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JORDAN

CORPORATE SOCIAL RESPONSIBILITY & PUBLIC PRIVATE PARTNERSHIP

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

Report no. 6

March 2010

This report was produced for review by the United States Agency for International Development. It was prepared by ECODIT for **Public Action Project for Water, Energy and Environment project**, Task Order No. EPP-I-05-06-00010-00.

AUTHORITY

Prepared for USAID/Jordan under Prosperity, Livelihoods and Conserving Ecosystems (PLACE) Indefinite Quantity Contract number EPP-I-05-06-00010-00, Task Order #05, awarded September 1, 2009, entitled “Public Action for Water, Energy and Environment Project.”

This “Final Report on Survey Findings of Corporate Social Responsibility & Public Private Partnership” is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of ECODIT and do not necessarily reflect the views of USAID or the United States Government.

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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. In addition to this survey of CSP and PPP which was designed and implemented by Mahara professional consultancies in development, which is a private company for social research, other surveys of large consumers, youth, donors, NGOs/CBOs, commercial outlets, household, municipalities and utilities, governmental institutions, and educational programs are on-going.

This report presents the findings of the CSP and PPP which designed for the purpose of providing the Jordan Public Action Program team with comprehensive information on specific potential partners from the private and non-government sectors which will facilitate the process of engagement and creation of partnership to implement the Public Action Program through CSR, PPP and GDA initiatives.

The specific objectives of the survey are to give a historical perspective on CSR and PPP, provide a description of perspective on PPP and CSR related to future actions in water, energy and solid waste, and finally to identify the perspective on GDA and future support for outreach activities beyond the project's time-frame.

EXECUTIVE SUMMARY

The world is currently experiencing a growing consensus on the practicality, viability and sustainability of using Corporate Social Responsibility (CSR) practices and Public-Private Partnerships (PPP) to address social, environmental and economic issues within a community. This interest has produced a serious need for research and best practices models to guide potential partners in their ventures. This report is prepared by Mahara (specialized consultancies in development), to shed light on the best practices in Corporate Social Responsibility (CSR) and Public Private Partnership (PPP) in Jordan to identify opportunities to implement programs to improve adaptive capacity of Jordan to deal with the impeding water and energy crisis in Jordan. The report is based on interviews with private sector firms engaged in CSR and PPP and the corporate funds receivers (NGOs). In the report the survey findings are divided into two sections. **First section** is the historical perspective on CSR and PPP in which it gives an overview of the interviewed private firms, the kinds and manner of giving, their main pillars, the extent of support and the challenges and lessons learnt from past experience. Moreover it gives an overview of the NGOs interviewed, determine the kinds of support they received, the level of satisfaction and challenges and lessons learnt from their past experience. **Second section** is on future perspectives on PPP and CSR related to the Public Action Project, in this section the potential partners from both sectors, the private sector firms and the NGOs, interested in being part of the project are listed with their contacts, communication channels, preferable areas of engagement in the project implementation and incentives and conditions that would encourage sustainable partnership. The findings of the survey show that there are a variety of initiatives of CSR and PPP in Jordan in different sectors, social, environment, education and health. The private sector firms recognize the importance of their role to contribute to the development of the country, the role of the NGOs and the government is also recognized as an important partner, but there are still several challenges and conditions recognized by both sectors to sustain and encourage a successful and sustainable partnership. It was also recognized that both sectors recognize the importance of the issues that will be addressed by the Public Action Project on water and energy conservation and solid waste management. Most of the corporate firms and the NGOs interviewed expressed their interest to be partners of the project and to support the issues as national priority. It is noteworthy that when asked about long term commitment after the end of the project, all private sector firms did not give their commitment but mentioned the factors and conditions that would encourage the sustainability of the partnerships created during the life of the project. Moreover, as the one of the project objective was to identify potential private sectors for (Global Development Alliance) GDA initiatives, it was no easy to specify the potential firms, as GDA, a business model for PPP where it includes global partners to support USAID initiatives(as international donor partner) is not familiar to most of the interviewees from both sectors. Nevertheless the concept was introduced and potential partners were identified based on their past experience in PPP to partner with international donors and money channeled from regional or global resources of the company.

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ACRONYMS

CSR *corporate social Responsibility*

PPP *Public Private Partnership*

GDA *Global Development Alliance*

1.0 INTRODUCTION

The Jordan Public Action Project aims to induce a sustained behavioral change in Jordanians favoring water and energy conservation, and reducing/recycling and potentially re-using solid waste. The project is broken down into three phases (**assessment and baseline, design, implementation**). During the assessment and baseline phase, several surveys were conducted to collect information which will feed into the design and implementation phases. As the program will involve stakeholders from the public and private sectors, Mahara was contracted to conduct survey # 6, which will examine existing initiatives, practices and approaches of Public Private Partnership, Corporate Social Responsibility and Global Development Alliances in Jordan and to Identify opportunities for partnering with the private sector to implement programs that improve the adaptive capacity of Jordan to deal with the impending water and energy predicament and to ensure sustainability after the life of the project.

1.2 PURPOSE AND OBJECTIVES

The purpose of the survey is to provide the Jordan Public Action Program team with comprehensive information on specific potential partners from the private and non-government sectors which will facilitate the process of engagement and creation of partnership to implement the Public Action Program through CSR, PPP and GDA initiatives.

The specific objectives of the survey are:

1. Historical Perspective on CSR and PPP
 - a. Identify the kinds of charitable activities in which the private sector commercial firms engage in, their modalities, and the extent of the support they give.
 - b. Determine the kinds of services or support the corporate funds receivers (NGOS) obtained, and whether the level of satisfaction for what they received was mutual. If not why not and what lessons did they take away from the experience
2. Perspective on PPP and CSR related to future actions in water, energy and solid waste
 - a. Identify 15 interested corporations in water, energy and solid waste, and identify the kinds of support they might be prepared to give. Also identify the communication methods, and contact addresses the appropriate individual through whom proposals should be aimed. Identify too. Provide the Mission statements for each firm interviewed if it exists.
 - b. Identify the conditions and factors that need to take place within these firms if a *sustainable* mutual joint program or activity supporting water, energy and solid waste can be created.
 - c. Identify the rewards or incentives that need to be provided to mobilize support for the public outreach project and which will sustain the support of the private firms.
3. Perspective on GDA and future support for Outreach activities beyond the project's time-frame.
 - a. Identify and interview 10 firms and agencies whose long-term support might be counted on beyond the life of the project.
 - b. Identify the kinds of activities that might sustainably be continued into the future through corporate action.

