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JORDAN

SURVEY FINDING OF USAID AND OTHER DONOR EFFORTS IN OUTREACH AND COMMUNICATION FINAL REPORT

PUBLIC ACTION FOR WATER, ENERGY AND ENVIRONMENT PROJECT
PROSPERITY, LIVELIHOODS AND CONSERVING ECOSYSTEMS (PLACE) IQC TASK ORDER #5

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PREFACE

The Public Action for Water, Energy and Environment Project (PAP) is a public education and behavior change communication program developed to support USAID's technical and policy investments in the Jordanian water and energy sectors, and to support specific initiatives in the environment, in particular with regard to solid waste. The project has been awarded to ECODIT, a US small business holding the Prosperity, Livelihoods and Conserving Ecosystems, or PLACE, Indefinite Quantity Contract with USAID.

PAP is a five years program that has been designed in three phases:

1. Data collection and assessment phase of 9 months ending July 31, 2010;
2. Participatory strategic planning phase of 3 months that will include dialogue with the relevant stakeholders; and
3. Implementation phase lasting about 4 years.

The first phase of the project (Assessment and Baseline Phase) is to be completed by the summer of 2010. As part of this phase, ECODIT is conducting numerous surveys, including 16 research efforts, and it is from the totality of these efforts that the project will determine its direction and focus for behavioral change. ECODIT has divided this phase into the several rapid assessments.

This report presents the findings of USAID and other donors' efforts in outreach and communication survey which designed for the purpose of reporting on past, current and planned donor efforts in relation to water, energy and solid waste management—with the main focus on the water sector. This survey designed to help the PAP team to design communication strategies and specific behavior change campaigns by building on lessons learned from outreach efforts. It also provides analysis and recommendations on coordination with current and planned donor projects.

The consultant reviewed the Donor Position Paper on Outreach Donors and managers of donor-funded projects are experts in their fields, with clear ideas on present and future priorities, changes needed in water, energy and environment sectors, and how they can influence change. The consultant conducted open-ended discussions using the interview guide as a broad outline to cover the following topics:

1. Priority issues in water/energy/environment in Jordan – what changes are needed, what is needed to facilitate these changes, who needs to make them, what is impeding change, and what is encouraging it.
2. Projects listing and description of one or two specific projects – significance in changing behavior, who implemented it and how, measurement of behavior change, lessons learned.
3. Assess donor understanding of behavior change communication and mechanisms for evaluation of such activities.
4. General view of outreach activities in Jordan – main successes, gaps in communication in this sector, any new projects which will have relevant components.
5. Sector communication planning – what is needed, who needs to be involved, potential areas of cooperation.

EXECUTIVE SUMMARY

The Public Action Project in Water, Energy and Environment Project (PAP) strives to positively influence the behavior of Jordanians in relation to their environment and contribute to water and energy conservation and improved solid waste management. The Project has commissioned a series of baseline studies to assist the PAP team and stakeholders to determine priority behavior changes and mechanisms for design of the public action program.

The purpose of this study is to report on past, current and planned donor efforts in relation to water, energy and solid waste management—with the main focus on the water sector. The results will help the PAP team to design communication strategies and specific behavior change campaigns by building on lessons learned from outreach efforts. It also provides analysis and recommendations on coordination with current and planned donor projects. The survey consisted of 39 open-ended interviews with donor officials and managers of donor-funded projects.

Many donor projects have outreach components in water, energy and solid waste management or other environmental aspects; some have outreach in all three topics. Some focus on the overall enabling environment; others on only one element of behavior change, such as “use water saving devices”. Donors have historically focused most on water, but energy is now a “hot topic” and many new projects are in the pipeline.

Most projects have had limited baseline information, thus are not able to measure results. Despite efforts at coordination through the donor lender groups and individual contacts, there is almost no coordination on specific outreach components – i.e., what are the key target behaviors, what are the messages, communication channels. Sometimes even the same funding agency has developed several different cartoon characters through different projects which promote environmental responsibility.

Donors expressed their priority target groups for behavior change to be: women, young schoolchildren, water sector officials, all stakeholders in the construction sector, and senior decision makers within and outside of environmental sectors. They would like to see a greater focus on individual households, with assistance given to household network rehabilitation for improved water quality and quantity. They also recognized the need to address the issue early and regularly on water tariffs – both at the level of general public and with senior decision makers.

The main challenge for the government in promoting behavior change is in establishing trust between the service providers (Water Authority of Jordan, water utilities, energy distribution companies, municipalities) and their clients. Also, much greater coordination is needed between and within government agencies and donor projects to ensure lack of duplication, clear and consistent messages, and most of all, an overall approach to looking at the enabling environment, not just isolated aspects of behavior change.

The Public Action Project can play a key role in bringing donors and stakeholders together to develop a National Communication Strategy and Action Plan on Environment – or at the very least, one on Water, one on Energy and one on Solid Waste Management. Stakeholders need to “sign on” to this plan as the blueprint for activities and projects. Different donors can take different aspects of campaigns, but they should all be under one comprehensive umbrella, and based on scientific studies of where the greatest savings can be made. The strategy and plans should include clear mechanisms for measurement of success and progress. All “campaigns” should fit within the strategy and specific materials, messages and communication channels should be agreed upon within a consistent framework to avoid mixed messages to the public.

This strategy must include an aspect of improving the image and credibility of the various agencies, public, private and non-governmental, involved in the water, energy and environment sectors. A business approach to marketing and communications which encompasses internal communication as well as communication with customers and clients is needed. The strategy should include identification of one character, or a

consistent group of characters, to promote messages to the general public, to avoid expensive duplication of efforts and confusion to recipient target groups. All awareness, outreach, social marketing activities should be tied to specific demonstration activities or ongoing technical work of agencies. This avoids social marketing or outreach being seen as the “extra” that does not add value.

Projects can build on existing sites for promotion and education. The Marine Park in Aqaba is one good example where there are already interpreters working who provide information to the public. The USAID-funded and proposed KfW schools construction projects are good opportunities to demonstrate green building techniques.

TABLE OF CONTENTS

Contents

PREFACE	III
EXECUTIVE SUMMARY	IV
TABLE OF CONTENTS.....	IV
TABLE OF TABLES	V
ACRONYMS	VI
1.0 INTRODUCTION	I
1.1 THE PUBLIC ACTION PROJECT	I
1.2 SURVEY OF DONOR EFFORTS IN OUTREACH AND COMMUNICATION	I
1.3 ORGANIZATION OF THIS REPORT	2
2.0 DONOR PROJECTS AND PRIORITIES.....	3
2.1 OVERVIEW	3
2.2 WATER PROJECTS	5
2.2.1 Completed water projects.....	5
2.2.2 Current and planned water projects.....	7
2.3 ENERGY PROJECTS.....	9
2.4 SOLID WASTE MANAGEMENT PROJECTS.....	10
3.0 DONOR PERSPECTIVE AND LESSONS LEARNED	11
4.0 DONOR PRIORITY BEHAVIOR CHANGE GOALS	12
6.0 RECOMMENDATIONS	14
6.1 IMPROVE COORDINATION THROUGH DEVELOPMENT OF NATIONAL COMMUNICATION STRATEGIES	14
6.2 ASSIST WATER AND ENERGY SECTORS TO ESTABLISH TRUST AND CREDIBILITY WITH THEIR CUSTOMERS	15
6.3 REDUCE AND STREAMLINE PROGRAMS TARGETING SCHOOLCHILDREN.....	15
6.4 DETERMINE PRIORITY AREAS FOR CHANGE THROUGH TECHNICAL ASSESSMENT IN WATER AND ENERGY.....	15
6.5 DO NOT HAVE MORE THAN ONE “CHARACTER” TO PROMOTE MESSAGES	15
6.6 DO NOT HAVE STANDALONE “AWARENESS”, BEHAVIOR CHANGE PROJECTS – LINK TO TECHNICAL ASSISTANCE AND DEMONSTRATION.	16
6.7 UTILIZE EXISTING PROJECTS FOR DEMONSTRATION.....	16
6.8 SUPPORT ENVIRONMENT RESOURCE INFORMATION CENTER AT MARINE PARK OR OTHER CENTRAL LOCATION IN AQABA. 16	
7.0 ANNEXSES.....	17
7.1 ANNEX A: INTERVIEW LIST	17
7.2 ANNEX B: INTERVIEW GUIDE.....	20
Donor Efforts in Outreach and Communication	20
7.3 ANNEX C: DONOR PROJECTS AND RECOMMENDED AREAS OF COOPERATION.....	21
C1. Completed USAID Projects	21
C2. Current Donor Projects.....	21

TABLE OF TABLES

TABLE 1: ILLUSTRATIVE LISTS OF PROJECTS WITH BEHAVIOR CHANGE COMPONENTS	3
-------------------------------------------------------------------------------	---

ACRONYMS

Although an effort was made to reduce the number of acronyms used in this text, many are commonly used and are included here – specifically donors, government institutions and commonly used technical terms. As much as possible, acronyms are used only in the detailed projects list in Annex C. Whenever the acronym or abbreviation appears the first time it is defined in the text.

