



USAID
FROM THE AMERICAN PEOPLE

JORDAN

FIRST ANNUAL PROGRESS REPORT

PERIOD NOVEMBER 1, 2009 – OCTOBER 30, 2010

Public Action for Water, Energy and Environment Project
Prosperity, Livelihoods and Conserving Ecosystems (PLACE) IQC Task Order #5

December 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-00-06-00010-00, Task Order #05, awarded 10 September 2009, entitled “Public Action for Water, Energy and Environment.”

The *First Annual Progress Report* 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.

Prepared by

Public Action for Water, Energy and Environment Project

TABLE OF CONTENTS

TABLE OF CONTENTS.....	II
ACRONYMS	IV
1. PROJECT ACTIVITIES AND ACCOMPLISHMENTS IN YEAR ONE.....	1
1.1 INTRODUCTION	1
1.2 REPORT OBJECTIVE	1
1.3 REPORT ORGANIZATION.....	2
2. PROJECT ACTIVITIES AND ACCOMPLISHMENTS IN YEAR ONE.....	3
2.1 MOBILIZATION PERIOD (SEPT. AND OCT. 2009)	3
2.2 YEAR ONE ACTIVITIES (NOVEMBER 2009 – OCTOBER 2010)	3
2.2.1 Meetings & Consultations	4
1.3.2 Workshops	7
1.3.3. Capacity Building.....	9
1.3.4. Technical Assistance to Project Partners	10
1.3.5. Partnerships	12
1.3.6. Conferences & Workshops Attended by PAP.....	14
1.3.7. Preparation for Future Conferences	16
1.3.8. PAP Surveys	16
1.3.9. Additional Surveys.....	19
1.3.11 Other Activities.....	22
1.3.12 PAP in the Media	22
3. SUMMARY OF TASKS IMPLEMENTED BY ST TECHNICAL ADVISORS.....	25
3.1 SHORT-TERM CONSULTANTS.....	25
3.2 LOCAL SUB-CONTRACTORS / VENDORS	27
3.3 US SUBCONTRACTORS	29
4. SUMMARY OF DIFFICULTIES AND MEANS OF ADDRESSING THEM	31
4.1 ADMINISTRATIVE DIFFICULTIES.....	31
4.2 PROGRAMMATIC DIFFICULTIES	32
5. FINANCIAL STATUS & RESOURCE UTILIZATION.....	33
5.1 VALUE OF WORK PERFORMED BY SDB AND LOCAL-SUBCONTRACTED FIRMS	33
5.2 FINANCIAL STATUS OF THE CONTRACT AND USE OF PROJECT RESOURCES	33
ANNEXES	35
ANNEX A PROJECT BIBLIOGRAPHY.....	36
ANNEX B EQUIPMENT AND MATERIALS PURCHASED	38
ANNEX C: LIST OF ALL FIELD SURVEYS CONDUCTED DURING PHASE I.....	40
ANNEX D: LIST OF BOOKS AND OTHER MATERIAL ACQUIRED BY JORDAN PAP	41
ANNEX E: LEVEL OF EFFORT TRACKER (YEAR I THROUGH SEPTEMBER 30, 2010).....	46
ANNEX F PAP WORKSHOP SIGNUP SHEETS.....	48

Table of Exhibits

EXHIBIT 1: PAP STAFF DURING PHASE I AND II	3
EXHIBIT 2: LIST OF HIGH-LEVEL STAKEHOLDER CONSULTATIONS BY PROJECT TEAM	4

EXHIBIT 3: SUMMARY OF PAP CAPACITY BUILDING ACTIVITIES AND ATTENDEES..... 10
EXHIBIT 4: SUMMARY OF SURVEYS CONDUCTED BY PAP (COMPLETED)..... 21
EXHIBIT 5: SELECTION OF PAP APPEARANCES IN THE MEDIA 22
EXHIBIT 6: LIST OF SHORT-TERM CONSULTANTS HIRED IN YEAR 1 25
EXHIBIT 7: SUMMARY OF MISSIONS TO JORDAN BY ECODIT AND AED HO PERSONNEL 26
EXHIBIT 8 – SUMMARY OF LOCAL SUBCONTRACTORS SERVICES IN PHASE II 28
EXHIBIT 9: SUMMARY OF USAID INDICATOR RESULTS * 30
EXHIBIT 10: TOTAL PROJECT EXPENDITURES BROKEN DOWN BY COST ITEM..... 33

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. Whenever the acronym or abbreviation appears the first time it is defined in the text.

ADI	Argyle Design Incorporated
AED	Academy for Educational Development
ANR	Arab Reporters for Investigative Journalism
CAT	Content Analysis Tool
CSP	Civil Society Program (AED Program)
COP	Chief of Party
CSR	Corporate Social Responsibility
CEHA-WHO	Centre for Environmental Health Activities – World Health Organization
dTS	Development & Training Services, Inc.
EG	Entity Green
ERC	Electricity Regulatory Commission
ERSP	Education Reform Support Program
EDAMA	Water, Energy and Environment Productivity (Initiative supported by USAID funded SABEQ program)
FAO	Food and Agriculture Organization
GBC	Green Building Council
GT	GreenTech Sustainable Environment
HBF	Heinrich-Böll-Foundation
IWA	International Water Association
IUCN	International Union for Conservation of Nature
IdRC	Interdisciplinary Research Consultants
IDARA	Instituting Water Demand Management Project
JREDS	Royal Marine Conservation Society of Jordan
JISM	Jordan Institute for Standards and Meteorology
JDEI	Jordan Dubai Energy & Infrastructure
JD Capital	Jordan Dubai Capital
JordanPAP	Jordan Public Action Project
KPPHC	Kuwait Privatization Projects Holding Company
MBA	Master of Business Administration
MRO	Market Research Organization
MWI	Ministry of Water and Irrigation
MOIT	Ministry of Industry and Trade
MOPIC	Ministry of Planning and International Corporation
MOEnv	Ministry of Environment
MOH	Ministry of Health