1.3 METHODOLOGY

Several methodologies were utilized to conduct the survey; they were linked in one framework and are described as follows:

Methodology One: Identification of the list of interviewees

The list of interviewees from the private sector was based on the following criteria:

- Preliminary research on sectors that are considered the highest consumers of water and energy in Jordan.
- Preliminary research on 30 large firms with CSR / PPP activities.
- Preliminary research on GDA initiatives in Jordan.
- Firms with assigned person/department to carry out the CSR/PPP initiatives which indicate that the CSR is part of the overall business operation and strategy.
- Variety in the sectors the private sector firms represent.

The list of interviewees from the non-government sector was based on the following criteria:

- Preliminary research on 25 NGOs to identify the largest recipients of corporate funds.
- Most active NGOs working on environmental issues were identified.
- NGOs with largest distribution and exposure in Jordan (i.e. operate in different governorates and not only Amman for maximum outreach purposes).
- NGOs with scope of work that include education, training and awareness raising which would be potential resources for the Public Action Project.
- NGOs presided by Royal figure, as it is a main factor to attract corporate funds.

Methodology two: Development of the survey questionnaire.

The questionnaires for the survey were developed based on the requirements mentioned in the TOR; the questionnaires were also shared with ECODIT team and the other contractors for any feedback. Then the questionnaire for the private sector was amended after a consultative meeting with private sector representatives in a meeting held at ECODIT. The questionnaires were piloted during interviews with 3 NGOs and 3 private firms, and the final version was developed accordingly, the length of the interview was also taken into consideration not to exceed one hour.

Methodology three: Structured and targeted interviews.

The researchers made phone contacts to identify the suitable person to meet for the purpose of the assignment. An introductory email was sent to the person identified; the email included a brief on the Public Action Project and the questionnaire form were attached to make sure that the interviewee is prepared for the purpose of the interview. The informative email was helpful to use the time of the interview effectively. Before starting the interview to fill the questionnaire, the interviewer made sure that the interviewee understands the concepts of CSR, PPP and GDA, and an introduction was given about the project before the beginning of the interview to ensure that the interviewee is knowledgeable about the objectives of the interview and project.

Methodology four: Documentation of questionnaire findings:

The researchers made sure to electronically document the questionnaire findings directly after each interview to capture all the information. The researchers met with the team leader periodically to share the findings of the interviews with the two sectors to share information and to identify any relevant cross cutting issues.

Methodology five: Coordination with ECODIT team and other contractors:

Mahara team made sure to coordinate with the ECODIT team throughout the assignment period, Mahara team attended the workshop on water, energy and solid waste management. Mahara also coordinated with the contractor conducting the international donor's survey to identify any GDAs or PPP related to the project

Methodology six: Reporting

Mahara developed the report outline based on the assignment TOR and the progress of the interviews. Mahara shared the outline with ECODIT team for feedback before writing the report.

2.0 SURVEY FINDINGS

2.1 HISTORICAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY AND PUBLIC PRIVATE PARTNERSHIP

2.1.1 OVERVIEW OF 25 PRIVATE FIRMS

This section summarizes the information of the questionnaires and provides an overview of the 25 private companies engaged in PPP and CSR (listed in alphabetical order). It describes the pillars each company supports and the forms of engagement each company has done so in the past. It is worth noting, all these initiatives supported by following companies have been either developed by company or company responded to request. Some of them are implemented by company without a partner “CSR”; while others are done in partner with governmental and non-governmental institutions “PPP”. Also, some of the initiatives are internal while others are external done among communities. The attached filled questionnaires (Annex B.1), includes the specific information of each initiative separately in the filled questionnaire for each company.

- 1. Abdali Investment & Development Company:** is a privately-owned land development company established to develop and manage mixed-use urban developments. Abdali created **Abdali Ru'yatuk**, a corporate social responsibility arm dedicated exclusively for the **youth of Jordan**. Ru'yatuk is a natural extension of the Abdali vision, and coordinates all the activities sponsored by Abdali with the theme "Let your vision come to life". Ru'yatuk Al Abdali focuses on the empowerment of Jordanian youth from all ages and backgrounds through a variety of programs. The company supports the initiatives through **cash contribution, staff volunteer and in-kind**.
- 2. Al Faridah Group:** Al Faridah for Specialized Publications is the fastest growing magazine publisher in Jordan. Established in 2003, Al Faridah has become known for its ability to provide an array of publishing products required to fit the taste of Jordan's population and client advertising needs, it is the publisher of six unique magazines and three radio stations. (Magazines: Joe Magazine, layalina, Ahlan, VIVA, Venture, U magazine, U men, on campus, Majalutna. Radios: Fan, Rotana, Energy, Amen (marketing is outsourced)). The company **supports health, environment and community initiatives through its products and services to ensure public awareness**.
- 3. Al Ghad:** is a local Jordanian newspaper registered in 2004. The company's mission is to make a difference in Jordanian market. The company does not only issue newspaper but also have a printing and distribution services. The newspaper **provides discounts for placing ads on awareness campaigns as well as initiatives taken by Royal figures. Also, staff volunteer is a preferable means of support for the company**.
- 4. Al Rai Newspaper** was contacted several times by emails followed by phone calls; unfortunately the interview did not take place. Even though it was not possible to meet them **but we highly advise to engage them since it is a premier Jordanian newspaper**.
- 5. Arab Bank:** Arab Bank Group has the largest Arab banking branch network world-wide, with over 500 branches in 30 countries, spanning 5 continents. Part of the bank's value is citizen ship: the bank is active in corporate citizens, fostering the growth and advancement of our communities. The Bank has **recently launched its Corporate Social Responsibility program - Together**. This unique

program takes community support to a whole new dimension; working hand in hand with a group of five reputed non-profit organizations, our employees and our customers to continually support, participate in and contribute to the advancement and well-being of the community. **The program supports 5 main areas health, education, poverty, environment and orphans.**