<i>AECID</i>	<i>Spanish Agency for International Development</i>
<i>AFD</i>	<i>Agence France Developpement</i>
<i>ASEZA</i>	<i>Aqaba Special Economic Zone Authority</i>
<i>ERC</i>	<i>Electricity Regulatory Commission</i>
<i>EU</i>	<i>European Union</i>
<i>GAM</i>	<i>Greater Amman Municipality</i>
<i>GTZ</i>	<i>German Technical Cooperation</i>
<i>IDARA</i>	<i>Instituting Water Demand Management</i>
<i>JICA</i>	<i>Japanese International Cooperation Agency</i>
<i>JISM</i>	<i>Jordan Institute for Standards and Metrology</i>
<i>JOHUD</i>	<i>Jordanian Hashemite Fund for Human Development</i>
<i>JVA</i>	<i>Jordan Valley Authority</i>
<i>KfW</i>	<i>KfW Bank (German development bank)</i>
<i>MOPIC</i>	<i>Ministry of Planning and International Cooperation</i>
<i>MEMR</i>	<i>Ministry of Energy & Mineral Resources</i>
<i>MOA</i>	<i>Ministry of Agriculture</i>
<i>MoEnv</i>	<i>Ministry of Environment</i>
<i>MWI</i>	<i>Ministry of Water & Irrigation</i>
<i>NCARE</i>	<i>National Center for Agricultural Research and Extension</i>
<i>NGO</i>	<i>Non-governmental Organization</i>
<i>P2EHP</i>	<i>Pollution Prevention for Environmental Health Protection Project</i>
<i>PAP</i>	<i>Public Action Project</i>
<i>PMU</i>	<i>Programme Management Unit (Water Authority of Jordan)</i>
<i>RIAL</i>	<i>Reuse for Industry, Agriculture and Landscaping</i>
<i>SABEQ</i>	<i>Sustainable Achievement for Business Expansion & Quality Project</i>
<i>SIYAHA</i>	<i>Jordan Tourism Development Project</i>
<i>UNDP</i>	<i>United Nations Development Program</i>
<i>UNRWA</i>	<i>United Nations Relief Works Agency</i>

<i>UNU</i>	<i>United Nations University</i>
<i>USAID</i>	<i>United States Agency for International Development</i>
<i>WAJ</i>	<i>Water Authority of Jordan</i>
<i>WDM</i>	<i>Water Demand Management</i>
<i>WEPIA</i>	<i>Water Efficiency & Public Information for Action</i>
<i>WSD</i>	<i>Water Saving Devices</i>
<i>WUA</i>	<i>Water User Association</i>

1.0 INTRODUCTION

1.1 THE PUBLIC ACTION PROJECT

The Public Action Project in Water, Energy and Environment Project (PAP) strives to positively influence the behavior of Jordanians in relation to their environment and contribute to water and energy conservation and improved solid waste management.

In Phase I of the project (November 2009 to July 2010), the PAP team is implementing a series of assessments in four groups: (1) assessment of USAID and other donor outreach efforts; (2) audit and KAP survey of key stakeholders; (c) assessment of local water, energy and environmental institutions; and (d) assessment of educational programs, activities and material.

The results of the surveys will provide information to the PAP team and stakeholders, enabling them to determine priority behavior changes and mechanisms for design of the public action program (Phase II, July to September 2010). In Phase III of the project (Years 2-5), PAP will implement the designed program in close coordination with stakeholders, including government institutions, donors, non-governmental organizations (NGOs) and the private sector.

1.2 SURVEY OF DONOR EFFORTS IN OUTREACH AND COMMUNICATION

The purpose of this study is to report on past, current and planned donor efforts in relation to water, energy and solid waste management—with the main focus on the water sector. This study will help the PAP team to design communication strategies and specific behavior change campaigns by building on lessons learned from outreach efforts. It also provides analysis and recommendations on coordination with current and planned donor projects.

The consultant reviewed the Donor Position Paper on Outreach and attended the PAP Kickoff Workshop in the process of designing and testing the survey guide. She then conducted open-ended interviews with a targeted sample of staff of donors and donor-funded projects, selected in consultation with PAP project staff. Most of the individuals interviewed are involved in funding major water-related projects, with a smaller number focusing on energy and solid waste management. (See Annex A for full list of interviewees.) Over a 13 day period in January 2010, the consultant interviewed 29 individuals, conducted brief reviews of selected project documents and donor websites, attended a regional conference on renewable energy, and reviewed key documents on water, energy and solid waste management in Jordan. She obtained additional information via phone conversations and e-mail correspondence.

Donors and managers of donor-funded projects are experts in their fields, with clear ideas on present and future priorities, changes needed in water, energy and environment sectors, and how they can influence change. The consultant conducted open-ended discussions using the interview guide as a broad outline to cover the following topics:

1. Priority issues in water/energy/environment in Jordan – what changes are needed, what is needed to facilitate these changes, who needs to make them, what is impeding change, and what is encouraging it.
2. Projects listing and description of one or two specific projects – significance in changing behavior, who implemented it and how, measurement of behavior change, lessons learned.
3. Assess donor understanding of behavior change communication and mechanisms for evaluation of such activities.

4. General view of outreach activities in Jordan – main successes, gaps in communication in this sector, any new projects which will have relevant components.
5. Sector communication planning – what is needed, who needs to be involved, potential areas of cooperation.

With assurance that attribution of individual statements would not be made, the consultant obtained a greater depth of insight and opinion. Therefore, information and opinions are not, in most cases, attributed to specific individuals.

In February and early March 2010, the consultant conducted a parallel Survey of Government Institutions, investigating roles, responsibilities, priorities and social marketing capabilities of government institutions, and attending the inception workshop for the United Nations Joint Programme on Climate Change. Through this parallel study, she identified additional donor projects included in this report.

1.3 ORGANIZATION OF THIS REPORT

This report provides a review of donor projects, priorities and future plans, as well as a detailed annex listing donor projects and potential areas of cooperation. More importantly, the report provides an analysis of donor views and, combined with her experience of the water sector, includes recommendations on key priority focus areas, approaches and methodologies to influence long-term behavior change. The report complements a parallel report, *Survey of Government Institutions in Water, Energy and Environment*.

The report contains 4 chapters:

- Chapter 1, Introduction (this chapter)
- Chapter 2, Donor Plans and Projects, *reviews past, current and planned donor projects, including lessons learned, and donor priorities in target groups, behavior change goals and mechanisms*
- Chapter 3, Recommendations, *combines the key donor recommendations with the consultants' own experience to summarize several key approaches and mechanisms for promoting behavior change in water, energy and environment sectors*

There are three appendices:

- Appendix A – Interview List
- Appendix B – Interview Guide
- Appendix C – Donor Projects and Recommended Areas of Cooperation, *includes most donor projects, along with areas of overlap and follow up for the PAP project*

2.0 DONOR PROJECTS AND PRIORITIES

2.1 OVERVIEW

This chapter provides an overview of past USAID projects, followed by a more extensive review and analysis of current and proposed donor projects and programmes, with lessons learned. Annex C provides a summary table of information provided by donors on their projects in water, energy and solid waste management which have potential for a public action/outreach aspect, including suggested areas of cooperation. The table and following analysis covers major donors (USAID, GTZ, JICA, EU), but by nature of the targeted sample, does not cover every single donor project in Jordan, or even all projects funded by the donors. The information is constantly changing, and requires regular updating. Annex C is the basis for a working document for PAP and other stakeholders to monitor related projects and possible linkages. Table 1 below provides an at-a-glance listing of current projects which have an outreach component.

Table 1: ILLUSTRATIVE LISTS OF PROJECTS WITH BEHAVIOR CHANGE COMPONENTS

TABLE 1: ILLUSTRATIVE LISTS OF PROJECTS WITH BEHAVIOR CHANGE COMPONENTS <i>(W = water, E = Energy, SW = Solid Waste, ENV = Environment)</i>				
DONOR AND PROJECT	W	E	SW	EN
USAID Water and Environment Office				
IDARA - Water Demand Management	x			
Community Based Initiative for Water Demand Management	x			
Friends of the Earth Middle East	x			
Reuse for Industry, Agriculture and Landscaping II	x	x		x
Institutional Strengthening Support Project	x			
Information Technology Master plan	x			
Capacity Building for Royal Rangers	x	x	x	x
Hazardous and Medical Waste Management Program			x	x
USAID Energy Office				
Building Green in Jordan		x		
Support Queen Alia Competition for Social Responsibility (also Water and Environment Office 2008)	x	x		
USAID Economic Growth				
SABEQ Economic Development	x	x	x	x
Siyaha – Tourism	x	x		x
German Technical Cooperation				
Improvement of Energy Efficiency of the Water Authority of Jordan	x	x		
WaterWise Women	x			
Highland Water Forum	x			
Water Management for Irrigated Agriculture	x			
KfW - Energy and water efficiency	x	x		
European Union				
Water Authority of Jordan Programme Management Unit	x			
Good Water Neighbors (regional)	x			
MED-ENEC I & II (regional)	x	x		x
Japanese International Cooperation Agency				
Non-Revenue Water Project	x			
Energy Efficiency in Water	x	x		

Agence France Development				
MREA – Irrigation Optimization in Jordan Valley	x			
Disi water quality through the WAJ PA Directorate	x			
Millennium Challenge Corporation - Beneficiary Analysis, Construction	x			
AECID - Zarqa Rehabilitation	x		x	x
United Nations Joint Programme on Climate Change	x			x
UNDP - Energy labeling and codes		x		
World Bank Solid Waste Management Loan to Greater Amman Municipality			x	
Japanese International Cooperation Agency				
Capacity Building NRW	x			
Water energy efficiency	x	x		
Solar energy		x		

Keeping in mind that behavior change is not just “I use a water saving device now” or “I turn off the tap when I brush my teeth,” any project which has institutional support and builds a consensus of change or action, has the potential for a long term affect. This broad definition of behavior change was used in identifying relevant projects for this report.

The environment sector – including water and energy – is characterized by multiple, often overlapping donor projects, with some, but not enough coordination between them. There is a donor–lender group on water, one on environment, and some discussion of establishing one on energy. The group meets periodically (every few months) to discuss projects and priorities. Some donors, such as GTZ and KfW, coordinate very closely on goals, projects and specific activities. Others, such as USAID, have mechanisms for coordination, yet still duplicate efforts, sometimes even within divisions.