MOAg	Ministry of Agriculture
MOE	Ministry of Education
MDG	Millennium Development Goals
MCC	Millennium Challenge Corporation
NGO	Non Governmental Organization
PAP	Public Action for Water, energy and Environment Project
PLACE	Prosperity, Livelihoods and Conserving Ecosystems IQC
POV	Privately Owned Vehicles
PPP	Public Private Partnership
SM	Social Marketing
SDB	Small Disadvantaged Businesses
TA	Technical Assistant
UNCT	United Nations Country Team
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
WOL	World of Letters
WEF	World Economic Forum

1. PROJECT ACTIVITIES AND ACCOMPLISHMENTS IN YEAR ONE

1.1 Introduction

The Public Action for Water, Energy and Environment Project (henceforth “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.

Jordan PAP is designed in three phases:

- 1) Data collection and assessment phase (Phase I), 9 months ending July 31, 2010;
- 2) Strategic planning phase (Phase II), 3 months including dialogue with the relevant stakeholders; and
- 3) Implementation phase (Phase III) starting November 1, 2010 and extending 4 years through September 2014.

The mobilization period for PAP extended from September 1 to October 31, 2009. Project activities began on November 1, 2009 and the project kick-off workshop was launched on December 9, 2009.

1.2 Report Objective

This is the first Annual Progress Report (ANR) for the Jordan Public Action Project. According to Section F.6 (Reports and Deliverables or Outputs) of the Task Order, ECODIT is required to submit annual progress report that contains the following:

Annual Progress Report – *On October 25th, the contractor shall submit the second Semi-Annual Progress Report which shall constitute the Annual Progress Report. The contractor shall submit this report to USAID/Jordan. In addition to the information given above for Semi-Annual Progress Reports, it will contain a comprehensive narrative report summarizing the previous year’s activities and accomplishments against the respective annual work plan indicators, and will serve as the tool by which USAID/Jordan monitors the performance of the contractor. The report will include status of personnel and project activities, and will summarize services delivered and progress towards achieving results identified in the Strategic Objective. It will document both successes and failures of the project interventions, and discuss reasons for shortcomings and recommend actions to overcome them. Final details on the format of this report will be developed in consultation with USAID upon awarding of the contract.*

This report details PAP accomplishments and activities during:

- The mobilization period (Sept. – Oct. 2009),
- Phase I (Nov. 2009 – July 2010), and
- Phase II (Aug. – Oct. 2010).

1.3 Report Organization

This report is organized into five chapters and eight annexes:

- 1) Executive Summary
- 2) Project Activities and Accomplishments of Year One
- 3) Summary of Tasks Implemented by Short-Term Technical Advisors
- 4) Summary of Difficulties and Means of Addressing Them
- 5) Financial Status & Resource Mobilization

...and five annexes:

- A. Project bibliography including reports prepared by Jordan PAP
- B. List of Equipment and Materials Purchased
- C. List of the field surveys conducted during Phase I
- D. List of Books and Other Material Acquired by the Project
- E. LOE Tracker (Year 1 through September 30, 2010)

2. PROJECT ACTIVITIES AND ACCOMPLISHMENTS IN YEAR ONE

2.1 Mobilization Period (Sept. and Oct. 2009)

During this period, ECODIT:

- Refurbished a project office in Shmeissani measuring 200 sqm (gross area).
- Negotiated and signed a subcontract with the Academy of Educational Development (AED), with a ceiling price of \$4,239,941 and an effective date of September 1, 2009. ECODIT then signed with AED:
 - i. Subcontract Task Order No.1 for AED's services in Phase I with a total obligated amount of \$498,674.
 - ii. Modification No. 2 to increase the total obligated amount to \$652,204 through August 2010.
 - iii. Modification No. 3 to increase the obligated amount to \$1,232,869 for the entirety of Phase II.

2.2 Year One Activities (November 2009 – October 2010)

Pursuant to ECODIT's proposal to USAID, the project hired and recruited the following staff to implement Phase I and II of PAP:

Exhibit 1: PAP Staff during Phase I and II

Staff Name	Position	Date of Joining Jordan PAP on a full-time basis
Amer Jabarin	Chief of Party	6-Sep-09
Mona Grieser	Social Marketing & Communications Specialist	30-Nov-09
Khaled Al-Saheb	Operations & Grants Manager	1-Jan-10
Bashar Kayyali	Project Accountant	8-Nov-09
Maha Khatib	Social Media Specialist	10-Jan-10
Maha Al-Dergham	Capacity Building & NGO Specialist	17-Jan-10
Shaden Fakhoury	Office Manager & Workshop Coordinator	20-Dec-09
Hanan Ibrahim	Executive Officer & Translator	16-Dec-09
Mahmoud Ahmad	Office Assistant	7-Dec-09

Below is a succinct description of Jordan PAP activities and accomplishments in Year 1.

2.2.1 Meetings & Consultations

High-Level Stakeholder Consultations

COP Amer Jabarin and Social Communication & Marketing Specialist Mona Grieser held more than 30 meetings with relevant senior staff from government institutions, utilities, NGOs, private sector businesses, and USAID programs and partners. See full list in Table 1 overleaf.

