, loan re-scheduling when necessary). Lending priorities shall be given first to most poor and unemployed categories to set up their own enterprises and particularly to women who are supporting their families. The National Fund, via the funds made available from the state, shall support the local funds at governorates with higher needs.
- Building capacities of local executive bodies in order to enhance their role in community development. This is done via consecutive trainings and technical support during operation.
- Building capacities of members of the citizens' participation mechanisms via training and provision of technical experiences of planning, feasibility studies, plans integrations, follow up and monitoring.

E-Legislative and Institutional Reforms

- Kew legislative for local administration that will confirm its responsibility for "managing community development" built on de\centralization and citizens participation in managing the community development.
- Controlled and transparent criteria that accurately mark the boundaries of relations and responsibilities between the central authority and the governorates and the boundaries of relationships and responsibilities between the levels of local administration in governorate.
- Introducing the "Economic Region" to be added to the levels of local administration, whereby adjacent governorates comprising an economic region are collected. And defining the relations of this new level with included governorates and relation tom the central authorities,
- New criteria built on controlled quantified indices for the distribution of government funds and subsidies that are assigned for the governorates in FYPs and annual plans, which will achieve just development opportunities and fill the gaps (geographic and category) and ensure the continuity and sustainability of development.
- New criteria built on quantified indices based upon human development measurements and technical, economic, social and environmental considerations in order to set project priorities, classification and study their feasibility prior to incorporation in the community development funds.

- New criteria and specification for services to be provided by communities regarding infrastructure or human services sector.
- New criteria for lending regarding funds to be submitted by the local community development funds which will cater for actual simplicity regarding loan costs, collateral, payment schedule, chances for re-schedules and targeting less fortunate categories: poorer, unemployed and women that support their families.
- New criteria for the selection, appointment and continuation of executives responsible for development management at communities of various levels, based upon subjective specifications, handled via transparent evaluation standards for promotion and motivation.
- A new system for accounting and budgeting in managing community development taking into account citizen contributions and participation, transparency and openness, flexibility for prompt implementation along with required discipline required for the preservation of public funds.
- A new system for monitoring community development plan and projects that takes into account contributions by beneficiaries and local development partners in addition to the state parties. The system shall be based upon indices that are easily available during implementation and operation and can be easily reported periodically to the citizens at the local community and can be used for amending the course of implementation if necessary.
- A new system to evaluate plans and projects of local community, that will be independently performed by the National Observatory apart from the implementation parties to achieve neutrality and subjectivity. The system takes into account the previously planned quantified objectives, opinions of community development partners and beneficiaries and obstacles and conditions that faced the implementation and operation. The results are announced communally and are used as basis for the continuity of the programs, projects and their officers.
- A new system for collecting, analysis and display of data regarding community development, based upon actual field data not only estimates and prediction. The system shall be transparent and available and strongly coordinated with the central party responsible for national statistics which will guarantee unification of statement and data and simultaneous display at all concerned parties. The results shall be used to calculate planning, follow-up and monitoring indices and will be used to issue the governorates periodic human development reports.

F-Programs & Projects

During the 10th FYP, local development programs and projects will be implemented according to the priority criteria that the Plan adopted according to the following levels:

The First Level (citizens) according to the conditions of each city or village:

1. Set up the detailed urban planning.

2. Completion of water supplies network to cover 100% of families during the Plan stages.
3. Completion of sanitary wastewater network to cover 100% of families during the Plan stages.
4. Completion of covering all waterways that pass through residential blocks.
5. Lighting all housing blocks and increase the capacity of electric transformers thus allowing power for small projects at towns and villages.
6. Provide post and telephone services which will connect villages to the local and international information networks.
7. Set up fire extinguishing points and hydrants at villages and towns.
8. Completion of school rooms for the basic education stage (elementary and intermediate) to reach the class density as determined by the Council of Ministers (perhaps 32 students/class is appropriate).
9. Distribute classes and groups to combat illiteracy for complete elimination during two consecutive FYPs.
10. Continue improving health services and transform the biggest health centers at each region into a poly-clinic.
11. Expand the domain of family planning services to the level of farms at villages.
12. Provision of ambulance for each town (248).
13. Construct playing fields at towns for practicing sports for all citizens.
14. Construct cultural houses at towns that lack the same.
15. Construct women development centers at towns that lack the same.
16. Construct children clubs that include nursery, library and recreation facilities at all towns (according to capacities).
17. Construct centers for special needs at all towns according to social survey.
18. Provide easy loans for economic development projects which will increase job opportunities and contribute to achieve the objective of increasing local product.
19. Perform training exercises for technical cadres and citizens participating in the community development on planning, implementation, monitoring, management, operation and maintenance of community projects.
20. Perform technical support activities provided by universities and research centers to provide good sense for planning and implementing and prioritizing community development projects.