Certainly, everyone is doing outreach – or what is most often called “awareness,” a term which does not adequately address the true goal of behavior change. Almost every project has a set of brochures addressing one or more messages related to water conservation, water reuse, environmental responsibility, energy saving, pollution prevention, etc., etc. Several provide all of those messages in the same poster or brochure! Awareness campaigns, as they are usually called in Jordan, often target the same audiences – schools, imams, and/or women. Several have their own “mascot” – Abu Tawfir was developed under the WEPIA project to promote water conservation, and the more recent pollution prevention project used Abu Tartoush to promote its message. The popular cartoon character, Abu Mahjoub, is the main character in a new campaign developed with USAID support on water, energy and environment. Miyahuna has developed new characters for its school materials, and the public relations specialist on another major water project was developing a new character to promote water conservation messages.

There is a significant and consistent lack of coordination among donors, donor projects, or other institutions beyond the general “save water, save energy.” Donors are to some extent of the projects aware of what others are doing, and in some cases try to make sure there is no duplication. However, there is no coordination on communication targets in terms of audience, medium, message or behavior. No person, entity, or organization is building on past or current experience, little reuse of materials after project completion exists, and no one seems to know where materials reside or what their messages were. Some donors had materials on hand to show the consultant; in other cases, donors did not know what had happened to materials developed under their projects. The United Nations University (UNU) had a library with an extensive collection of communication materials on water; but it is now closed, since the UNU moved to Dubai. . The materials gather dust in a basement. (A media specialist from the Public Action Project will review these materials as part of the Phase I assessment.)

Of the three sectors - water, energy and solid waste management – the **water** sector historically receives the most attention and funding from donors due to the country’s water crisis. Yet this attention has merely resulted in more activities, more messages – often conflicting – without mending or addressing the lack of trust in water service providers. Water conservation is by no means a standalone issue. It is a core component of management, including water supply and water demand. While key to the country’s

infrastructure and welfare, the water sector (and subsequently the organizations that control and inform key management decisions) has not positioned itself as a credible resource for relaying messages and instilling change. In order for a basis for real change to exist, a shift in how the water sector operates and communicates to the public is needed.

Due to an increase in fuel costs, donors and government are now placing a high priority on developing new supplies and improving energy efficiency in the **energy** sector. Most donors have one or two small energy projects, and are currently developing larger projects in energy. Generally, each endeavor has an “awareness” component. To ensure no duplication of efforts and resources, the Ministry of Planning and International Cooperation is instigating a mapping exercise of energy projects.

Solid waste management has only one major donor-funded project identified in the course of this survey – and that is funded by a loan from the World Bank, not a grant.

2.2 WATER PROJECTS

2.2.1 COMPLETED WATER PROJECTS

In the water sector, completed USAID-funded projects with major communication components include: WEPIA (water use efficiency), Kafa’a (irrigation efficiency), RIAL I (water reuse), and Pollution Prevention for Environmental Health Protection (P2EHP). This section provides information on these projects as obtained from relevant project officers and Chiefs of Party; it is not an evaluation of each project.

The **Water Efficiency & Public Information for Action (WEPIA)** project, which started in 2000, was based independent of any particular Ministry and did not have one specified counterpart. At the start of WEPIA, the Ministry of Water and Irrigation (MWI) was practicing water demand management (WDM) in many respects, but it was not a mainstream, integrated concept which covered all aspects such as non-revenue water, allocation, water conservation and water reuse. A senior official at a regional water conservation at that time stated “We do not do water demand management in Jordan because we do not have enough water.” WEPIA focused on establishing an enabling environment for change and changing the minds and actions of people at multiple levels – government, private sector, households, NGOs – in order to improve water use efficiency. When WEPIA started, certainly Jordanians were aware of a water shortage. But people did not know what water saving devices existed, they did not find them on the market or the devices were too expensive. Government officials did not appreciate the value of social marketing or any other kind of communication activities.

What did WEPIA accomplish? First and foremost, WEPIA “put water demand management on the map” of the Jordanian water sector; not only in people’s minds, but more importantly also in the Ministry of Water and Irrigation. MWI became a project partner and established a Water Demand Management Unit with WEPIA’s assistance. Many people were trained in conducting water use audits and the customs duty on water devices was extracted, thus reducing the price. NGOs were trained in social marketing and how to do fundraising. A master’s program in WDM trained a number of young yet experienced engineers. The project proved scientifically that people, and institutions, could save water. Everyone interviewed during the course of the current study knew what water saving devices (WSD) are, even if not all use them. A draft WDM policy was written, and recently finalized and approved, with Ministry collaboration. WEPIA also started work with the Jordan Institute of Standards and Metrology on standards for water saving devices and water use efficiency in homes. The NGO grants program succeeded and was the basis for a much larger grants program now running through Mercy Corps. CSBE developed extensive materials on xeriscaping and established some demonstration gardens. A wide range of materials were produced for dissemination of information to various audiences. The international WDM conference, produced in cooperation with MWI,

was positive for MWI's image as a regional leader in water management and brought international expertise on the subject to Jordan.

What happened when WEPIA finished in 2005? What is left 5 years later? Many of the achievements are lasting. Xeriscaping materials are still available in Arabic and English on the website of the Center for the Study of the Built Environment, a WEPIA partner. The Jordan Environment Society website contains materials produced for use with imams. The Secretary General of MWI is one of the Master's program graduates and fully comprehends WDM in principle and practice. People remember WEPIA, some hotels and other large institutions still use WSDs, and, perhaps most importantly, people recognize that "water demand management is important."

Overall, WEPIA had a positive impact on the sector, but much of the momentum was lost due to the time lag before the related, subsequent project, Instituting Water Demand Management (IDARA) started. During this time period, the WDM Unit seems to have stagnated. Abu Tawfir, a character developed to promote water conservation, has been forgotten. Most of the materials are scattered, they are not available in a central location. WEPIA developed websites for MWI and the Ministry of Environment (MOEnv); they are not used now. The master's program is no longer available. This is attributed by several interviewees to two factors: 1) it was not sustainable since every student in the first few years were paid for by USAID, 2) most engineering students are advised to study a strong engineering master's, not the interdisciplinary WDM master's, which is considered a "soft" subject. (This is an important point for developing master's programs— in Jordan, what is valued most is adding to one's credentials within the same profession – i.e. an engineering master's for an engineer.)

The **Kafa'a** project focused on irrigation efficiency. Officials from the National Center for Agricultural Research and Extension (NCARE) said they thought it was a "good project," while other Ministry of Agriculture (MOA) officials said that Kafa'a has worked too much with the Jordan Valley Authority (JVA) and not with MOA. It did not seem to have a great impact on the irrigation sector, nor be remembered by most people.

The **Pollution Prevention for Environmental Health Protection Project (P2EHP)** worked at a community level, encouraging the community to become involved in managing pollution. The Project also improved coordination between the Ministry of Health and WAJ. Educational materials on pollution prevention were developed and disseminated to school children. The Chief of Party said that although there is only anecdotal information available, the community involvement approach was shown to be a more sustainable one than previous communication efforts.

Under the **Reuse for Industry, Agriculture and Landscaping (RIAL I)** project, water reuse for landscaping, agriculture and industry was successfully promoted. Through RIAL and other efforts, especially through USAID and GTZ projects, reclaimed water is now considered a valuable resource and part of the national water balance. Increasingly reclaimed water is used to replace fresh water for irrigation. In Aqaba, the Jordan Phosphate Company purchases large amounts reclaimed water for industrial use. The RIAL project established a Water Reuse Information Office in Aqaba and supported the area's water reuse demonstration site as well. ASEZA was supposed to manage the site after the project ended. The office is now closed, and the water reuse demonstration site not well kept. The Wadi Musa water reuse site, using wastewater from the Wadi Musa wastewater treatment plant, is still operating through a water user association. RIAL also produced water reuse information materials and supported the establishment of the Water Reuse Unit in the Water Authority of Jordan.

2.2.2 CURRENT AND PLANNED WATER PROJECTS

The **USAID Water and Environment Office** supports several projects with communication components including: IDARA (water demand management), CBWDM (community based water demand management), Small Community Wastewater, Infrastructure Project (includes capacity building for water and environment staff). Future projects, not yet awarded, include ISSP (institutional reform), RIAL II (industrial water and energy conservation, water reuse, rehabilitation of disposal sites).

Outside of the USAID water office, several projects also have elements addressing water and energy management: **SABEQ** (economic growth) supports establishment of the Green Building Council, the Environment Protection Fund, industrial water and energy audits, green building codes, and attracting Foreign Direct Investment in the water and energy sectors: **Siyaha** (tourism) works with hotels on water and energy efficiency and includes environmental sustainability in tourism strategies for sites such as Petra; **AECD** (Aqaba community development) has through its community outreach component supported community-based environmental improvements.

Several additional projects may have potential for communication and community-based outreach: the Education office supports the **Hikayat Simsim (Sesame Street)** series, which addresses young children and the **Drive to Read** project supporting mobile libraries; and the program office funds youth projects which will include development of youth technical and potential volunteering opportunities and is establishing a poverty alleviation project.

The **Instituting Water Demand Management (IDARA)** project is the one most important to the Public Action Project in terms of cooperation and collaboration, with three main activities: (1) developing institutional capacity for water demand management, (2) establishing an enabling institutional and legal environment, and (3) demonstrate selected water demand management initiatives to the public. Although IDARA does not see itself as a “behavior change project,” in fact, it is a good example of how behavior change is not brought about by only posters and TV spots. IDARA has built upon the work of WEPIA and also developed new approaches and activities. With IDARA assistance, water utilities and government departments are developing water demand management plans, analyzing where the greatest savings can be made. These are the basis for on where to focus water efficiency effort. These plans should be the basis for developing water conservation activities under the Public Action Project. IDARA is developing a Best Management Practices (BMP) guide on Public Outreach and will be training utility staff on using the guide. Prisma, a company with social marketing experience, is conducting this exercise with the help of a trainer from Johns Hopkins University. IDARA is providing support to the WDMU in developing Action Plans based on where is the greatest potential for water savings. They have established a link to the Alliance for Water Efficiency. They have trained utility staff (Miyahuna and Aqaba Water) to conduct household audits, monitoring water use at every water point in the household. They have also facilitated cooperation with the private sector, with HSBC providing support for water saving devices for households.