6. **Aramex:** Aramex and its worldwide alliance form an extensive transportation network that spans the four corners of the globe. **Aramex is a strong advocate of corporate social responsibility;** however the company **has a policy not to support internationally funded government projects such as USAID funded projects.** The company believes it has the enough resources and expertise to partner up with NGOs and Ministries directly and perform the work without any intermediate. The company likes to take ownership in implementing its initiative and sustain it for long periods of time.
7. **Central Trade and Auto Company (Toyota):** Central Trade & Auto Co. was established in 1999 as the Toyota Distributor of Jordan, and recently became the Lexus Distributor of Jordan after its launch in March 2007. Operations include Automobile Sales, Service and Parts. Supported by five dealers spread around the Kingdom, 2 service centers and a parts depot. CTA strives to provide quality and service worthy of the Toyota name. **The company supports environment, education, and road Safety particularly in 2009. The company offers its support through in-kind, public awareness, and staff volunteers.**
8. **DHL:** DHL is a global company in the mail and logistics sector. The company's initiatives fall under three pillars: **education, environment and community.** Most of these initiatives are ideas taken by company. The company's most preferable means of support are: **in-kind, public awareness, and staff volunteers.**
9. **HIKMA Pharmaceuticals:** is a leading generic pharmaceutical company with a significant presence in the Middle East and North Africa ("MENA") region, the United States and Europe. **The CSR program is an important part of the company's strategic commitment to its core values.** These values complement the strong governance and excellent management practices. **Health, environment and community are three topics mostly supported by the company. Cash sponsorship and staff volunteers are the company's preferable ways of support.**
10. **HSBC Bank:** is the largest and most widely represented international bank in the Middle East. **The corporate social responsibility initiatives supported by the bank fall under education, community and environment. The bank's preferable means of contribution are cash sponsorship and staff volunteers.**
11. **Intercontinental Amman Jordan:** the hotel is part of IHG global group. The hotel supports **social and charity work,** however, there is no structure for pillars of its CSR initiatives nor a specific department/person responsible for such initiatives. Thus it was not possible to collect further information.
12. **Jordinvest:** is the first Jordanian public shareholding company to offer its clients a variety of integrated investment banking services, in domestic, regional and international markets. In particular, services include debt and capital raising, corporate restructuring, financial advisory, and asset management activities. The company supports initiatives under **health, sports, and education pillars. Most preferable means of support goes for staff volunteer.**

- 13. Kawar Group:** is a local company registered in 1955. The group acts as an umbrella for several companies in different industries. Those include: shipping & transport, travel & tourism, information & communication technology, healthcare management, as well as many investments in infrastructure, energy and other industries. The company supports initiatives related to education and community through cash sponsorship, in-kind and staff volunteers.
- 14. Lafarge Cement Jordan:** Lafarge group is a world leader in building materials; Lafarge extracts resources from the heart of the earth to make materials to bring to the heart of life. Present in 79 countries, the Group responds to the world's demand for housing and infrastructure. Company's CSR pillars are local community, education and training, safety and health, and environment. Internally the pillars are not very organized but the company is working on it. Cash sponsorship, in-kind, and staff volunteer are the company's preferable means of support.
- 15. Marriot:** The hotel was registered in 1982, it is part of a global group, owned in Jordan by a public shareholding company. The hotel operates in Amman, Dead sea, and Petra. **The company's CSR initiatives in Jordan focused on charity and environment. In-kind and staff volunteer are preferable means of company's support.**
- 16. Microsoft:** The world's largest software company. The company supports initiatives related to education, social and employability. The budget to support local CSR only comes from Microsoft Corp. "Global". **The company helps create social and economic opportunities in the communities the company works, lives, and does business. In kind and staff volunteer are company's preferable means of support.**
- 17. Modern Media:** Since its inception in 2004, Modern Media has been a driving force in developing and maintaining an unparalleled standard of broadcasting quality both locally and regionally, which is evidenced by the recognition and awards of the company has garnered for its work in radio, production, advertising, consulting and event management in Jordan. Play 99.6 and Sunny 105.1 are both under modern media company. The company **supports initiatives in various topics, many of the times the company initiatives its own CSR initiatives. Company's preferable means of support are public awareness and staff volunteer.**
- 18. Millennium Energy Industries:** Millennium Energy Industries (MEI) is an international solar energy solutions company operating in the Middle East North Africa region. Since 2002, MEI has been providing small and large scale solar energy solutions for industrial, commercial, and residential clients in a wide range of applications including space heating and cooling, and industrial and domestic hot water systems. Post contacting the company, **it was revealed that the company currently does not have the budget for CSR initiatives; however it is part of the company's future plans. The company has done training in partnership with MDA and South Company to train youth in Ma'an and now they are working with company.**
- 19. Nuqul Group:** Established in 1952, Nuqul Group (a conglomerate of 27 companies) is one of the Middle East's leading industrial groups. Its line of business covers a wide range of products including: The Company supports **initiatives related to health, environment, and community.** The Group's preferable means **of support is through in-kind contribution and staff volunteers.** Also, the Elia

Nuqul Foundation (ENF) was established with an objective to focus on several areas, education being the main platform. ENF therefore aims to provide university, community college and vocational training scholarships for young people who in normal circumstances do not have the means to attain higher education.