Orientation Meeting at the Ministry of Education (January 10, 2010)

To facilitate and guide the textbook mapping exercise (implemented by World of Letters in coordination with the Ministry of Education’s Curricula Department), the Jordan Public Action project organized a one-day orientation workshop to familiarize the staff of the Ministry of Education in the concepts related to water, energy and environment (total 17 participants including 7 female participants).

Exhibit 2: List of High-Level Stakeholder Consultations by Project Team

Stakeholder Category	Institution Name
Ministries	Ministry of Water & Irrigation, Ministry of Environment, Ministry of Education, Ministry of Awqaf, Ministry of Trade and Industry
Governmental Organizations and Public Institutions	Jordan Electric Power Company, Customs, Rangers, Royal Water Commission, Jordanian Institute for Standards and Meteorology, National Electric Regulatory Commission, German – Jordanian University, Greater Amman Municipality, Jordan National Building Council, Queen Alia Competition, Aqaba Special Economic Zone Authority, University of Jordan, Zarqa Governor
Utilities	Miyahuna, Aqaba Water Company, Electricity Regulatory Commission, Kingdom
Professional Bodies	Entity Green, Children’s Museum of Jordan, Jordan Hotel Association, Green Building Council, Marketing Strategies, IdRC, Prisma, World of Letters, Eco Consult, Green Tech, Marketing Research Organization, Royal Film Commission, CADER, RSICA, Aqaba Environmental House, Strategies, Amman Institute, NYIT, School of Audio Engineering
USAID Partners & Other Donors	IDARA, SIYAHA II, ICMA, IUCN, UNESCO, Education Reform support Program, Aqaba Community and Economic Development
NGOs	EDAMA, RSS, Jordan River Foundation, Royal Society for Conservation the Nature, JREDS, Zaha Foundation, Haya Culture Center, Red Crescent, ZENID

Textbook Mapping Training at the Ministry of Education (April 14, 2010)

A second meeting with the same group was held at PAP offices on April 14 to train MOE staff on how to conduct textbook mapping. At the end of the training session, the MOE team informed PAP that they would not work on the assignment without financial compensation. As a result, PAP sent an official letter to H.E. Minister of Education indicating that the textbook mapping will be completed in-house and the results will be presented to the MOE once it is completed. The Minister was invited to the Reporting-out Workshop (June 23) but was not able to attend. However, a presentation of the results of the textbook mapping was arranged to H.E. and the curricula department staff in early July in the presence of USAID Education Officer Suzzan Ayari, WOL director, and PAP senior staff.

Mini-Partners Meeting (April 11, 2010)

Consistent with ECODIT's Task Order proposal, the PAP requested USAID to organize a partners meeting to explore synergies and opportunities for collaboration with other USAID-funded programs including IDARA, SABEQ and SIYAHA. The meeting took place on April 11, 2010 and was hosted by USAID in the Public Diplomacy Auditorium at the U.S. Embassy. The main purpose of the meeting was to present the goals and objectives of USAID's Public Action for Water, Energy and Environment Project as well as discuss synergies and cooperation opportunities among the present programs. The meeting was attended by 14 other USAID projects, all of whom gave an overview of their project scope and goals, and potential areas for collaboration with PAP.

It was decided at the meeting to form **three task groups**, each to be hosted by a project that will lead the coordination effort. The task groups were: 1) Education and Youth led by the Education Reform Support Program (ERSP) -- first meeting was held May 2; 2) Energy and Water Efficiency in the Tourism Sector led by the Instituting Water Demand Management in Jordan (IDARA); and 3) Strategic Communication which is led by PAP.

Education Taskforce meetings (June 6, August 16)

The first Education Taskforce meeting was held on June 6 at the ERSP project. The focus of the first meeting was on the major challenges and major successes in working with MOE. The group developed a list of 11 challenges and 11 successes with MOE. Major challenges include: 1) Difficulty in follow-up activities at the school level due to lack of availability of teachers; 2) Contact person not authorized to give input or approvals; 3) Long procedures to get feedback and approvals from MOE; 4) Lack of coordination between the different MOE departments; 5) Centralization of the decision delays the process; 6) Lack of donor coordination by MOE - led to double work in the same school; and 7) MOE requests for incentives or supplemental salaries.

The second Education Taskforce meeting was held August 16 at PAP office and was attended by MercyCorps, CBIWDM, DTR, CDM, and ERSP. The purpose of the meeting was to review and amend the Matrix of USAID projects that work on improving the Education sector, and to review and amend the letter prepared by USAID-Education

Office, which presents the major challenges and successes in working with MOE to be submitted to the ministry. The following decisions were minuted;

- (1) The Education taskforce will convene quarterly.
- (2) Discuss funding challenges with MOEd and a proposal for a central/unified budget allocation from GOJ to ensure cost sharing; and
- (3) Approach challenges linked to bureaucracy more intelligently to ensure institutional continuity even after a cabinet reshuffle (identify champions to serve as long-term contact person within MOEd).

Communication Taskforce (May 10 & August 10)

Hosted by PAP, the first meeting aimed at exploring synergies and opportunities for cooperation amongst participating programs. A matrix categorizing the various elements of communication related activities was distributed by PAP for attendees so that areas of commonalities are identified. The meeting was attended by CSP, JHCP, Sesame Street, IREX in addition to, PAP and USAID staff members.