The **Millennium Challenge Corporation** provides funding from the US State Department for development projects in Jordan. Through an extensive stakeholder consultation process, MCC identified water rehabilitation as a priority issue, with its focus on the Zarqa area. MCC works closely with civil society at local level. Civil society representatives will also be members of the Advisory Group for the MCC Board, but not the Board itself. They are conducting a study on how the poor will benefit from their project – as far as the consultant knows, this is the first time a large infrastructure project in Jordan has conducted such a study.

The Spanish donor agency, **AECID**, has helped support the establishment of a unit in the Ministry of Environment, called the Unit for Rehabilitation of Degrading Ecosystems. As a pilot project, this Unit is focusing on rehabilitation of the Zarqa River. This will help the unit gain expertise to be used in future activities. The project coordinates closely with the Ministry of Water and Irrigation, with the Secretary General of MWI as their link.

The **Agence France Développement (AFD)** is providing assistance to the Disi conveyor water supply project only in the form of assistance with the development of an environmental management plan. This will include some funds for communication to the public about water quality from Disi, a topic of concern due to studies showing high radiation levels.

The **Japanese International Cooperation Agency (JICA)** does not have standalone technical assistance projects; they relate technical assistance and awareness activities to specific infrastructure projects. The main project with this aspect currently in operation is the Non-Revenue Water project, through which awareness campaigns have been conducted—poster contests at local level and brochure disseminated through schools.

KfW, the German development bank, is focusing on energy efficiency, water loss reduction and water reuse. It also is developing new projects, one of which may emphasize energy efficiency in the water sector. Another area of interest, as yet undeveloped, is water management at household level – water quality in tanks and internal household plumbing, and leakage in the household. A KfW study in Zarqa provides the following conclusions about customer relations in the water sector¹:

- Improve customer service and management and planning before you ask customers to change their own behavior
- Women are taking more responsibility in dealing with water utilities and customer care training needs to cater for this
- Consider establishing female “water trustees” such as the WaterWise Women (GTZ Project) in urban and rural communities
- “WAJ staffs are not aware of their important role when it comes to combat Jordan’s water crisis. They need to learn and practice what they should communicate.” This includes enforcement agencies such as the Royal Rangers. However, this can only be done in conjunction with better customer care (response time and repair management)”
- “Water saving campaigns create resentment in water poor areas”
- If WAJ provided continuous supply to households, they would use more water per household. However, calculations show that they would therefore buy less from the private sector, so would end up paying less for water, even if utility prices were increased. This has major implications for water tariff policies – i.e., if service was improved, and people could get enough water on a more frequent basis from water utilities, they would be a higher rate for it.

The **European Union (EU)** has been funding and promoting a number of initiatives, mostly at regional level, on water management. The main project in Jordan supported the establishment of the Programme Management Unit (PMU) at WAJ, originally established to supervise the management contract for Amman’s water supply and major network rehabilitation project in Amman. The EU supported establishment of the Water Sector Audit Unit (WSAU), which sees itself as the precursor to a separate regulatory body for the water sector. By its own account, the WSAU is still very weak with no official regulatory role. The utilities are government owned, with the Chairman of the Board the head of WAJ, so in essence the water sector is still regulating itself. The WSAU would like to do more in terms of communicating with the public, and if they become a separate regulatory body will do so. At this point they do not have any mandate or ability to communicate directly with the public. However, they are using simple things like advertisements for jobs, to also provide an explanation of who they are and what they do, a good, business approach to marketing and communication. At the time of interviews, the EU had not made a decision on whether to continue funding for the PMU and was not optimistic about the PMU’s ability to conduct communication activities. Generally, the EU sees working with NGOs on regional projects as a preferred approach towards making a difference.

GTZ (German technical cooperation) projects focus on greater stakeholder participation such as Water Management for Irrigated Agriculture (water users’ association), Highland Water Forum (high level stakeholder forum for reducing water used for irrigation in the Highlands), and Water Wise Women (women in rural communities taking on responsibilities to help manage water and advocate with utilities). The

¹ Socio-Economic Baseline Survey in the Water Supply and Sanitation Sector, Middle Governorates by GFA/Engicon 2008.

Operation Management Support project has been helping WAJ to prepare for privatization by improving management accountability in Amman, then the Northern Governorates, and now in the Middle Governorates.

2.3 ENERGY PROJECTS

Energy management, like water, includes two aspects – supply management and demand management. New energy projects in Jordan are focusing on both aspects, with considerable funding going towards promotion of renewable energy, as well as energy efficiency at household and utility level in order to reduce demand.

Most donor projects are in development phases, and several focus mainly on renewable energy. At the national level, the passing of the Renewable Energy Law has given a boost to efforts to promote development of renewable energy. The government will now establish the Renewable Energy and Energy Efficiency Fund which already has pledges of support from the AFD, World Bank, GEF and other bilateral and international donors. The fund will promote renewable energy investment which will have a marketing/communication element. The World Bank, in 2009, produced a report on the Energy Efficiency Framework for Jordan, providing recommendations for location and management of this Fund.²

USAID has established an **Energy Office** and is developing some new, large projects, with specific details still to be determined. Existing projects include one with the NGO, JOHUD, to develop educational materials on energy efficiency, and a case study being conducted with the Green Building Council on a building in Abdali to research which international building codes can be adapted to building in Jordan for Jordanian construction companies. USAID is conducting discussions with electricity utility companies in order to develop a project of support for energy efficiency. The Energy Office is also promoting energy efficiency within the US Embassy and USAID in order to give it a higher profile in other USAID projects.

In addition, USAID funded projects such as **SABEQ** (economic growth) and **Siyaha** (tourism) are promoting energy efficiency in hotels and the building sector. SABEQ has supported the establishment of the Green Building Council and EDAMA, which focuses on energy and water efficiency.

In addition to energy efficiency in the water sector, **KfW** is considering a pilot schools construction project which will provide an excellent example to views the school construction project and as an excellent opportunity to set an example. A USAID-funded school construction project should also be used as a potential vehicle for demonstrating water and energy efficiency in design, construction and operation.

UNDP is supporting a project on energy labeling and building codes, similar to IDARA's work on water labeling and codes. The **EU**-funded regional MED-ENEC project focuses on efficiency in the building sector, as do SABEQ-supported activities such as the Green Building Council and EDAMA.

² Energy Efficiency Framework for Jordan, Interim Report, April 2009. Nexam for the World Bank.

The **Netherlands government** provided support in fall 2009 for a meeting to discuss the establishment of a “National Energy Charter” for Jordan. The main proposals from that meeting included a Stakeholder Action Plan with the following components:

- Strengthened institutions including clear sectoral strategies
- Government-business dialogue
- Link pricing reform to EE
- Large-scale building project – construct one large scale project in Jordan or elsewhere in region to demonstrate sustainable building practices
- “Smart” financing
- Regional standards and labeling program
- Enhanced enforcement

All of these components closely relate to the construction sector, a key target group for any energy efficiency activities. It is at the design and construction stage where the most can be done to produce energy-efficient homes, not after they are completed! It was not

The **Government of Denmark** is supporting the Regional Center for Renewable Energy and Energy Efficiency. The Center supported regional and national studies, and a conference on the subject where they presented their studies and plans. Their findings showed that Jordan is ahead of most countries with its Renewable Energy Law and defined numerical targets for energy savings. However, results also showed that high consumer subsidies make it difficult to provide incentives for energy saving or to promote labeling for energy-saving machines.

2.4 SOLID WASTE MANAGEMENT PROJECTS

Solid waste can, in general, be divided into four categories: general household waste, hazardous waste, medical waste and industrial waste. The **World Bank** is funding an upcoming major domestic solid waste management project with the Greater Amman Municipality (GAM). As a loan, not grant, this project mainly involves equipment and infrastructure for improved solid waste collection. There is also a small capacity building component, including “awareness” with a total budget of \$300,000. .

The **World Health Organization**, through the Regional Centre for Environmental Health Activities, conducted a project on medical waste in Jordan, as have additional donor-funded projects. The Ministry of Environment considers hazardous and medical waste as major areas of concern, especially medical waste from clinics.

The **USAID-funded RIAL and Industrial Manifest** Projects have promoted improved management of industrial waste. RIAL II includes building a landfill and management of industrial waste.

USAID is also assisting indirectly with solid waste management through its support for the Royal Rangers, which enforces all environmental laws and ‘promotes stewardship’ in Jordan. When certain strategies are created to bring about change, these must also be consequences to not adhering to certain parameters. The institutional survey addresses the Rangers in detail, but it is important to note here that they are a key stakeholder in supporting better environmental management. Behavior change does not come about by education alone; enforcement is a key tool. The Rangers ensure that the regulations are implemented, and enforceable by law. This is the basis on which the Royal Rangers were created.

Recycling is promoted through various general environmental programs and Entity Green, a private sector project, is working to develop demand and mechanisms for recycling.

3.0 DONOR PERSPECTIVE AND LESSONS LEARNED

In **water management**, Jordan has a strong reputation in the region for private sector participation through government owned water utilities and also for water demand management, including water recycling, improving non-revenue water losses, and water conservation efforts. However, many donors are still concerned that the government still focuses too much on supply management through megaprojects such as the Red-Dead and Disi Conveyor projects. More work is needed within the water sector and with donors themselves to ensure better understanding of water demand management, both as a technical and behavioral challenge. Water demand management requires more difficult behavioral changes, whether at the national level of difficult political decisions or the household level of making changes to use less water. Water sector managers forget the socioeconomic, health and environmental aspects of water management, since they are in such a crisis management mode with supply. Frequent supply interruptions and water quality scandals do not help this situation and reduce the credibility of the water service providers with the public.