- 20. Orange (formerly known as Jordan Telecom Group):** Jordan Telecom Group (JTG) plays a prominent role in the information and communications technology sector. In 2007, the Group adopted the Orange brand, the commercial brand of France Telecom Group, one of the world's leading telecommunications companies, for all its fixed, mobile, internet and content services marking another significant achievement in the ICT sector. The company supports **community development and social work in addition to education initiatives. Cash sponsorship, staff volunteer, and public awareness are the company's common ways of support.**
- 21. Pharmacy One:** Pharmacy One Jordan set the foundation to rapid expansion in the region starting with KSA & extensive expansion plans throughout the gulf and MENA region. The company concentrates on **education and health**. It has established the drug information center in close coordination with the Jordanian Food & Drug Administration (JFDA) & the Jordan University to offer free, updated & completely unbiased pharmaceutical information to consumers and health care providers and training curriculums specially tailored to aid the community pharmacists to perform their daily practices with the highest standards of professionalism and commitment to pharmacy practice. **In-kind and staff volunteer are the most preferable means of support.**
- 22. Royal Jordanian:** is the Jordanian national carrier; joined "One World" in 2007, after it completed all technical and technological requirements to become part of the grouping. RJ transports goods and passengers to 57 destinations. **RJ has always been keen to provide support to the community through sponsorships and aid for local activities, whether social, economic and artistic or sports.** The company continues to play that role with pride, being a pillar of the Jordanian economy and a generous source of hard currency, as well as serving trade and exports, through several sponsorships granted the **local community, charities, individuals with special needs and students, in-cash and in-kind contributions.**
- 23. Rubicon:** Jordan's premier company in interactive multimedia e-education and 3D animation/ CGI. Rubicon is part of a global group and operates in four countries. The company **provides special packages at discount rates for non profitable projects done for a good cause and being a national priority issue.**
- 24. Saraya Jordan:** Saraya is part of a regional group in the tourism real estate sector. Since its creation, Saraya has committed itself to playing a major role in economic, social, educational and environmental development of the communities neighboring Saraya projects. To this end Saraya is currently undertaking projects that **support education and tourism and highlight the protection of the local historical and natural environment.** Saraya's support to initiatives differs from one to the other; however **staff volunteers are a common way of Saraya's contribution to its support.**
- 25. Umniah:** is part of a regional group (Betelco Bahrain) in the telecom sector. The company offers both mobile and internet services. **Education, sports and community work are three pillars supported by company. Cash sponsorship, in-Kind, staff volunteers, and public awareness are all means the company can support with.**

26. Zain: In 1994, Zain (formerly known as Fastlink), revolutionized telecommunications in Jordan by introducing GSM mobile services into the country. Zain quickly became the foremost telecom company in Jordan. Zain's commitment goes beyond developing the telecom market. It is built on the foundation of active participation and contribution to the communities where it works as well as helping to drive positive development and growth and reaching out to the disadvantaged. Zain actively **supports projects and initiatives that contribute to the development of various sectors and benefit young people, particularly in the areas of education, sports, and health.** In February 2009, Zain Jordan received Al Hussein Decoration, of First order, in recognition of its role in serving the local community.

Observing the frequency of support for each pillar, it was found that sixteen companies support the initiatives under the community/social pillar, while fifteen support education. Fourteen support environmental related initiatives, ten support health, and only five support sports. This should be very helpful to consider when designing the program since initiatives should be designed and tailor made to fit the interest of potential partners. On the other hand, looking at the kinds of support and contribution given and mostly preferred by companies, it is shown that the highest contribution companies tend to do is staff volunteers, by which seventeen companies picked. Ten companies prefer providing in-kind contribution, while eight prefer to be engaged in public awareness, and only six prefer cash contribution. Thirteen companies will provide contribution depending on the requirement of the initiative. Moreover, tables **“Company Pillars”** and **“Company Contributions”** (Annex A, 1.1 and 1.2) reflect this information.

2.1.2 OVERVIEW OF 20 NGOS.

This section provides a summary of the 20 NGOs interviewed. It includes an overview of the NGO, its beneficiaries, the type of funding they receive and how they acquire it, their main donors, the percentage of corporate funds they receive of the total funds of their organization, and their satisfaction level with the support received. The NGOs are divided based on their field of activity as socio-economic NGOs and environment NGOs and listed in an alphabetical order. Detailed information on the specific funded initiatives of each NGO and their partners is found in the filled questionnaires (Annex B.2).

SOCIO-ECONOMIC NGOS

1. Al Aman Fund for the Future of Orphans (AAFO): established in 2006, focuses on the education of orphans between ages 18-21. Their main working approach is building lasting partnerships with the private sector (PPPs). They reach out to the private sector for funding, are approached by them, receive funding through connection between their board members and private sector owners, and conduct some fundraising events. Their **corporate funds are usually long term.** Main corporate donors: **banking (standard Chartered), financial (First for Investment), construction, engineering, and industries sectors (Nuqul Group) and private universities.** The most recurrent type corporate fund is cash. The NGO is satisfied with the contribution and level of engagement of their private sector partners.

- 2. The Children’s Museum Jordan:** established in 2007, focuses on education through recreation, their main beneficiaries are children. Their main working approach is building lasting partnerships with the private sector (PPPs). They usually reach receive funding due to a connection between their board members and private owners. Their **corporate funds are both short and long term** depending on the initiative. The percentage of **corporate funds is approximately 35% of the total funds** of their organization. Main donors: **Zain, Ahli Bank, Motorola, Nestle Middle East, Abdali Investment and Development, Sheikh Abdallah Saleh Kamal, and Emaar Properties (PJSD)**. Their most **recurrent type of corporate fund is cash**. The NGO is very satisfied with the **contribution and level of engagement of their private sector partners**.
- 3. Haya Cultural Center:** established in 1976, focuses on youth’s behavioral and attitudes change through science and art. Their main beneficiaries are youth aged 6-14. So far they have not received any corporate funding as they cover their costs by charging their services / activities for fees and membership, but plan on reaching out to them this year (2010).
- 4. Injaz:** established in 1999, focuses on youth empowerment through education programs. Their main beneficiaries are youth aged 14-24. Their main working approach is building lasting partnerships with the private sector (PPPs). They raise funds through fundraising activities. **Their corporate funds are long term**. To ensure sustainability, Injaz have an endowment fund where they save money from the annual board membership fees which is \$10,000/year. **The percentage of corporate funds is around 15% of their total funds**. Main donors: **Banking, Pharmaceutical, Real-estate, Telecommunication, Specific companies include: Zain, Aramex, and Nuqul Group**. The most **recurrent type support they receive is volunteer employees and cash**. The NGO is highly satisfied with the **private sectors involvement and contribution**.
- 5. Jordan National Commission for Women (JNCW):** established in 1992, focuses on women’s issues on a policy level. They are usually approached by the private sector and work with them strategically on projects. Main partners: **Nuqul Group and Imseeh Jewelers**. The support they receive from the private sector is both **short and long term** depending on their programs. The most **recurrent type of support they receive from the private sector is strategic support in terms of capacity building, “know how”, marketing and training**. The NGO is satisfied with the **involvement and partnerships they form with the private sector**.
- 6. Jordan River Foundation (JRF):** established in 1995, JRF mainly focuses on sustainable development, life enhancement, and child protection. Their beneficiaries are local communities all over the Kingdom. Their main working approach is building lasting partnerships with the private sector (PPPs). They usually reach out to the private sector for funding, are approached by them, and conduct fundraising events. Their **funding is usually long term**. **The percentage of corporate funds is approximately 10 % of the total funds**. Main donors: **real-estate, banking, communication and industry**. The most **recurrent type of corporate fund is cash, volunteers and in-kind**. The NGO is **satisfied with the contribution and engagement of the private sector partners**.