The second level includes specialized or category projects according to the conditions of villages/cities, such as:

1- Productive Village or City Project

The project the effective contribution by the village or city to increase its fame product cut the expenses and improve the qualities according to the technical guidance that will be provided by the relevant government department (agriculture, industry ...).

The project includes promoting suites of integrated small projects, technical and skill training, easy loans through community development fund, provision of technical support for productive projects, beneficiaries memberships in existing or new cooperatives, marketing via fixed or temporary outlets,

improve community handling systems with projects and coordination with technical ministries to provide technical back up to small projects.

2- Local Technologies Development Project

The target of the project is to spread the informatics and software industry, spread the techniques of integrated economic projects and technical development for local production and services. We outline below the work axis on the three objectives:

- A.** Set up an information center at each level of the local administration starting from the municipality to the governorate, and upgrade existing centers.
- Train staff that will assume responsibility at community development information centers.
 - Provide technical support and counseling to operate the information centers effectively to serve the purposes of community development.
 - Set up training centers on computers and software for citizens at levels of towns (248) and cities (109), training charges will be at actual cost.
 - Organize the youths that passed the training into cooperatives for producing software and information services.
 - Encourage the local government parties and organization of private sector and NGO to deal with software and information services cooperatives in order to modernize their works using advanced programs.
 - Provide easy loans from the community development funds for production cooperatives to be re-loaned to their members to obtain computers which will help them be efficient producers of software.
 - Provide technical back up for software and information services producing cooperatives in order to ensure quality standards in their products for local marketing and export.
- B.** Local distribution of the technologies of economically integrated project
- Perform technical/ economic studies for a group of packages of highly technological economic projects that are inter-related. The production can be staged or divided to parts that are successively produced.
 - Social marketing of already studied projects via meetings and seminars at villages, towns and cities, particularly with persons who have previous background and with youth who are willing to adopt the new ideas for the projects.
 - Stage intensive training courses to provide technical and organization skills for concerned individuals who will adopt the integrated economic projects.
 - Finance the small and partial projects that combine in a production chain via easy loans from the community development funds, for individuals who passed the technical and skills training.
 - Organize the owners of the small integrated projects in productive cooperative societies that help members obtain production requisites and allows marketing chances for the final product.

- Set up a center for supporting small integrated projects at each town and city, which will provide continued technical support for the projects and for their cooperatives.
- C. Technological development for services and community product**
- Introduce a technological development department for services and community product at each governorate and a similar department for the national level at the Ministry of Local Administration.
 - The Department will handle coordination and cooperation with universities and research center to benefit from their research results and their practical recommendations for application at certain locations within the governorate, monitor the implementation, publish the results, promote larger scale successful application at various fields and activities of community development and production services.
 - The Department will in cooperation with specialized scientific parties provide stereotypes of developing methods, production tools and technical designs for the different community productions in order to increase production efficiency improve quality and reduce cost in order to expand chances of local marketing and export. Such stereotypes can be spread to villages and cities via awareness, training, easy loans from the community development fund and other finance resources in order to follow the best and advanced production techniques at the small projects.
 - The national Department will coordinate to make use of the successful applications at governorates via exchange of experiences between governorates and to expend the technical cooperation with states and international agencies according legal controls and official channels to transfer suitable new technologies that will modernize the techniques and work practices at activities of community development.

3- Marketing of community products project

This includes two streams:

A. Open market day at village, town or city

This aims at increasing chances for marketing community products particularly from women and youth related projects. This involves planning periodic (weekly, half-monthly according to case) marketing activity at each administrative unit which will allow inhabitants to offer their private and home-made products. The activities are advertised to all government residents. The activities will be accompanied with recreational, cultural and religious activities and medical/family planning services which transform the market day to a multi-disciplined festivity that will attract visitors from neighboring countries.

B. Community development markets

The objective is to provide marketing opportunity for community products. It is organized in coordination with the marketing cooperatives and includes setting temporary market rounds at the well-known selling seasons (month of Ramadan, Eid Al Adha, back-to-school, tourism and shopping month ...). Furthermore, all year round outlets are held in coordination with the marketing

cooperatives whereby producers take turns. This can start at governorate centers then spread to lower levels of local administration.

4- Health Village and City project

The object of the project is to elevate the level of health services at the concerned village or city. It includes encouraging the local community to establish a citizen society for health and environment that will cooperate with the respective local authorities to achieve peoples participation in developing community health and environment services.

5- Enlightened village and city

The project aims at elevating the educational and cultural levels at the village and the city. It includes encouraging the local community to establish a citizen society for education and culture that will cooperate with the relevant local authorities to achieve peoples participation in developing the education services, combating illiteracy, fighting school drop-out, particularly females and provide the chance for those who already dropped out of schooling to return to education via non conventional methods. Also it aims at developing the cultural services via culture houses, libraries, local museum, preserving the ruins and rooting the culture which help attract tourism to the community.