Water allocated to agriculture use is like “the elephant in the room” – everyone knows it’s there, but doesn’t want to talk about it, and doesn’t know what to do to reduce it. Water sector officials do not fully recognize the steps that need to be taken to preserve Jordan’s water resources. No one wants to be the bearer of bad news—least of all the high level decision makers. No one therefore will deal with the issue of tariffs which must be raised, especially with Disi coming online in a few years and the Red-Dead project on the horizon. Due to several water quality scandals where the Ministry did not handle crisis communication well, customers do not trust the Ministry or water utilities to provide them with credible information.

Since the attention to the **energy sector** is so new, there is little evaluation or analysis of previous or existing projects. Donors generally agreed, however, that the image of the electricity companies is better than water utilities, although they are still seen as “government” which is always mistrusted to some extent.

Local governance and public participation projects have helped to make the idea of community participation in water projects an acceptable trend. The Small Community Wastewater Project is a good example of where the Water Authority of Jordan accepted local-level management of wastewater treatment plants as a way to decrease the WAJ burden for operation and maintenance of small plants throughout the country. The community grants program under WEPIA has been replicated in other projects such as the Community Based Initiatives in Water Management managed by Mercy Corps. The stronger participation at local level, whether urban or rural, the more consumers will be receptive to behavior change communication programs.

Real behavior change depends on developing an enabling environment at all levels; most donors do not fully understand this, nor do government officials. There are no commonly agreed upon behavior change goals, and steps to achieve these goals, agreed upon at national level, nor have donors been pressuring government or working together to develop these.

While almost every project has an awareness campaign, no information was presented on measurement of the effect of these activities. When asked about measurement, donors were not concerned, or said “measurement cannot be done.” Yet at the same time, donors expressed frustration that there is little change in behavior – or at least none that can be directly attributed to the various “awareness” campaigns. Current methods of evaluation and measurement, if done at all, are inadequate. They understand that water or energy saving campaigns should target specific groups and specific behaviors, but this is not really happening in practice. Most are focusing on “schoolchildren and women” – both worthwhile target groups, but still specific behaviors need to be measured, not just “how many schoolchildren read the booklet about water saving”.

Donors were asked, “if you could chose one action, one target group, one area for behavior change in your sector, what would it be?” Many donors said, for water, that they were more concerned about the attitudes and behaviors of government officials than the “general public.” They said that if the Ministry of Water and Irrigation, especially WAI and utility officials, do not understand WDM, and cannot practice it within their own organization, there is no point in trying to teach others. They also said that the water sector image is very bad, meaning that people do not trust the companies providing them with water, the reliability of the water quantity or quality – so they will not listen to messages of how they can better manage the water they do receive, or how they can improve systems within their homes. (This view was later corroborated by Ministry of Water and Irrigation officials during the Institutional Survey.)

Donor fatigue is setting in at local level. Communities are growing disheartened with visitors to their village with no benefits. They know the problems and are aware of the need for change, but they need real solutions, and simple solutions. Focusing on awareness in relation to specific projects, and providing specific examples and demonstrations was deemed more useful than stand-alone media campaigns. People must see or experience a tangible benefit – this is a basic principle of social marketing and is recognized by donors. Donors do not, however, understand the process, the need for trust in institutions as the basis for social marketing campaigns, nor the need for better coordination. Focusing on the household level has had a positive response; for example, IDARA has provided grants via the water utilities for network rehabilitation in homes.

A longer term commitment is needed – institutionalizing the mechanisms and ability to do behavior change programs is considered very important. There is no national framework or strategy for communication on water, energy or environment.

4.0 DONOR PRIORITY BEHAVIOR CHANGE GOALS

For priority areas of behavior change, only three or four of the donors suggested the need for a national communication strategy, although most agreed when it was suggested that it was a good idea. When donors were asked for their priorities, they still emphasized “target groups” as opposed to “target behaviors”, with the main ones mentioned listed below:

- **Water sector officials** (utilities, WAI, MWI, JVA) – Some said that these were the single most important target group. If the water sector credibility is low, and if water sector officials themselves do not understand water or energy management, it is very hard to promote it to others. As one WAI official noted, “If our toilets are leaking and we leave our lights on all the time, how are people going to see us as an example?” Water sector officials do not understand communication well – neither the need for good communication or the mechanisms and approaches.
- **Schoolchildren** – Almost all projects have or are planning efforts to target schoolchildren through the regular school curriculum and other activities. Some donors said “don’t bother with the teenagers, focus on young children”; others considered that young people through the various youth projects could become good advocates for water and energy conservation and better solid waste management.
- **Women** – Water, energy use and garbage disposal in the home are generally done or guided by women. Women are increasingly dealing directly with water and electricity utilities.
- **Construction sector** – The best opportunity for water and energy saving is in construction of new homes – through such aspects as solar panels, greywater recycling, use of water and energy saving devices and appliances, passive solar design and building methods, etc. There is greater coordination

of previously scattered efforts, but this is where a detailed step-by-step review of the enabling environment is important. For example, building codes are passed by JISM, but there is no mechanism for advertising new codes and no real enforcement by licensing authorities who only measure the square footage of a new home. The Institutional Survey addresses this sector in more detail in relation to the various government institutions which provide input into building.

- **Senior decision makers** – Some donors and government officials see decision makers as the biggest bottleneck to change in water, energy and environment sectors.

Overall, donors wanted to focus more on poor households, helping them to better utilize the scarce resources they have – not telling them to just “save water” when they already have serious shortages.

As for “target behaviors”, donors had different points of view on priorities, the main ones being listed below:

- Household rehabilitation of plumbing and water tanks to reduce water losses and improve water quality at the tap
- Water sector officials need to provide more open, transparent information and improve their credibility with customers
- Support for increased tariffs – this is an extremely sensitive topic, but one which senior water officials should not be avoided. Tariffs play a crucial role in water demand management. More importantly, they pay for new investments, and thus will cover the cost of new water supply projects. The groundwork needs to be laid now for increased tariffs, in conjunction with improving the image of the water service providers. The MWI is starting a campaign on this subject.
- Water quality is a more important issue than water quantity – in order to obtain public support for water saving, the water sector needs to better promote the good quality water which is being provided and address the problem of household-level water contamination.
- Solid waste management – recycling is a goal promoted by the Ministry of Environment and the Greater Amman Municipality, but mechanisms are not yet in place to institute this on a practical level

Most importantly, donors expressed the need for one harmonized, transparent set of messages in water, energy and solid waste management.

6.0 RECOMMENDATIONS

6.1 IMPROVE COORDINATION THROUGH DEVELOPMENT OF NATIONAL COMMUNICATION STRATEGIES

This is the single most important recommendation. Coordination is desperately needed to cut duplication and waste in water, energy and solid waste management outreach activities. There is no lack of projects or initiatives or experience in terms of promotion of behavior change in water, energy, and solid waste. What is lacking is an overall coherence or objective to the initiatives. The most important role which PAP can play is to bring the various stakeholders together to develop either one National Communication Strategy and Action Plan for Environmental Management, or several strategies as follows: (1) National Water Communication Strategy for Water, (2) National Energy Communication Strategy, (3) National Solid Waste Management Communication Strategy. For the latter, in the short term, another option would be to provide technical support to the Greater Amman Municipality to supplement World Bank funding on “awareness” for solid waste management in Amman.

Developing one comprehensive strategy may be considered too unwieldy, encompassing too many partners and stakeholders. The advantage of one strategy is that there is great overlap between the sectors, especially in water and energy as they relate to providing water services (water pumping), the building sector and daily behavior in households and various sectors such as industry, tourism and government institutions. Whichever approach is taken, an overall strategy with a detailed action plan outlining target behavior changes, specific target groups, mechanisms and messages. More importantly, one or more government agencies need to take the lead in coordinating this strategy and will need capacity building and technical support to do this.

Every donor wants their own program with their own logo, their own materials. This need can be accommodated through donors committing to support specific aspects of the strategy which acts an overall umbrella, providing a framework for assistance. Most importantly, PAP can support the establishment of a sustainable implementation and coordination mechanism building on the donor-lender group, which now meets infrequently and does not include all stakeholders. The implementing agency can ensure that strategies and plans are publicly available to all.

The strategy and plans should include clear mechanisms for measurement of success and progress.

The PAP project is providing training in social marketing and development of communication strategies. It has also developed strong links with all stakeholders in these sectors, and will be sharing survey results with them during the design phase. The project is in the best position of all donor projects to take a lead role as a catalyst in bringing together direct counterparts in relevant government organizations, donors, and NGO to develop these strategies. It will take time, but with all participatory processes, the more time spent in including stakeholders, the more stakeholders will consider it their plan – not one imposed from outside.

6.2 ASSIST WATER AND ENERGY SECTORS TO ESTABLISH TRUST AND CREDIBILITY WITH THEIR CUSTOMERS

When Miyahuna was first established, the communication department spent the first year working on establishing credibility and commitment within the organization and establishing trust with its customers, through a customer newsletter, employee newsletter, annual water quality reports and other mechanisms. Miyahuna's philosophy was that it could not persuade its customers to save water or report leaks if they did not trust Miyahuna as a company. The water sector could learn from this approach – and perhaps also the energy sector. Donors tend to support “awareness” activities, but often forget that the organizations promoting behavior change are not trusted. The two need to be better linked through supporting the water and energy sector institutions to improve their image with the public, private sector and within government, especially decision makers. Improving the status and image of water sector staff.

6.3 REDUCE AND STREAMLINE PROGRAMS TARGETING SCHOOLCHILDREN

Too many unrelated and uncoordinated activities target schoolchildren, with no evaluation mechanisms or long-term sustainability built into them. PAP will be working with the Ministry of Education on curriculum development, which can have a better long-term effect. Even if a national strategy cannot be developed for each sector as noted above, at the very least, donors, NGOs and government institutions need to have some sort of approval process for the various materials entering schools.