- 7. The King Hussein Cancer Foundation (KHCF):** established in 1997, is the umbrella organization responsible for the King Hussein Cancer Center (KHCC). It fundraises and works on making sure that the KHCC is providing the best cancer treatment in Jordan. They also promote awareness and education programs aimed at early detection and prevention of cancer. Their main working approach is building lasting partnerships with the private sector (PPPs). They reach out to the private sector for funding and are approached by them; they also receive funding due to a connection between their board members and private sector, conduct fundraising events, and receive funds from their programs. Their corporate **funds are both short and long term**. The most **recurrent type of corporate fund is cash and fees from programs**. Main donors: **real-estate and banking sector**. The **NGO is satisfied with the involvement of the private sector**.
- 8. Madrasati:** established in 2008, focuses on education development from Kindergarten up to the 12th grade. They focus on school rehabilitation infrastructure improvement, and quality learning environments. Their main beneficiaries are the poorest public schools across the Kingdom. Their main working approach is building lasting partnerships with the private sector (PPPs). They usually approach the private sector and they are also approached by the private sector. Their funding is usually long term. The percentage of **corporate funds they receive is approximately 80% of their total funds**. Main donors: **Banks, Telecommunication, Pharmaceutical, Aeronautical, and Regional Real-Estate companies, and individual philanthropists**. The most recurrent type of corporate **is cash followed by volunteers**. The **NGO is highly satisfied with the private sectors involvement and contribution**.
- 9. Mizan Law Firm:** established in 1998 focuses on legal aid, protection, lobbying, documentation on violations of human rights, and legal awareness. Their main beneficiaries are victims of human rights violations. Their main funding is from international donors. Their funding is usually long term. Main donors: **Private sector lawyers offering discounted fees for services, local media outlets and printing companies**. Their most **recurrent type of corporate support is discounted fees from lawyers**. The **NGO is not satisfied with the private sector involvement and contribution**.
- 10. The National Center for Culture and Art:** established in 1987, focuses on professional training in theater and dance. Their main beneficiaries are children, youth, women, and families. Their **funding is usually long term**. The percentage of **corporate funds they receive is approximately 15%** of their total funds. Main donors: **Housing Bank for Trade and Finance, Umniah, Nuqul Group, Jordan Co. for Dead Sea products, Jordan Paper and Cardboard Factories, Landmark Hotel, Al Safir printing Press, Dar Al-Handasah, Consolidated Contractors Company, Aqaba Special Economic Zone Authority (ASEZA)**. Their most **recurrent corporate support is cash (mostly sponsorship)**. The **NGO is satisfied with the private sector involvement and contribution**.
- 11. Noor Al Hussein Foundation (NHF):** established in 1985, focuses on socio-economic empowerment. Their main beneficiaries are underprivileged communities. Their main working approach is having

sustainable income generating projects. They usually strategically partner with the private sector. They partnered with a stone and mining factory; the **private sector trains the local community and offers jobs at the factory**. The percentage of corporate funds they receive is less than 1% of their total funds. Main donors: **industrial and services sectors, and individuals**. **The most recurrent type of support they receive from the private sector is strategic support in terms of capacity building and “know how”**. **Their funding is usually long term**. In general **NGO is satisfied with the private sectors involvement and contribution but feels there is room for more involvement**.

12. Royal Health Awareness Society (RHAS): established in 2005, focuses on health promotion and awareness. Their beneficiaries are disadvantaged communities, public school students. Their main working approach is building lasting partnerships with the private sector (PPPs). They usually reach out to the private sector for funding, are approached by them, and receive funding due to a connection between their board members and private sector owners, and conduct fundraising events. Their corporate funding usually short term. The percentage of corporate funding they receive amounts to approximately 10% or less of their total funds. Main donors: pharmaceutical and insurance sectors. The NGO is somewhat satisfied with the contribution and engagement of their private sector partners; it depends on each specific company. For the year 2010, NGO plans to reach out and engage more companies.

13. Ruwwad: established in 2005, focuses on community empowerment through education and civil engagement. They are completely private sector led. **Approximately 98% of their funds are covered by their private sector board members**. Their corporate funding **by nature is long term**. Their most recurrent corporate fund is cash. The NGO is **completely satisfied with the contribution and engagement of private sector partners**.

14. SOS Children's Villages Association of Jordan (SOS): established in 1983, SOS provides a care center for unfortunate children (abandoned and orphans). They are affiliated with an International organization and receive international support. Their main working approach is building lasting partnerships with the private sector (PPPs). Recently they have been asked by their International affiliates to look into local resources to support themselves. They usually reach out to the private sector for funding, are approached by them, receive funding due to a connection between their board members and private sector owners, and conduct fundraising events. **Their corporate funding is usually long term**.

The percentage of **corporate funding is approximately 30% of the total funds** of their organization. Main donors: **Zain, Saraya Development, HSBC Bank, and Capital Bank**. **The most recurrent type of corporate fund is cash and in-kind**. The NGO is satisfied with the contribution and level of engagement of their private sector partners.

ENVIRONMENT NGOS:

- 15. Friends of the Earth Middle East (FOEME):** established in 1994, FOEME focuses on environment education, advocacy and rehabilitation. Their main working approach is to work with environmentalists from the region: Jordan, Palestine, and Israel to protect the shared environment and heritage. They usually reach out to the private sector, and sometimes are approached by them. **Their funding is usually short term.** The percentage of corporate funding they receive is **approximately less than 0.005 %** of the total funds of their organization. Main donors: **One with Nature, Potash Company, Orange Telecom Group.** The most recurrent type of **corporate funding they receive is in-kind donations.** In general the private sector companies are not engaged and involved. The **NGO is not satisfied with the private sectors involvement and contribution.** Believes that the private sector can do a lot more than what they are currently doing.
- 16. International Union for the Conservation of Nature (IUCN):** The regional office was established in Jordan in 2001. IUCN focuses on Nature conservation, Energy Conservation, Water conservation, Poverty alleviation and, Integrated Management in general. They charge fees for their services based on MOUs. They are usually approached by the private sector for specific services, they receive money from membership fees, and they also conduct fundraising activities. **Their funding is usually short term (based on projects).** The **percentage of corporate funding they receive is approximately 10-30 %** (regionally and internationally) of their total funds. Main partners: **companies with a large carbon footprint, including: Shell, Total, and PetroCanada.** The **most recurrent type support they receive from the private sector is cash in return for services.** As of today, they don't have private sector companies working with them in Jordan, they are all regional.
- 17. Jordan Environment Society (JES):** established in 1988, JES focuses on environmental public awareness and capacity building. They reach out to the private sector for funding, are approached by them, and also have income generating programs (consulting, recycling program and training fees). They receive funding from their organization membership fees and the endowment fund they have under the Ministry of Finance. The **most recurrent type of funding they receive is fees for services based on MOUs.** The percentage of corporate funding they receive is **approximately 30 % of the total funds** of their organization. Main donors: **Saraya Development Group, Umniah, Private Schools and Hotels.** The NGO is **somewhat satisfied with the contribution and level of engagement of their private sector partners.**
- 18. Jordan Society for Sustainable Development (JSSD):** established in 1997, JSSD focuses on the preservation of the environment. Their main working approach is building lasting partnerships with the private sector (PPPs).The **percentage of corporate funding they receive is approximately 50% of the total funds** of the organization. Main donors: **Saraya Development Group and Aramex.** The **most recurrent type of corporate funding they receive is cash.** The NGO is **highly satisfied with the contribution and level of engagement of their private sector partners.**
- 19. Royal Botanic Garden (RBG):** established in 2004, aims to be conservation center of Jordan's botanical creations. In addition to enhancing public education, scientific research, and be a tourist attraction. So far, RGB have approached the private sector for funding. The **percentage of corporate funding they receive is approximately 1 % of the total funds of their organization.** Main donor: **HSBC Bank.**

The type of funding they have received is for the start-up operations of the NGO. **The NGO is satisfied with the contribution and level of engagement of the private sector.**

20. Royal Society for the Conservation of Nature (RSCN): established in 1966, RSCN focuses on environment conservation and developing socio –economic projects integrated into their conservation projects. They usually reach out to the private sector, and sometimes they are approached by them, they also do fundraising events. **Their funding is usually long term. The percentage of corporate funding they receive is approximately 5 % of the total funds of their organization.** Main donors: **Aramex, HSBC Bank, Arab Bank, Potash Company among others.** The most recurrent type of support they receive from the private sector is **strategic support in terms of capacity building and “know how” through training.** Their private sector partners are very engaged and involved; they train their beneficiaries in various skills (soap making, jewelry making, marketing, and others). **The NGO is satisfied with the private sectors involvement and contribution.**

3.0 CHALLENGES AND LESSONS LEARNT

3.1 PERSPECTIVE OF THE PRIVATE FIRMS

Each company interviewed expressed specific challenges and lessons learnt based on their experience as it can be seen in the filled questionnaires (Annex B.1), following is a summary of the challenges and lessons learnt:

Challenges

- NGOs do not speak the language of private sector being relaxed in time, do not present their ideas in coherent way, and projects lack the components to ensure sustainability.
- Communication channel within some NGOs is difficult; some ignore feedback given from company and do not have proper follow up. At the same level, approval system within government institutions slows the work and time consuming
- Working with some communities was challenging; some did damages to personal property of company.
- Internally-getting staff involved and engaged is challenging.
- Many times the project manager/public partner send out many documents; makes process longer and in efficient.
- Many of initiatives lack creativity and innovation , and hopes and promises given to be part of the project are many times over realistic,
- Many initiatives out there have the same cause; makes it confusing for private sector companies to pick which ones to support.
- Some NGOs do not make an effort to recognize the company’s support.

Lessons Learnt

- The donor should take the project step by step, not to give funds from beginning. In other words, enter on a small scale in terms of funding, until positive results appear.
- Some donors mentioned that working with NGO and not directly with beneficiaries makes the initiative more organized. However, other donors believe that having a mediator such as NGO or governmental

institution as a partner on the project makes things difficult and time consuming; thus some companies decided to take its own initiatives to avoid delay.

- Some companies rather work with NGO versus governmental entities.
- The NGO/Partner needs to be transparent and not over promise.
- Partner up with those who are professionals, follow up without request, and promising of the project's sustainability.
- It is important to identify how much community needs for the design of initiatives.
- When signing an agreement with partner, it is very important to know the responsibilities and expectations involved from each.

3.2 PERSPECTIVE OF NGOS

Each NGO interviewed expressed specific challenges and benefits of corporate funds based on their experience as it can be seen in the filled questionnaires (Annex B.2), following is a summary of the challenges and benefits:

Challenges

1. The International economic crisis has made it difficult - not everyone is giving money.
2. Having no tax exemptions for private companies deters them from donating or partnering with NGOs.
3. Many private sector companies do not know what the National Country Priorities are. They don't have experience in development and have limited knowledge about social marketing.
4. The confusion of the private sector between CSR and marketing and CSR and Charity. The private sector wants to give out products with their logos (promotional material – not necessarily needed by the NGOs). They also view CSR as welfare and charity. Not as something sustainable.
5. Not all private companies in Jordan have CSR units, for some the budget for CSR initiatives comes out of the companies' marketing department which makes it difficult to give large funding due to limited budget.
6. Private sector funding usually does not include the operational costs of programs.
7. Most private sector firms would work with an NGO if there is a gain for them– a marketing and visibility opportunity for the company.
8. The communication gap between the NGOs and the private sector companies. They use different languages. The Private sector is more straight forward, logical and like to see numbers and outcomes, whereas the NGO sector usually tend to write long reports and their impact takes longer to measure.
9. The challenge of managing expectations from both sides. Reaching common grounds and understanding. Sometimes the NGO needs to sacrifice some of its targets or objectives in order to match the needs of the private sector to get their funding.
10. Constant need of volunteers from the private sector. Some projects offered by NGOs require volunteers to sustain them. It is a challenge for the NGO to get volunteers and retain them.
11. All NGOs are going to the same private sector sources to get funding (competition on limited resources).
12. Some NGOs feel that there is no involvement or interest from the private sector on how and where their money is spent.
13. Some private sector companies want to fund something new and exciting; they follow trends and don't commit to one cause and follow through with it.
14. Miscommunication and trickle down of information between senior staff at the private sector company and employees makes it hard for NGO employee to communicate and create partnership with private sector.