The focus of the second communication taskforce meeting was to discuss the establishment of a Social Marketing/ Strategic Communication degree in Jordan and share past experiences. Dr. William Smith, the meeting facilitator, lead the discussion on where and how to institutionalize social marketing degree in Jordan and presented three potential models to host the Social Marketing Program. Attendees were in consensus on standardizing trainings that are being given to project partners and stakeholders and agreed to collaborate together. They also proposed topics to go inside the program module. The meeting was attended by IDARA, CSP, JHCP, IREX, Sesame Street, in addition to, PAP and USAID staff members.

Meeting with Director of Royal Rangers, Colonel Edwan Edwan (March 1, 2010)

The Social Marketing and Communication Expert, Ms. M. Grieser, and P. Bakir, met with Colonel Edwan and many of his senior Directors at the Royal Department for Environmental Protection (Royal Rangers), headquarters in Abdoun. Among those present was Major Mohammad Al Rahahleh, Chief of Coordination and Proceeding Section (Also head of PR) and Colonel Sami Baj, Chief of the Environment and Nature Protection Division. The royal rangers stated that their top problems are the loose boundaries between their mandate and those of the Ministries they supports. Of all the problems they considers: littering the most important, Capacity Building of Rangers, and the need for an Outreach Strategy.

The Rangers currently number approximately 600 of which 25 are based in Aqaba and 120 based in the North. 60 amongst them are females. The Rangers have an outreach program where they send Rangers with pre-identified personal skills to schools to share with children the laws that they feel kids should know about and to get them to understand who the rangers are. They also train a number of people who are interested

in their work as informants. They have had some dealings with GTZ re illegal wells but he considers it a “tiny” program.

Life-Link – UNESCO (March 30, 2010)

Dr. Jabarin and Mrs. Grieser attended the meeting at UNESCO office in Amman with the “Life-Link” organization, to investigate the possibility of working together on issues related to water education. Dr. Hans Levander, the founder of the organization as well as other UNESCO staff attended the meeting.

Water Demand Program running at the University of Jordan through Lond University – Sweden (Sept. 2010)

The Department of Sociology at Lond University – Sweden is running a Water Demand Program for non-engineers within the University of Jordan; this program is funded by Pede Wallerberg Foundation. Dr. Jabarin and Mrs. Grieser met with Professor Axel Fredholm from Lond University and the Program Manager at the University of Jordan in the presence of Dr. Ahmad Majdoubeh, Head of the Office of International Programs, currently the Assistant Secretary General to the Minister of Education, Dean of the Faculty of Languages and Chair of the Queen’s Commission on Education.

The program includes four courses; 1) Public Polices which includes Communication, Culture and Language Sections. 2) Global Challenge and Management. 3) Water and Water Demand Management which includes Land Use & Food Production Sections. 4) Internship with Practical Course. Lond University expressed interest in integrating social marketing into their communication section with the support of PAP. It was agreed that PAP would provide TA on developing the behavioral change chapter of the program curricula and the Soft Skills Training based on Social Marketing Methods.

The Royal Hashemite Court Engineering Department (June 9, 2010)

PAP and IdRC met with Eng. Awwad Hijazi, the director and staff of the Royal Court-Engineering Department to discuss the department’s on-going construction activities and whether they could provide any support in ensuring that Best Management Practices regarding water and energy conservation and solid waste reduction, are included in His Majesty’s construction programs. In addition, PAP encouraged the engineering department to extend conservation measures to other members of the Royal family (i.e., the planned renovation of Haya Cultural Center renovation was the initial motivator for this meeting).

1.3.2 Workshops

PAP conducted the following workshops in Year 1:

Kick-Off Workshop (December 7, 2009)

The workshop was held at the Kempinski Hotel in Amman and was attended by 97 participants (34 female and 63 male). After brief presentations by Jordan PAP and USAID staff, the workshop participants were divided into six working groups to go over and comment on draft Phase I questionnaires.

Mini Training Workshop for Project Team (January 11, 13 and 14)

The project also organized a three-day training workshop for the project team including staff, consultants, and subcontractors/vendors. Each day covered one theme (Karim El-Jisr for solid waste, Louay Hidmi for water, and Niveen Zeit and Muawiyah Faydi for energy).

Reporting-out workshop (June 23-24)

At the end of Phase I (data collection and assessment phase), PAP reported out the survey findings of the collected data and information about behaviors in the three thematic areas of water, energy and environment by conducting 2-day Reporting out Workshop. Under the patronage of their Excellencies, the Minister of Water, Minister of Energy, Minister of Environment, and the Minister of Education, PAP presented the main survey findings on the first day of the workshop. The workshop was attended by 140 stakeholder representatives and professionals who discussed PAP findings and made recommendations on priority behaviors for Phase II (Design) and Phase III (Implementation) of Jordan PAP. The workshop received generous media coverage. Additionally, a round table was organized for specialized journalists in water, energy and the environment sectors to familiarize selected journalists with survey findings.

Prior to key presentations, PAP featured two short videos consisting of excerpts of children and youth interviews that captured part of its informal and non formal youth KAP survey. The aim was to bring to the room those people interviewed, and more importantly, remind the forum participants that those interviewed were real people with very real problems and frustrations.

Facilitation skills Workshop (22 July, 2010)

Because PAP workshops and trainings are primarily designed and conducted by PAP staff, it was decided to provide training to our staff on workshop facilitation skills. To build a common set of facilitation skills, Mrs. Grieser conducted a one-day facilitation skills workshop for PAP staff and other partners who participated in PAP workshop design.

Design Workshops for water, energy, solid waste and youth (27-28 Sept. & 6-7 Oct.)