6.4 DETERMINE PRIORITY AREAS FOR CHANGE THROUGH TECHNICAL ASSESSMENT IN WATER AND ENERGY

IDARA has worked closely with water utilities to develop Water Demand Management Plans. These provide guidance as to where the greatest savings can be made among sectors (households, tourist industry, etc.) as well as within the household. For example, in Aqaba household audits found that the most water was used in kitchens, so household water saving activities will promote water saving in kitchens. Similar studies may have already been conducted for energy, and should be used for determining priority behavior changes.

6.5 DO NOT HAVE MORE THAN ONE “CHARACTER” TO PROMOTE MESSAGES

Donors, government institutions and NGOs need to coordinate and agree on using the same character to promote all of the various environmental messages in Jordan. Abu Mahjoub, Abu Tawfir, Abu Tartoush – one needs to be selected and used. The character must have broad appeal and using a humorous cartoon character should be properly evaluated. In a recent presentation to students in a private school in Amman, the consultant found that considered Abu Mahjoub a funny and appealing character, but said that he would not be taken seriously.

6.6 DO NOT HAVE STANDALONE “AWARENESS”, BEHAVIOR CHANGE PROJECTS – LINK TO TECHNICAL ASSISTANCE AND DEMONSTRATION.

One interviewee said “people do not read, they will not read and they will not believe what they read – so show them”.

6.7 UTILIZE EXISTING PROJECTS FOR DEMONSTRATION.

For example, the USAID-funded schools construction project could have a component to include water and energy efficiency in building design and construction.

6.8 SUPPORT ENVIRONMENT RESOURCE INFORMATION CENTER AT MARINE PARK OR OTHER CENTRAL LOCATION IN AQABA.

USAID funded the construction of a “water model structure” which shows how clean water is produced and distributed by Aqaba water. The structure needs interpretation; on its own it will not provide much information to visitors. Aqaba water plans to put this structure in a new floor where they will be displaying other information for the public at their headquarters. Viewing would be by appointment only. The headquarters is not easily accessible to the public; most pay their bills at the downtown office. Aw should consider keeping the model structure at its downtown office, or putting it at the marine park as part of an overall environmental outreach center for visitors to Aqaba. The marine park has interpreters already available to talk to people who visit; they can be trained on showing the water model structure. Water reuse information can also be presented here, as per original plans for the water reuse information office, now not used.

7.0 ANNEXSES

7.1 ANNEX A: INTERVIEW LIST

Interview Number	Institution	Interviewee and contact information
1	USAID Water office	Setta Tutundjian 590-6000, x6708 Stutundjian@usaid.gov
2	USAID Energy office	Neveen Zeit 590-6000, x 6365 nzeit@usaid.gov
3	Environment Hub, US State Department	Yara Abu Laban 079 731 5478
4	Millennium Challenge Corporation	Tamer Al Assa'd, 078 516 2029 tamer.as@pm.gov.jo Ruba Atallah, Social Specialist & Outreach Coordinator 079-5677-233 ruba.a@pm.gov.jo
5	USAID - WEPIA	Mona Grieser, PAP Project
6	USAID – SABEQ	Isam Moustafa 550-3050 imustafa@sabeq-jordan.org
7	German Technical Cooperation	Guy Honore, Programme Coordinator German-Jordanian Programme, Management of Water Resources 569-0051, 079-598-7183 guy.honore@gtz.de
8	European Commission	Danuta El Ghuff , Task Manager, Development and Regional Cooperation 460 7000 x 117 Danuta.el-ghuff@ec.europa.eu
9	European Commission	Omar Abu Eid, Environment and Energy Focal Point 4607000 x 141 omar.abu-eid@ec.europa.eu
10	Italy – Cooperation for Development	Dr. Amjad Yaaqba, Country Coordinator 592-7086 cooperation.amman@esteri.it
11	Agence Francaise de Developpement	Ghada Shaqour
12	USAID – Instituting Water Demand Management in Jordan	Mohammad Chebaanne, Chief of Party 565-4974, 079-900-9968 Mohamed_Chebaane@dai.com Hala Dahlan, Training and Outreach Expert 079-912-2245 Hala_dahlan@dai.com
13	UN Joint Climate Change Project & JUST Water Demand Management M.Sc.	Munjed Sharif 079-547-9505 munjedalsharif@gmail.com
14	Agence Espanla de cooperacion Internacional para el Desarrolllo (AECID)	Mr. Tareq Abu Hawa, Technical Advisor, Zarqa Project 079 905 0036 tarek.abulhawa@aacid-jordan.com
15	USAID Program Management Office	Kenana Amin 590 6630

		kamin@usaid.gov
16	USAID - Education (Social Sectors Office)	Nour Abu Al-Ragheb, Education Specialist 962 6 590 6232 nabualragheb@usaid.gov
Interview Number	Institution	Interviewee and contact information
17	Japanese International Cooperation Agency NRW Project at WAJ	Waleed Sukkur, Programme Management Unit 0777-566-816
18	USAID - Pollution Prevention for Environmental Health Protection	Steve Blair, Chief of Party, 585 1918 BlairSH@cdm.com
19	Water Authority of Jordan, Water Sector Audit Unit (EU funded)	Shaden Nouri, Director 077-988-5552 Shaden_Nouri@pmu.gov.jo
20	UNDP	Yakup Beris 0796203825 yakup.beris@undp.org Amal Dababseh (no longer with UNDP)
21	JICA	Mr. Hani AlKurd alkurdihani@hotmail.com hanikurdi.jd@jica.go.jp 962 6 585 8921/2/3 / 079 553 0150
22	Greater Amman Municipality - World Bank – SWM Project	Zaudoon Al-Nssour Head of the Environment Department zaidounqasam@yahoo.com 0799054565
23	Jordan Institute of Standards and Metrology	Dr. Yaseen Al Khayat Director General Jordan Institution for Standards & Metrology ykhayat@jism.gov.jo 06 5301231 Dr. Mahmoud Al Zu'bi General Assistant for Surveillance & Administrative Affairs 079 721 6999 06 530 1225 x 1305 mzoubi@jism.gov.jo
24	Zarqa Rehabilitation Project at Ministry of Environment (funded by AECID)	Batir Wardan, Environment Specialist 079-55-9229
25	USAID – SIYAHA (Tourism project)	Nazih Bandak, Consultant (Executive Director, Integrated Resource Management) 079-55 22 868 nbandak@irm-me.com
26	Ministry of Planning and International Cooperation, International Cooperation Department (re Arab funding)	Yassar Al-Dughmi, head of Aid Coordination Division 594-64446 Yassar.al@mop.gov.jo Malek Breizat, head of Arabic and Islamic Divisions Malek.b@mop.gov.jo 079-980-0012
27	UNRWA	Hasan Salam Engineer 580-5294, 079-560-7825. h.salem@unrwa.org
28	Kfw Development Bank, Amman Office	Bettina Tewinkel, Director 567 4083, 079 556 7171 bettina.tewinkel@kfw.de

29	GTZ – Water Management for Irrigated Agriculture Project	Jochen Regner, former Project Manager 079-550-2301 jochen.regner@gtz.de
PHONE CONSULTATIONS		
	Institution	Interviewee and contact information
	Social Sector Office USAID, Community Mobilization Project	Haya Shubailat, Project Management Specialist Social Sector Office hshubailat@usaid.gov 962 6 5906386
	Swiss Development Corporation	Mohammad Barakat, Programme Manage 585 60 20 , 0777 266645 E-Mail: mohammad.barakat@sdcc.net Nadia Benani Nadia.benani@sdcc.net
	KfW	Ms. Sawsan Aruri, Senior Program Officer sawsan.aruri@kfw.de 566 7021, 079 555 7138
	GTZ Water-energy efficiency GTZ Operations Management Support Project	Dieter Rothenberger, Programme Manager 568-6960, 079-565-4478 Dieter.Rothenberger@gtz.de
	Effective Human Resource Management (GTZ-GFA-Engicon)	George Rizkollah, Deputy Team Leader Capacity Building Specialist 078-873-9414 grizkollah@engicon.com
	Regional Center of Expertise	Raed Nimri raednimri@yahoo.com
	<i>Suggested future contacts</i>	
	CIM (German development organization)	Energy projects – based in MOPIC Mr. Gordon 0799475293 Ms Koepping Ministry of Environment 0799475263
	Embassy of the Netherlands	Mr Christopher El-Hage Embassy of the Kingdom of the Netherlands chris.elhage@minbuza.nl 962 79 501 4670
	CEHA	Raki Zghondi, Regional Advisor (medical waste project) zghondir@ceha.emro.who.int

7.2 ANNEX B: INTERVIEW GUIDE

DONOR EFFORTS IN OUTREACH AND COMMUNICATION

GOAL – Review of past and ongoing donor projects, develop understanding of lessons learned, donor and implementing agency priorities, needs and commitment to behavior change

FOR ALL - DISCUSSION ON PRIORITIES AND GOALS

- What do you consider **priority issues** in water/energy/environment in Jordan? What changes are needed? By households, by decision makers, by others?
- **What is needed to make the changes?** Who needs to make them? How? (i.e., individuals, organizations, government, etc.).
- What is **impeding change**? What is encouraging it?

FOR DONORS - PROJECTS LISTING

- Ask for printed project list or for one to be sent to me by e-mail.
- Provide details on **one or two significant projects**
 - ✓ What was **significance of project in changing behavior**?
 - ✓ **Who** implemented the project? (partners, grantees, etc.)
 - ✓ Was there any way to measure the change in behavior? The achievement of project goals?
 - ✓ **What would you do differently** if you were funding/managing this project again?