15. The private sector sometimes doesn't want to go through the NGOs to donate they want to do it directly- straight to the beneficiaries.
16. In some cases, the NGO needs to be specific on whom to partner with – they can't accept funding from all private sector companies. For example, if the NGO tackles health, it can't accept funding from an unhealthy beverage company.
17. Most private sector companies tend to fund or support NGOs affiliated with royalty.
18. Sometimes getting funding for a private company needs 'a connection' or networking- "Wasta", you need to know an 'insider' in the company.
19. Many of the country's NGOs are being highly dependent on international aid, as a result the private sector feels it is unnecessary for them to get involved.

3.3 ENVIRONMENT NGOS SPECIFIC CHALLENGES:

1. How to avoid the "green wash" and how people view it. In simple terms "green wash" is having an NGO take or accept money or donations from a big carbon emitting company as a cover up to the negative impact that the company is contributing to the environment.
2. To mainstream the topic of the environment to the private sector to be a part of the CSR unit within each company. Private sector companies tend to be more interested in health, education and other social issues.
3. Lack of implementing "The Polluter-pays" principal in Jordan.

4.0 BENEFITS RELATED TO CORPORATE FUNDS:

1. Sustainability of the programs and the organization through local funds.
2. The exposure of the NGO when affiliated with a prominent Private sector company.
3. Boosting the morale of the NGO, giving them a sense that someone cares about them.
4. The sharing of knowledge and expertise from both sectors. For example, the private sector have good skills in marketing and the "know how" of the market.
5. It proves commitment to the local community and loyalty to country.
6. The Private sector is less bureaucratic than government institutions. The way they operate is more straightforward and clear, there is less red tape involved than dealing with other government or non-profit organizations.
7. The private sector requires less reporting on funding compared with international donors.
8. The private sector is efficient and productive compared to the government and NGO sector.

5.0 FUTURE PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY AND PUBLIC PRIVATE PARTNERSHIP.

5.1 DESCRIPTION OF POTENTIAL PRIVATE FIRMS.

For the purpose of this project, Aramex, Intercontinental Amman, and Millennium Energy Industries are eliminated as potential companies for the reasons stated in historic perspective. This leaves the total number of twenty two companies that expressed their interest in being potential partners of the Public Outreach Project. See table ***“Contact Table”*** (Annex A, 1.3) for the list of names, contact person, title, and contact information by email and phone.

Moreover, during the interview, we identified the areas of engagement in the Public Outreach Project based on the suggested activities in the project document, and the preference by each of the potential partners from the private sector. This information will be helpful during design and implementation to identify which partners to outreach for each of the project components. See table ***“Company Potential Areas of Engagement and Preferable Contribution”*** (Annex A,1.4).

5.2 DESCRIPTION OF POTENTIAL NGOS.

A number of the interviewed NGOs expressed their interest to be part of the Public Action Project, and although the terms of reference did not include listing of potential NGO partners, we found that it is important to list the interested NGOs, contacts and type of their target groups, number of outreach and the level of interest to be engaged during design and implementation phase. Table ***“NGO potential partners interested to be a part of project”*** (Annex A, 1.5) provides a list of the NGO potential partners divided into Environment NGOs and socio-economic NGOs. Furthermore, table (Annex A, 1.6) reflects ***“NGOs that would want the support and expertise from the Project”***.

5.3 INCENTIVES AND FACTORS FOR SUCCESSFUL PUBLIC PRIVATE PARTNERSHIPS.

From the perspective of the private sector, generally, the main factor behind companies’ engagement in PPP is for the cause and believing in social responsibility. Some are more focused on company image, others on employee engagement. As for the incentives received, recognition was mentioned by most companies whether it is a public recognition or by royal figure. Also, some companies had reservation in joining other partners to have ownership over the initiative, while others have no reservation since it is benefiting communities. See table ***“Factors, Incentives, and Reservations”*** (Annex A, 1.7), they are stated per company, in addition to any reservation each company might have to join a partner.

In addition to the incentives that companies mentioned based on their past experience, following are suggestions that the companies expressed would encourage for more engagement:

1. ***More Recognition***: recognition by royal figure, public recognition, recognition by media, project to be recognized on national level, awards, accessibility to high official and get attention or royal recognition for the project.

2. **Company Image:** exposure, promote brand image of company, promote product name, and have the name of company out as socially responsible.
3. **Success of Project:** positive results, improve community, to have good partnership.
4. **Marketing and Customers satisfaction**
5. **Tax exemptions**

It was important to identify the conditions of successful PPPs **from the perspective of the NGOs**, and what are the means that they use to ensure a sustainable relation with the private sector partner. When compared with the expectations of the private sector it will feed into the program design phase and the conditions and factors that need to be taken into consideration to ensure sustainable long term partnership after the end of the project. Recognition was the main factor behind sustaining a good partnership, below are examples of different means of recognition for the private sector by the NGOs:

- Press releases and logo placement in newspapers, TV, websites, brochures, and roll-ups
- Mentioning in annual reports and newsletters
- Opportunity to take part in Advisory Committee
- Recognition certificates and plaques
- Recognition events (lunch, dinner)
- Receive elite recognition from Royalty
- Thank you letter from Royalty
- Added to Royalty list for annual gifts.

5.4 PERSPECTIVE ON GLOBAL DEVELOPMENT ALLIANCES

As GDA is a not common, and there are very few GDA examples in Jordan, there was no resistance on the idea of partnering with USAID from those who are listed as potential partners, as for the flow of money, this depends on the policy of the company. Therefore we have developed a criteria to define companies as potential partners for GDA, which is based on the following:

1. Company has regional or international presence.
2. Company funded initiatives from global money; i.e. flow of money for the project came from outside of Jordan.
3. Company has worked with regional and/or international partners on a previous/current PPP.