PAP conducted four “design” workshops (water, energy and solid waste, and youth respectively). On average, 26 participants attended each workshop. The objective of these workshops was to begin to delineate priority behaviors and flush out some of the important activities for Year 2.

1.3.3. Capacity Building

During Year 1, PAP provided basic training activities to its research partners in (i) marketing research, (ii) social marketing techniques, and (iii) social media (iv) and advocacy. These activities targeted outreach staff, communication staff, and project implementers. A total number of 204 participants had attended PAP capacity building and training courses, 116 of them were females and 88 were males. A list of training activities provided by PAP is presented below:

1. Social Marketing Training (April 19-21 & 26-28)

PAP conducted two 3-day training on social marketing targeting 80 participants (43 females and 37 males) from the NGO community, private sector, government institutions, water and energy utilities, waste contractors, and education providers. Our Social Marketing trainer, Ms. Nancy Lee, author of the reference book “Social Marketing,” is an experienced trainer and adjunct faculty member in Social Marketing 101 at several prestigious Universities. Her book, “Social Marketing: Influence Behaviors for Good,” was distributed to the participants as the main training material. The training was conducted in collaboration with PRISMA, a Jordanian Social Marketing and Communication firm.

2. Marketing Research Methodologies workshop (May 19-20, 2010)

Based on the evaluation of the Social Marketing training, PAP identified the need to provide rapid and start-up training in *marketing research* to prospective grantees and project partners. PAP therefore conducted 2-day training on *Marketing Research Methodologies* for 46 participants (27 females and 19 males) who presented NGOs, government institutions, water and energy utilities, solid waste management specialists, and education providers. The training content designed and delivered by the USAID Project Management Specialist, Setta Tutundjian and PAP Expert in Communication and Social Marketing, Mona Grieser.

Training Workshop Evaluation:
Results show a good level of satisfaction (40%) and 43% of the participants thought that the workshop planning and delivery of the training program was excellent.

The training introduced participants to marketing research methodologies by deliberating on the following; why we do research? When do we do research? When do we need quantitative research? When do we need qualitative research? To achieve our training objectives, the training included case studies by four research specialists: Muin Khoury (Strategies), Nadine Khoury (MRO), Mayada Abu Jaber (WOL), and Ms. Winkie Williamson (independent Capacity Building Expert).

3. Social Media Tools training (July 19 -20)

In response to the skill and knowledge gap that we identified during earlier workshops, we designed social media training for 21 participants (15 females and 6 males) to

introduce prospective grantees to the social web and how to use social media tools to reach out to their audiences. The training deliberated on the differences between corporate websites, blogs, and social networks. At the end of the training, each participant was able to use three social media tools, produce and publish online videos, and cite examples of top local blogs. The training was also meant to establish a link between the use of social media and community advocacy activism.

4. Innovating for Change, Advocacy Tools training (August 2-4, 2010)

PAP conducted 3-day training on Advocacy Tools. The training aimed at introducing social marketing tools for achieving advocacy objectives –i.e., systematic method of persuasion for decision makers. The training was attended by 57 participants (31 females and 26 males), who were invited to employ advocacy tools on cases related to public access to health and beach cleanup. We hired a local reporter / media advisor to provide feedback to the groups presenting their media stories, and review and comment the carefully-crafted advocacy messages. Although the standard language for this training was English, the framing session was conducted in Arabic as to give the participants enough space for farming their advocacy story using their local terminologies. The participants received a book *The Social Marketing Behavior: A Practical Resource for Social Change Professionals*, as well as training material (all the training handouts were translated to Arabic).

Exhibit 3: Summary of PAP capacity building activities and attendees

Workshop	Male	Female	Total	No of institutions
Social Marketing	37	43	80	51 (30 NGOs, 3 Utilities, 3 Private sector, 13 Gov., and 2 USAID projects)
Marketing Research Methodologies	19	27	46	31 (12 Gov., 3 Utilities, 14 NGOs, 2 USAID Projects)
Social Media Tools	6	15	21	14 (12 NGOs, 1 Utility and 1 USAID Project)
Innovating for Change: Advocacy Tool	26	31	57	34 (27 NGOs and Media institutions, 2 Utilities, Private sector, ASEZA, and USAID Projects)
TOTAL	88	116	204	

1.3.4. Technical Assistance to Project Partners

Communication Capacity Building for Utilities and MWI

In Phase II, we focused on three entities: (i) Miyahuna (the utility serving Amman), (ii) the Ministry of Water, Department of Public Relations/Media, and (iii) Kingdom Energy, the parent agency for the utilities serving the North and South of Jordan. All three entities had expressed interest in PAP providing TA to support their outreach/communication staff in:

- (i) developing their communication plans;

- (ii) training and mentoring their staff during the initial phases of a SM program. Ms. Khatib, Communication Specialist on PAP, developed and delivered two training modules; one for the MWI and one for both Miyahuna and MWI. A third module was developed but will be delivered at the start of Phase III. These modules will support the collaborative Guide that PAP is preparing with IDARA for the utilities.

PAP also provided orientation to key staff from these Ministries and utilities, as well as other key water and energy agencies, in SM principles with Nancy Lee.

Ministry of Environment: Littering

PAP responded to MOE requests for project information and support to specific initiatives. For example, PAP reviewed a mass media campaign designed by MOE with Leo Burnett, which aims to reduce littering. The brief, prepared by the MOE communication specialist to encourage cleanliness in public spaces used for picnics, was well conceived --an indication of the success of the training received. (The specialist later resigned from her post at MOE and her replacement seems less interested in communication).