FOR ALL - VIEW OF CURRENT/PAST ACTIVITIES IN JORDAN

- What do you think are the **main successes** and good examples in Jordan for changing behavior in water management? Why? What made them a success?
- What are the **major gaps** in communication in the sector? In messages, approach, implementation capacity, funding
- Is donor planning any new projects which will have outreach/public action components?
- If yes: For which sectors? For what purpose? With which partners?
- Are there any specific communication materials which have been developed under KfW funded projects which are effective and could be used in the future?

SECTOR COMMUNICATION PLANNING

- For a communication plan for the each sector (water, energy, environment), is there anything additional you have not mentioned which should be included
- Who do you think should take lead on such a plan? Who should be involved?
- Do you see any potential areas of cooperation with Public Action Project in development and implementation of a communication plan?

DONORS – PROJECTS TO VISIT

- Are there any specific projects you have funded which PAP should visit to obtain more information? Most effective? Most innovative?

7.3 ANNEX C: DONOR PROJECTS AND RECOMMENDED AREAS OF COOPERATION

C1. COMPLETED USAID PROJECTS

C2. CURRENT DONOR PROJECTS

Notes:

1. Information based on interviews with a targeted of donor staff and project documents when provided. The information is constantly changing, and will need regular updating. This document is the basis for a working document for PAP and other stakeholders to monitor related projects and possible linkages.
2. USAID projects were identified through interviews and a publicly available project list from September 2009. Details are not provided for new projects under procurement.

Appendix C1 - COMPLETED USAID PROJECTS

DONOR	BASIC DATA (if provided by interviewees)	PROJECT DESCRIPTION	MATERIALS PRODUCED
USAID Water and Environment Office			
Reuse for Industry, Agriculture and Landscaping (RIAL)	Completed 2007	Industrial environmental management, agricultural water reuse, water reuse for landscaping	There may be some materials available; possibly, RIAL II will review and revise. Established Water Reuse Information Office in Aqaba to be managed by ASEZA, but ASEZA did not take responsibility – raises issue of sustainability of activities with ASEZA.
Pollution Prevention for Environmental Health Protection (P2HEHP)	Completed Jan. 2010. 5 years, \$8.6M	Institutional capacity building of governmental, NGO and municipal institutions in watershed management, laboratory accreditation for water quality analysis, natural resources land zoning, solid and hazardous waste management, forestry protection, school children's outreach campaign that trained 4000+ students on the water cycle and protection of water resources, including development of character "Abu Tartoush."	Materials collected, but no plan to continue using them
Manifest Project Industrial waste management	2007-2009, \$1.9M	Establishing system in Ministry of Environment to track hazardous waste	Unknown, but RIAL II will follow up
TA for establishment of Miyahuna	Completed 2009	Communication and water conservation plan for Miyahuna, tariff restructuring, NRW outsourcing	No materials produced, Miyahuna produced independently
WEPIA	2000-2005	Social marketing program focusing on immediate and long-term water issues. NGO capacity building, community grants, water audits and building retrofits, media campaigns, training workshops, WDM certification program. Established Water Demand Management Unit at MWI and organized international Water Demand Management Conference.	Some materials may still be available and usable or adapted for PAP – for ex. Awqaf materials and other info available on Jordan Environment Society website - http://jes.org.jo/cpanel/main/projects/wepia/index.htm - Project documents available on USAID Jordan website and Development Clearinghouse
Kafa'a	2003-2006	Irrigation efficiency	Unknown
Water Conservation Competition	Completed 2008, \$240,000 JOHUD	Produce TV spots, etc., on water conservation, cartoons to be distributed to 600 schools	Some materials may still be available and usable or adapted for PAP

Appendix C2 - CURRENT PROJECTS

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
USAID Water and Environment Office			
IDARA - Instituting Water Demand Management	2007-2011, \$9.1M	Institutional capacity for Water Demand Management, Enabling Institutional and Legal Environment, Demonstrate Selected WDM Initiatives to the Public Sustainable WDM – institutions, laws, regulations, demonstration projects including community-based initiative.	<i>Close coordination needed</i> Review WDM Action Plans for Ministries and utilities when available to help determine where PAP priorities should lie. Outreach on building codes, regulations, etc., will be important. Secretary General MWI has requested that PAP coordinate with IDARA on 2010 Water Efficiency Conference
Community Based Initiative for Water Demand Management	2006-2007, \$5.4M Mercy Corps	Community-based water projects	Should be partner in developing communication strategies, especially in rural areas. May have developed awareness materials
Wastewater Treatment Plants for Small Communities	2004-2011, \$7.7 M, IRG/ECODIT	Wastewater treatment plants in Shobak and Shunch – to be managed by municipalities, includes local water reuse component	PAP can build on the links this project has developed at municipal level in Shunch an dShobak.
Friends of the Earth Middle East	2008-2010, \$785,000K	Community Based Allies for Sound Stewardship in the Jordan Valley – including public information campaign	Materials should be reviewed, possible outreach partner
RIAL II	Under procurement – likely to start 2010	Water conservation programs for industry, agriculture and landscaping. Demonstration of industrial water management and pollution prevention, site rehabilitation and institutional capacity building. Includes Communication outreach plan for industry by MOE.	<i>Close coordination needed on plan for communication with industry</i>
Institutional Strengthening Support Project	Under procurement - likely to start 2010	Institutional support for MWI and water utilities, to be based on new Water Law. Includes Water Valuation Study – value of water across various sectors. Used to inform discussion on water allocation. Will produce series of simplified messages used to influence the debate on water allocations. May establish Water Council.	Key activity which will influence public discussion and debate on water allocation. In institutional reform, may have some influence over how MWI/WAJ/JVA communicates itself to public – messages, mechanisms and institutional set-up. If Water Council or Regulatory Commission established, strong link needed.
IT Master plan	2008-2011, \$6M, ARD	Includes web design for MWI	May be a link in improving MWI website
Capacity Building for Royal Rangers	Jordan Interagency Agreement (Dept. of State Environmental Hub Office, EPA, USAID)	Training programs for Rangers	<i>Close coordination needed. Key partners for PAP project.</i> Rangers are in direct contact with industry, public and other government agencies.
Hazardous and Medical Waste Management Program	2008-2010, \$929,000K, International City-County Management Association	Technical Assistance focusing on Northern Jordan, including training with US Cities and University	Check for educational materials
Jordan Education for Water and Environment Leadership (JEWEL)	2007-2010, \$1M, U Michigan, Cornell and Jordan River Foundation	Integrated Natural Resources Management M.Sc. at Jordan University of Science and Technology	Possible mechanism for PAP to work with higher education

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
Water/Wastewater Infrastructure Project	Under procurement	Feasibility studies and construction of major water infrastructure projects	Use opportunity of new USAID design and construction project to promote energy efficiency in water sector
USAID Energy Office			
Electricity Regulatory Commissions Partnership	2008 – 2010, National Association of Regulatory Utility Commissioners (NARUC)	Colorado Public Utilities Commission (COPUC) - training and sharing experiences with the Electricity Regulatory Commission, improving institutional capacity.	Keep informed – meet someone from COPUC when they come to learn about their experience with EE
Electricity Distribution and Transmission Utilities Partnerships	2009-2010, US Energy Association	Partnerships between US and Jordanian utilities to promote more efficient, sustainable, and environmentally sound supply and use of energy through the transfer of market-based approaches and "best practices" for energy system operation.	Keep informed for potential overlaps – encourage utility visits to include information on communications and outreach
Building Green in Jordan	2009-2010, Nexant	Replicable models for implementing energy efficiency (EE) audits in existing government and institutional buildings.	Case study will be useful example for PAP communication materials. Project has information component, should coordinate with PAP.
Assessment of an Energy Efficiency Incentives Framework for Electricity Distribution Companies in Jordan	2009-2010, Nexant	Assess the possibility of developing an energy efficiency incentive mechanism through the electricity distribution companies. Identify needed technical assistance support to the Electricity Regulatory Commission and the 3 Jordanian electricity distribution companies to implement and monitor such a mechanism.	Review assessment results when completed
Support to Queen Alia Competition for Social Responsibility	January 2010 –August 2010, JOHUD working with Electric Regulatory Commission	Materials to inform the public on energy conservation and renewable energy resources. University competition for energy saving house, University exhibitions, TV, radio campaign, awareness campaign in commercial markets, educational cartoon film and song and distribution to all schools, brochure with questionnaire distributed to 650,000 students and analyzed by JOHUD	Results from brochure survey maybe useful for PAP. Materials development completed, but should be reviewed. Consider using Abu Mahjoub as main “promotional character”.
New projects	Under development	Incentive framework (legislation and enforcement), EE, US energy expertise supporting Jordan energy sector (GDA, USTDA, etc.)	Potential cooperation once projects start – PAP may provide some advice to Energy Office if RFP still being developed
USAID Office of Project Management			
Poverty Alleviation	Under development, will be managed by Social Sector office	Focus on benefit to the poor – USAID has Youth and Poverty Working Group with representatives from each office	Potential overlap, cooperation in relation to assistance to low-income households with household network rehabilitation, water harvesting, greywater recycling