Table 1: Perspective on Global Development Alliances

	Company	Local/Regional/Global	Funded projects from Global money	Worked with Regional/Global partners
1	Abdali Investment & Development Company	Regional	No	Yes
2	Arab Bank	Global	not sure	Yes
3	Central Trade and Auto Company (Toyota)	Global	No	Yes
4	DHL	Global	Yes	No
5	HIKMA Pharmaceuticals	Global	not sure	Yes
6	HSBC Bank	Global	Yes	Yes
7	Jordinvest	Local	No	Yes
8	Kawar Group	Local	No	Yes
9	Lafarge Cement Jordan	Global	No	Yes
10	Marriot	Global	No	Yes
11	Microsoft	Global	Yes	Yes
12	Nuqul Group	Regional	No	Yes
13	Orange	Global	Yes	Yes
14	Pharmacy one	Regional	No	No
15	Royal Jordanian	Global	not sure	Yes
16	Saraya Jordan	Regional	Yes	Yes
17	Umniah	Regional	No	Yes
18	Zain	Global	Yes	Yes

5.5 SUSTAINABILITY OF ACTIVITIES AFTER THE LIFE OF THE PROJECT

When asked for commitment after the end of the project, none of the companies were willing to give a commitment at this stage, but they have mentioned the main factors to maintain a long term working relation with project partners to address this issue after the end of the project.

1. **Commitment of partner:** transparency, consistency, good experience with partner, rewarding experience, good partnership, commitment, and defined expectations between the project partners.
2. **Communication:** organization of work, proper follow up, effective communication, continuous feedback, evaluation of project and allocation of contribution.
3. **Results:** positive results, positive affect on community, positive performance trackers, success of program and if it really benefited the community.
4. **Appreciation:** partner to show appreciation through different means of recognition, proper publicity, and appreciation for company.

6.0 ANALYSIS AND RECOMMENDATIONS

1. As seen in table 1.1, most of the companies have their pillars identified for PPP or CSR initiatives, which is a good guideline for the project design to identify the area that would be of interest for the specific private sector partner, especially that the private sector expressed the importance of presenting clear and realistic initiatives.
2. Table 1.4 shows that most companies prefer to be engaged post receiving clear designed activities and initiatives in the design phase. Moreover the area of contribution that they have selected is an important guideline for the project design team to reflect a professional working mechanism.
3. It is also recommended to note the best time to approach the firm for funding and engagement requests based on the information in table 1.
4. Table 1.5 shows that all NGOs interested to be partners in the project, expressed their interest to be engaged during the design phase to ensure that programs meet local priorities.
5. In table 1.5, each NGO provided the resources that they have which could be an important asset for the implementation of the project, ex (trainers, target groups, areas of outreach) these resources would be very beneficial for the project team for effective and sustainable implementation of the project. Moreover, the NGOs mentioned the area of engagement based on their strength and area of work.
6. The challenges and lessons learnt section reflects that both sectors identified that there is a communication gap and difference in management approaches and expectations among both sectors, as PPP will depend on having partners from both sectors, it is important to take this note into consideration to create an environment of trust among potential partners.
7. Table 1.7 which lists the incentives and awards expected by the private sector, matched with the means of recognition by the NGOs page 18, it provides a good guideline to integrate during the planning and design process.
8. It is worth noting, when asked about their satisfaction level with the contribution and engagement of the private sector, almost all NGOs said that they are satisfied or highly satisfied. This satisfaction was based on the current or past projects funded by the private sector. However, the NGOs have also expressed that the private sector in Jordan can do a lot more in contributing and supporting the public sector.
9. In page 20, 4 main factors were addressed that would encourage sustainable partnership after the life of the project, it is important to consider these factors as one of the objectives of the project to create PPPs and GDAs to continue after the life of the project.
10. During the interviews it was noted that the private sector is not very informed or knowledgeable of the national crisis of water and energy and solid waste management issues, this also applies to some NGOs especially the socio-economic NGOs. It is recommended to hold an informative session or workshop to present to all interested potential partners from both sectors to start up the project with a basic level of information, awareness and interest among the partners.
11. It was also recognized that the business model of GDA is not familiar, as the project aims to establish GDA initiatives during the life of the project, it is important to explain this model from the initial phase of communication with the private sector potential partners.

Following are recommendations mentioned during the interviews from both sectors:

6.1 PRIVATE SECTOR COMPANIES

1. Create levels of entry for funding; some would want to contribute by 1000 others by 100,000.
2. The program should have a bottom up approach by conducting needs analysis within communities and allocate resources/funds accordingly.
3. Have KPIs for the program to reflect results and affect on community and communicate it with partners. Companies want to see results for their sponsorship.
4. Unify initiatives and avoid duplication.
5. Initiatives should start with awareness among people, and when the government is a partner, there should be changes in laws and regulations in order to conduct the initiative.
6. Advise partner to keep proposal and requests clear and simple. No need for long documents. Also, it is important to clear out what benefits the sponsor will be getting from this initiative such as recognition and so on. In other words, it is very crucial to have the request/proposal well presented, clear, stating incentives, obligations, responsibilities involved in taking an initiative.
7. To use all resources and efforts to focus on initiative.
8. Define the target audience for each initiative, in order to fit the request into the services provided by company.
9. Let private sector be involved in process, conduct follow up meetings, document, monitor results, successes. For example Madrasti initiative conduct meetings with partner to touch base on any issues, this makes partner feel more involved.
10. Set meetings to explain initiative and make sure the project representative know the initiative by heart.
11. Have clear sponsorship package; show what contribution made will have positive impact on company. Clinton Global Initiative should be a model for this project.
12. Media should focus more attention on CSR events and initiatives to cover those events.

6.2 NGOS

13. To establish an endowment fund to ensure the sustainability and continuity of program.
14. To engage all stakeholders. Creating a solid partnership with all stakeholders from the get-go of the project so that in the future all expectations are managed, and it makes it is easier to get funding to ensure the sustainability instead of starting all over again in fundraising.
15. Mainstreaming the project, using already existing tools and vehicles. Not creating new organizations or projects and depending on the currently existing ones.
16. Transparency: Having all project reports, documents, plans and outcomes accessible to all stakeholders.
17. To establish groups/ clubs in schools to continue the messages and aims of project. For example, volunteers at schools that teach the younger students the aims and principles they have gained from the project on water and energy conservation.
18. Constant monitoring and evaluation throughout the duration of project to make sure it is on the right track after the end of the 5 years.
19. To form a 'Steering Committee' for the project. Have the Minister of Environment as the Chairperson and have representatives of all stakeholders as members.
20. To use creative means and ideas to produce behavioral change among the public, not just to put up posters all over Jordan.