Additionally, PAP is supporting the Minister's efforts to clean up Zarqa by providing expert TA and the services of a waste contractor to help design a cleanup strategy for the Municipality of Zarqa.

Dr. William Smith Consultancy (August 19 – Sept. 15)

Dr. Smith is an expert in Strategic Communication and Social Marketing and has served as the Executive Vice President for AED for many years. He authored several books on social marketing, continues to lecture at major Universities and wrote over 100 articles. PAP invited Dr. Smith to Jordan to:

1. Deliver a 3-day workshop on the principles of advocacy, to PAP partners; and
2. Explore the feasibility of establishing a formal training center and diploma course for Strategic Communication and Social Marketing.

During his mission, Dr. Smith gave a public lecture on *Advocacy* at the *Amman Institute* and which was attended by 50 people (August 9). He also had a special session with Executive Board members from 31 NGOs to explain the value of Advocacy in their work and the need to train individuals engaged in advocacy. He then met with USAID staff to discuss the proposed diploma course. On his last day, Dr. Smith met with a group of youth-oriented NGO staff to discuss how to create activism among young people around the three themes. Some 21 NGOs were represented.

Dr. Smith met with many institutions to assess the structure and educational capabilities of existing learning institutions including all major Universities (public and private), and other USAID project institutions. He recommended the SAE as perhaps the best partner for developing and hosting a SM diploma course. He also proposed the National Social Marketing Center in the UK as the organization to provide the certification and the curriculum. PAP started an open dialogue with both institutions.

Millennium Challenge Corporation (MCC)

MCC in collaboration with Eco-consult works on improving the water situation in Zarqa. Eco-consult did the engineering work and the field research and seeks PAP support on writing the MCC Strategy. Mrs. Grieser provided expert TA to eco-consult on how to write their MCC strategy.

Training Observation

To enhance PAP knowledge and training skills, Ms. Khatib and Ms. Durgham attended several training programs provided by CSP including “Introduction to Advocacy Training” conducted by Ms. Lina Alam Al Din, and “Social Media Tools” conducted by Social Media Exchange, Lebanon.

1.3.5. Partnerships

Jordan PAP entered into several partnership agreements with specialized firms and service providers in Year 1. We then received instruction from our COTR to seek USAID feedback and approval on all prospective agreements and MOUs.

1. Partnership with PRISMA and German Jordan University

PAP signed a Memoranda of Understanding (MOU) with: (1) PRISMA to co-organize and cost-share two 3-days training workshop on social marketing, and (2) the German Jordan University to lend support to follow-on workshops on social marketing.

2. Entity Green (EG)

PAP met with Entity Green, the only private sector recycling firm in Jordan. EG have direct contracts with several large consumers (hotels, businesses, etc.) to separate their waste at source and then collect it. PAP later issued a Purchase Order to Entity Green to assess and describe how scavenger networks operate and where recyclables go.

3. Civil Society Project (CSP) training in advocacy

PAP has found that the CSP efforts to institutionalize communication and advocacy as part of the Civil Society strengthening activities may also further PAP’s own efforts in institutionalizing social marketing. PAP has a tentative agreement with the project to develop and further existing synergies in this regard.

4. Partnership with the Royal Marine Conservation Society of Jordan (JREDS)

PAP partnered with JREDS to ensure the best organization and planning of “Innovating of Change: Advocacy Tools” workshop in Aqaba. JREDS works across a number of sectors (energy, environment and water), and on several USAID projects, and are therefore an ideal partner. (JREDS is based in Aqaba and has offices in Amman). JREDS, at their own expense, carried much of the responsibility for identifying key

upstream issues, scouting locations where field teams obtain further information, obtaining clearances from relevant authorities, and assisting with the invitation list.

5. Enforcement of Laws, Codes and Regulations, in the Water, Energy and Environment Sectors with the Royal Scientific Society (RSS)

RSS plays a lead role in helping draft new regulations, product specifications and standards. PAP is therefore working with RSS to identify avenues for enforcement of laws, codes and regulations in the water, energy and environment sectors. Our counterpart at RSS is the “Environmental Consultations and Projects Center” (ECP) – which is part of the knowledge division and the Drivers of Change Program.

RSS hosted an “Enforcement Symposium” on September 7 with the purpose of identifying weaknesses, gaps and potential solutions in the enforcement of laws, codes and regulations; determine the behaviors that should be targeted to enhance programs in water, energy and environment; and propose different scenarios and substitutes to solve rising issues. 25 participants attended the symposium.

6. Partnership with Islamic Institutions; Al Aal Bayt and the Royal Institute for Interfaith-Studies (RIIFS)

During Phase II, PAP initiated an activity to address behavioral change issues at schools by working with university lecturers on religious concepts taught to graduates (and future schools teachers). RIIFS expressed interest in the activity and working with PAP; the Al Aal Bayt Institute also expressed interest but have not formally decided to work with PAP yet.

7. Public-Private Partnerships (PPP)

- **Public Private and Community Partnership Platform for Water**

PAP was approached by the WEF to support their activities in reducing water conservation among small manufacturers. Specifically, WEF has asked PAP to support the small scale tile manufacturing industry which uses large amounts of water. PAP has postponed work on this until Phase III.

- **Ministry of Water and Irrigation (MWI)**

PAP was requested by the MWI Secretary General to support the GTZ initiative with Upland Farmers. The Upland Farmer’s Council is an organization designed to bring together key farmers drawing large amounts of water from the aquifers into a group that will collaboratively reduce their impact on the aquifer. PAP has already attended a few sessions of this group, including the launch and will continue to support it.