6- Community development youth project

The project aims at preparing the capacities of the youth to participate in the community development efforts. It includes establishing youth centers at all local administration units and upgrade already existing centers. And to provide facilities required for various youth activities particularly computers and requisites for vocational and skill training, playing fields, competition for combating illiteracy, education, environment preservation and encouraging females to take parts in said activities in addition to other sporting, cultural and art activities.

7- Community woman development

The project aims at fostering the status of women in local community and allow fair chances for them to actively participate as partner to development. It includes activities to prepare the local community via awareness seminars to accept fair chances for women, and activity for women to train them and increase their knowledge and skills and involve active women in community development committees. And to set up a special committee for women development within the people participation mechanism at each local level which will include publicly active and effective women. Such committees will help women to register at civic registrar and election registrar, increase the chances that women will benefit from illiteracy combat activities, single class schools for dropouts, health and family planning activities, female participation in local sporting, recreational and sporting activities. Also to adopt and encourage school girls, allow the chance for women to get simplified loans for small and micro enterprises that will increase their income. Greater attention will be given to women who support their families and also to provide legal assistance for abused women.

Table (...): Summary of Priority Programs and Projects

Priority	Programs and Projects	Acc. To current growth rate		Acc. To Average growth rate	
		Value (SYL)	%	Value (SYL)	%
First Group	<ul style="list-style-type: none"> ▪ Community infrastructure projects. ▪ Public community social structure projects ▪ Training executive cadres for community administrations. ▪ Introduction of community development fund ▪ Technologies development programs 				
Second Group	<ul style="list-style-type: none"> ▪ Introduction of national Body for community development at governorates ▪ Training and technical support to citizen participation mechanism and NGOs ▪ Setting unified criteria for construction and maintenance ▪ Productive village, marketing, health and education village 				
Third Group	<ul style="list-style-type: none"> ▪ National observatory of community development ▪ Governorate human development reports ▪ Women-youth programs 				
Total					

25-7 Implementation obstacles and possible risks

- Non ratification of a new law for local administration that will deepen the decentralization and allow wide scale people participation deeply into community development efforts.
- Non collection of all financial resources for the communities into a single community development fund.
- Failure to prepare a unified plan for integrated community development at all administrative local levels.
- Failure to provide institutional and human rehabilitation for the communities to be able to shoulder their responsibilities in performing the planned reforms.

25-8 Executive Matrix

Sector Name: Community Development

Strategies	Programs, Projects & Activities	Expected Returns	Indices	Implementation parties	Time frame
Public participation	<ul style="list-style-type: none"> *formulate mechanisms for community participation *training of mechanism members *Introduce development societies, cooperatives youth and women societies 	<ul style="list-style-type: none"> *More contribution to plan resources *increase plan efficiency *enlarge participation base 	Formulate participation mechanisms, attendance %, passing %, establishing societies, activities	<p>Governorates Governorates-scientific</p> <p>Governorates, scientific</p>	<p>2006 2006</p> <p>2006-07</p>
Decentralization	<ul style="list-style-type: none"> *new law for local administration *transfer funds to communities *Community development fund *Building capacities of executive bodies *Unified criteria for construction and maintenance 	<ul style="list-style-type: none"> *free development movement in Governorates *lunch community development resources *rally local development resources *increase implementation efficiency *improve specifications 	<ul style="list-style-type: none"> *Law issued *Transfer funds *Setup community development funds *no. of trainees to total. *Issue the guiding manuals. 	<p>MLA People Council Governorates Council of Ministers SPC</p> <p>MLA MLA</p>	<p>2006 2006 2006</p> <p>2006-10</p> <p>2006-07</p>
Integration	<ul style="list-style-type: none"> *introduction of national and local bodies for community development *Implement programs of local plans *implement category projects: producing village-develop technologies-marketing-health-education-youth-women 	<ul style="list-style-type: none"> *ensure safety of planning and monitoring *improve level of services *improve quality of life for citizens and target categories 	<ul style="list-style-type: none"> *set up national and Governorate Body *projects completion percentages *human development indices 	<p>MLA Governorates Governorates Governorates MLA</p>	<p>2006-07</p> <p>2006-10 2006-10</p>
Scientific approach	<ul style="list-style-type: none"> *set up unified integration community plans *Issue Governorates human development reports 	<ul style="list-style-type: none"> *knowing materials and successful use. *Detect and treat gaps 	<ul style="list-style-type: none"> *drafting community reports *release reports 	<p>* Governorates</p> <p>*national observatory</p>	<p>2006-10</p> <p>2007-10</p>