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
USAID Social Sector Office			
Youth	International Youth Foundation	Conducting assessment of potential youth community-based projects, 6 areas urban, semi-urban, including youth technical skills, Small and Medium Enterprises, and improving community volunteer opportunities	Potential vehicle for PAP activities, potential grantee for PAP small grants component (ex. small businesses for renewable energy)
Community mobilization for partnership in schools project	International Relief and Development	Community parent school coalitions to improve school environment, includes awareness campaigns	Potential for collaboration on local-level activities – use existing mechanisms
Jordan school construction		Schools construction	Urgent need to promote concept of including water and energy efficiency in design and construction
Hikayat Simsim Children's TV	With JTV	Development of Seasons 3 and 4	Potential for incorporating environmental messages (under discussion between JTV and MOEnv)
Drive to Read	AED	Culture of reading, mobile libraries, etc.	Potential for outreach to communities via mobile libraries
USAID Economic Growth			
Aqaba Community and Economic Development (AECED)	2007-2012, \$2M, AECOM	Includes environmental improvements at community level, with strong community outreach component – improvement of ASEZA and ADC services	Potential partner for Aqaba activities – reportedly did water/communication study, which PAP should obtain
SABEQ Economic Development	End 2011 finished	Water crisis report, attracting FDI in water, energy, training certification energy engineers needed, training unemployed in Maan building solar water heaters, Methodology for Developing Green Building Codes with National Building Council, EDAMA, Green Building Council, Environment Fund, water efficiency studies of businesses	Close coordination needed esp. on private sector linkages and building industry Environment Fund, EDAMA, GBC, water efficiency studies. Conducted study on potential for Jordan to “go green”
Siyaha – Tourism		Water and energy efficiency in hotels, energy efficient transport in Petra tourism strategy includes enabling environment for environmental sustainability – hotel associations	Document success stories and use in PAP materials/promotion, coordinate on future activities
US Trade and Development Agency			
Numerous missions	Unknown	Feasibility study solar power, technical assistance on efficiency of transmission lines, reverse trade mission on renewable energy, NEPCO grant for renewable energy, reverse trade mission water and wastewater technology, assessment of renewable energy trade opportunities	Keep informed – main area of overlap is in potential renewable energy business opportunities

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
GTZ	Most projects part of Water Program up until 2015		<i>Note: KfW and GTZ cooperate closely on projects</i>
Operations Management Support of the Water Authority of Jordan	1994-2015	Increase water use efficiency through institutional and management reform, outsourcing of NRW	Coordinate on activities for utilities
Improvement of Energy Efficiency of the Water Authority of Jordan	2008-2010	Innovation in energy performance contracting for Jordan's water sector in cooperation with private actors. Establish a contractual relationship and partnership between energy service companies (ESC) and the Water Authority of Jordan in order to reduce greenhouse gas emissions.	Keep informed and cooperate on water-energy interface
WaterWise Women		Women as community water leaders and potential to communicate for group in community with utilities	Strong potential as medium for messages and example of sustainable approach – keep informed and pursue areas of collaboration
Highland Water Forum		Reducing irrigation water use in Highlands through stakeholder consultation	Keep informed - an example of how MWI/WAJ is seriously pursuing reduction in agricultural use
WMIA		Water Resource Management in Irrigated Agriculture, water user associations Jordan Valley	Keep informed – another good example of improved water use in Jordan Valley
Management Training – HR in MWI/WAJ		Human resources planning and management training	Incorporate communication training into MWI/WAJ training programmes
KfW			
Energy and water efficiency	Planning stages	Schools construction for energy and water efficiency	Keep up to date – lessons learned can be conveyed to USAID schools construction program – link with work on building sector (Medenec, GBC, etc.)
Northern Governorates Water Authority Management Contract		Transaction Advisor and MC also support to Middle Governorates	Contractor will need to do communication – PAP coordinate with contractor when awarded
Other water	Ongoing	Groundwater preservation in Zarqa region Increase pumping efficiencies in Balqa region, energy audits. Micro-PSP – outsourcing of billing and collection. GAM supply project focus on reducing losses. Sewage disposal improvements for Irbid. Water loss reduction Northern Governorates, Jerash, Karak and Irbid	
EU			
WAJ Programme Management Unit	Ending 2010, may be extended	PSP for water sector, accountability for utilities Water Sector Audit Unit – future regulatory commission	PMU is key partner with utilities, and also may serve as base for new Regulatory Commission. Key partner in communication.
Good Water Neighbors	MEDA	Partnership for Peace – GIS and pollution monitoring across borders with schoolchildren	USAID also may be putting small amount of funds into this – potential for coordination
Mediterranean Energy market Integration Projects		Budget allocation charts, energy statistics, gas master plan, solar power and desalination plants	

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
MED-ENEC I & II	2006-2011 4M Euros	Focus on building sector – networking, building codes, incentives, business development capacity building, public awareness, pilot projects – codes, design, insulation, enforcement (info, communication and cooperation network, policy instruments, public awareness, civil society, best practices	Coordinate if PAP decides to focus on building sector
Energy new projects	Under development	Awareness – TA and local counterparts – link testing to already established feasibilities	Coordinate and keep informed
Capacity building of National Energy Research Center	Starts 2010, \$10M	Twinning with Greek Center (wind and solar)	
Reuse of wastewater for irrigation	Unknown	Work with MWI/WAJ	Potential if PAP works on water reuse
Awareness on alternative cropping	10M Euros	Developing action plan to fund awareness and agriculture alternate crops with low water demand	Coordinate if PAP focuses on agriculture
JICA			
Non-revenue water Project	Starting Phase II	Includes public awareness component, helped establish PA Directorate at WAJ	Coordinate with PA Directorate and JICA NRW staff
Energy Efficiency in Water	Starting 2010	Water pumping efficiency	
Agence France Developpement			
MREA		Irrigation Optimization for Jordan Valley – irrigation efficiency	Important partner if PAP focuses on agriculture.
Disi	\$2M	Environmental and social management plan – includes communication on quality due to radiation concerns – PA Directorate at WAJ	Close coordination of messages needed.
Energy AFD/FFEM support program		Credit line to banks to support investment in sustainable energy and environment	
Technical Assistance to Ministry of Environment	300,000 Euros	Details not available	
General programming		2010-2011 plan includes 10M Euros sustainable activities – wind power testing station and concentrated solar power plants	
Millennium Challenge Corporation			
Beneficiary Analysis	\$409,000 starting 2010, ECO consult	Assess benefits to poor will help MCC communicate to customers	Coordination needed
Construction	\$349M	Water and wastewater infrastructure for Zarqa Communication, water conveyance from King Talal Dam to Jordan Valley consultative process component, wants to set up website and produce materials	Good potential for coordination – include in training, coordination

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
Spanish Agency for International Development (AECID)			
Zarqa Rehabilitation	Finishes mid-2011	Environment, social, health aspects, working with community	Would like to cooperate with others, including USAID projects – we could provide outreach to work with their projects
Nuclear cooperation	135M Euros - just started	Includes “public information and awareness”	Keep informed and possibly coordinate
Italian Cooperation			
New projects	2009-2010, 50M Euros, under development	Water infrastructure, rehabilitation, NRW Interested in solar energy	
United Nations Joint Programme Climate Change	6M Euros started 2010, UNDP, WHO, FAO, UNESCO	Water safety plans, community awareness on climate change adaptation, models farms, training in IWRM for MWI and others, water education and awareness, environmental and water resource centre for advocacy education and capacity building, specific targets to be determined – potentially female farmers, youth, lower income groups	PAP-Climate Change Project-MWI agreed to close coordination at project kick-off workshop. Coordinate especially with UNESCO on establishment of water resource centre. Water safety plans (some already completed by Miyahuna with WHO/CEHA) good example to use of “ <i>what water sector is doing to protect your water quality</i> ”.
UNRWA	Ongoing	Manages solid waste in refugee camps	Main area of cooperation is solid waste management, but also as link in water, energy saving
UNDP			
SWM Zarqa - biogas	Completed	Biogas with benefit to community – doesn’t make as much money as expected – establishing Center of Excellence at university	
Energy labeling	Not started yet	Energy labeling - like what IDARA doing for water – with National Energy Research Center and JISM	Close coordination needed if PAP focuses on building sector
World Bank - Solid Waste Management	2009-2017 \$25M loan, & \$15M from Greater Amman Municipality	Infrastructure and \$300,000 for capacity building and awareness—tendering for infrastructure started Jan 2010	Coordinate and provide advice on “awareness” component
Japanese International Cooperation Agency			
Capacity Building NRW	Phase I completed 2009, Phase II starting	Build capacity at governorate level, strengthen relationship between WAJ and people, included awareness component on water, being done now through the WAJ PA Directorate.	Potential for cooperation on materials, messages
Water energy efficiency	Starting 2010	Energy efficiency in pumping - Zarqa	
Solar energy	Under preparation	No details yet available	
World Health Organization, Centre for Environmental Health Activities	Various projects	Medical waste, water safety plans, children and environmental health, wastewater reuse	Potential cooperation if PAP does medical waste
Swiss Development Corporation	Under preparation	Developing small input into water sector	Invite to activities, potential funder of small, targeted outreach activity in water

DONOR and PROJECT NAME	BASIC DATA (if provided)	PROJECT DESCRIPTION	SUGGESTED ACTION and AREAS OF COOPERATION WITH PAP
Arab funds		All infrastructure – not interested in outreach activities	
Czech Republic	Co-funding with RSCN	Recycling in Azraq (women), spring rehabilitation for irrigation in Jordan Valley, agricultural education centre in Ajloun	Agricultural education center is potential location for disseminating irrigation efficiency information
GEF/WORLD BANK	6M Euros	Promotion of wind power market	Coordinate if PAP working on renewable energy
World Bank	Study completed, Nexant	Energy efficiency framework, Renewable Energy and Energy Efficiency Fund	
Government of Denmark	Regional Centre for Renewable Energy and Energy Efficiency	Regional studies on energy efficiency and renewable energy	Keep informed of further activities, obtain study on Jordan
Regional Center of Expertise	Funds from various sources	Regional conference on climate change policies in the Middle East, publications on climate change, renewable energy, booklet on water situation in Jordan and suggested plans, drought management, Green Forum conference, research about using renewable energy in Jordan, training how to use solar ovens in remote areas, schools training and public awareness	Small projects, but good to obtain materials and coordinate
Multilateral Fund for the Implementation of the Montreal Protocol	\$1M, administered through Ministry of Environment	Assist private and public institutions in switching to environment-friendly cooling systems, example, gave funds to Royal Cultural Centre to change cooling systems	Potential good examples for building sector