- **NGOs and Utilities**

One of the major achievements of the past year is the creation of partnerships amongst a large number of NGOs, government agencies and the private sector. During the many training and workshop activities, stakeholders have come to know each other, and some have already begun to provide support and collaboration on activities. For example:

1. As a direct consequence of PAP discussion with the President of Greentech, Mr. Nedal Zatari, three PAP partners have independently come together to retrofit the Zaha Foundation for Childhood centers as “green” buildings. The four partners are the Green Building Council (GBC), IdRC, and GreenTech along with Zaha. The group has offered to provide pro bono services to renovate the existing campus in Khilda and to ensure that the new Zaha Center to be built in Marka also is constructed using sound water and energy conserving principles.
2. Miyahuna (the Amman water utility), the Haya Cultural Center, ERC, and Entity Green are collaborating on programs to create public interest in the thematic areas of the project by co-hosting events and programs. One such event will be held shortly, but discussions are already underway between the partners.

It is spin-off events such as these that show that PAP is already having a catalyzing effect on its partners that can assure sustainability over time. Neither of the above examples is funded by PAP.

- **Future PPP Activities**

PAP has already made several contacts towards future PPP activities:

Abdali Investment and Development PSC approached PAP with the idea of doing CSR in the Abdali region, renovating schools and supporting school programs. Kingdom Electricity Company (a company established by JD Energy & Infrastructure (JDEI), the energy investment arm of JD Capital, Kuwait Privatization Projects Holding Company (KPPHC) and United Arab Investors approached PAP requesting TA support for promotional efforts intended to encourage their subscribers to purchase and install solar thermal systems in their homes. Kingdom is prepared to purchase the systems from a supplier, install the systems in homes and have the homeowners repay the cost over time through the electricity bill.

Again these are the initial efforts PAP is making to ensure sustainability in its thematic areas with the private sector.

1.3.6. Conferences & Workshops Attended by PAP

- 1) **Shams Ma’an Conference (May 19, 2010).** Dr. Jabarin participated in this conference, held under the patronage of His Majesty King Abdullah II. The event featured prominent speakers including H.E. Secretary General of the Union of the Mediterranean will be delivering the key note speech. PAP may work with some of the participating NGOs and associations in the conference.

- 2) **Lecture about the Australian Water Conservation Program.** Dr. Jabarin and Mrs. Grieser were invited through IDARA to attend a lecture on Australian Water Conservation Program conducted at University of Jordan. The lecturer, Professor Stuart White from the University of Technology (Sydney) represented the Institution Sustainable Future.
- 3) **Climate Change Adaptation to Sustain Jordan MDG Achievements (March 4, 2010).** Dr. Jabarin attended the Inception Workshop for the Climate Change Adaptation to Sustain Jordan MDG Achievements”. The workshop was organized in cooperation between UNCT (UNDP, CEHA-WHO, FAO, and UNESCO) and the Government of Jordan (MOPIC, MOEnv, MOH, MOAg, MOE, and MWI). Much of the focus was on water issues. UNESCO, as a partner, is dealing with three major themes of potential relevance to PAP: 1) Capacity building; 2) Water education and 3) research.
- 4) **IUCN Roundtable discussions (April 21, 2010).** Dr. Jabarin attended the roundtable discussion with IUCN global team on Business and Biodiversity for developing the concept note of Green MBA. On April 21, PAP met with the representative for the IUCN global and IUCN office in Jordan to discuss the issue of funding/establishing an MBA degree program in Green Economy. German-Jordanian University was proposed as the local partner to host the program.
- 5) **IDARA – MOIT Action Plan Workshop (April 22, 2010).** Dr. Jabarin attended IDARA workshop for developing an action plan for the Ministry of Industry and Trade for the implementation of the WDM policy. The proposed action plan will be presented to a task force comprising relevant stakeholders to seek their input and then present it to the Secretary General of MIT for review and approval.
- 6) **Think Green 3 Conference (18-19 May).** Mr. Khaled Al Saheb, the Grants and Operation Manager participated in the sessions of Sustainability Considerations are No Longer Options from Any Perspective, Green Building Practices in the Design and Operation of the Hospitality Sector, Green Building design, approach and outcomes.
- 7) **Green Forum Meeting (Sept 25-27, 2010).** Dr. Jabarin attended this conference which was organized by the Heinrich-Böll-Foundation (HBF) – The Green Political Foundation (Middle East office). HBF is a German foundation dealing with many issues worldwide. Ecology and sustainable development are is one of the areas the foundation deals with in the Middle East. The main focus of the workshop was on how to deal with climate change issues and to prepare a document for funding proposed activities in the areas of water, energy and environment.
- 8) **IDARA – MWI Water Efficient Market Workshop (Oct. 12, 2010).** Dr. Jabarin attended IDARA workshop that organized in cooperation with the Ministry of Water and Irrigation to assess the barriers and opportunities in the water-efficient market. The workshop focused on the state of the market for water efficiency

services and selected products in Jordan. The discussions also covered the barriers to market growth and government and donor interventions to reduce these barriers and enhance private sector involvement in water efficiency.

- 9) **Third German Jordanian Workshop on Renewable Energy (October 18-20, 2010).** Dr. Jabarin attended the conference which was organized by the University of Jordan, and presented a paper on "Behavioral Change in the energy sector in Jordan: Individual and Large Consumers".

1.3.7. Preparation for Future Conferences

PAP will be participating in the Sixth IWA Specialist Conference on Efficient Use & Management of Water "Water Demand Management: Challenges and Opportunities". Jordan – Dead Sea, March 29th-April 2, 2011. In particular, PAP will facilitate a workshop on social marketing.

1.3.8. PAP Surveys

PAP conducted thirteen surveys and research activities in Phase I and II to assess the current status of issues related to water and energy conservation and solid waste management. These surveys included the following:

- 1) *NGO & CBO Efforts on Social Marketing, Outreach & Communication*

The survey's primary objectives were to review NGO/CBO experience in communication/outreach, assess the capability of individual staff in the relevant NGOs and CBOs to use public and social media outlets for conducting social marketing programs, evaluate knowledge and skill sets of communication staff and identify gaps to be addressed by PAP as part of the project's capacity building activities, assess the capabilities of NGOs/CBOs to distinguish between public relations and behavior change communication, and (ability to) conduct behavior change programs, and assess the ability of NGOs/CBOs to manage a grant program and conduct a targeted behavioral change activity.

- 2) *KAP Household – baseline survey*

The Household Baseline Survey on the use of water, energy and the management of solid household waste was Knowledge, attitude and practice (KAP) study. It Implemented by the research firm MRO, the objective of this survey is to find out what Jordanians know about water and energy resources, water and energy conservation methods and technologies, assess household behavior and assess determinants that can influence householders to change their behaviors and make them more sustainable. The survey consists of 1000 households drawn from a statistically significant national sample that includes as variables: urban and rural households, gender, income, geographic location and can be further broken down into additional

variables. A nationally representative sample of 1000 households was the base population for this survey.

3) Water and Energy Related Interviews for Large Jordanian Consumers, and the Rapid Energy and Water Audits for 22 Selected Entities

The water and energy related survey developed to assess the knowledge, attitudes and behaviors of managers, maintenance engineers and owners of large consumers, both governmental and private sector aims at determine which, if any, of a large national sample of large consumers were practicing sustainable behaviors regarding water, energy and solid waste, and if not the barriers and potential benefits that could be brought to bear to encourage greater use of known technologies that could reduce consumption. Moreover, it is walk-through water and energy audits for energy and water analysis, identification of energy and water conservation measures and constraints to implementation. 88 key informant interviews and 22 audits review for selected large consumers were conducted. The survey categorized large consumers into a number of main sectors, these are Hotels and Restaurants Sector, Commercial Sector, Hospitals, Government Buildings, and Industrial Sector.

4) Government Institutions in Water, Energy and Environment

The Survey of Government Institutions in Water, Energy and Environment determine the comprehension and skills base of senior management in large institutions to using behavior change methods and to focus on the three themes of the project in their public announcements and in their outreach efforts. It includes a review of government agencies' current and past communication activities in water, energy and environment (mainly solid waste management). The analysis is based on open-ended interviews conducted with a targeted sample of 36 staff from 22 government institutions, including public utilities.

5) USAID and other Donor Efforts in Outreach and Communication

The donors' effort in outreach and communication survey is to report on past, current and planned donor efforts in relation to water, energy and solid waste management and to determine the level of interest in donors and donor projects to use a behavioral approach to support water, energy and environment. The survey consisted of 39 open-ended interviews with donor officials and managers of donor-funded projects.

6) Young People's Knowledge Attitudes & Behaviors on Environmental Issues: Water & Energy Conservation & Solid Waste Management- Informal & non formal Sectors

The survey of young people's knowledge, attitude and behaviors in environmental issues in the informal and non-formal sector explore the level of knowledge, attitudes held, and practices observed by young people age 17-24 to create baseline data towards environmental issues related to water and energy conservation and solid waste

management. Also, aims to assess knowledge and attitudes of educators, staff, and youth workers to identify strengths and areas for improvement through capacity building. Equally it was vital to map out available resources, programs and learning opportunities in the informal and non-formal education sectors. A total number of 161 interviews have been conducted to achieve the survey objectives. Socioeconomic background, age, gender, area of residence, and employment status were the variables that base the findings.

7) Young People's Knowledge Attitudes & Behaviors: Gaps in Environmental Education Curricula & Teachers' Competencies- Formal Sector

The survey designed to assess young people's in the age of 6-15 knowledge, attitude and behaviors in environmental issues as compared to the curriculum learning objectives, determined the environmental programs and curricula available to young people through formal educational settings and examine teacher's roles, their skills, attitudes and ethics, and assess their training needs. 12 public schools, 4 private schools, 412 students, 40 teachers, and 12 principals were included in the survey presenting the sample gender, school type, area, age and other out of school activities such as Madrasati and Nature Clubs.

8) Mapping Concepts of Water, Energy Conservation and Solid Waste Management in the Jordanian National Curriculum- Formal Sector

Textbooks mapping concepts of water, energy and solid waste management in the Jordanian national curriculum aims to evaluate the concepts of water, energy and solid waste that exist in the curriculum and the manner in which they are tackled. A comprehensive survey of 104 school textbooks from grades 1-10 in fourteen subjects was conducted.

9) Solid Waste Behaviors within the formal and informal waste Streams of Jordan

The aim of this study is to illustrate the waste stream in Jordan and to chart the behaviors and practices that shape it. To reach this target, Entity Green focused its mostly qualitative research on public practices and attitudes towards waste, informal waste reclamation, the trade of reclaimed materials, and official waste management in both Amman and Aqaba. In the study of the residential sector, data was collected regarding attitudes towards the waste-management system, perceptions and practices regarding waste within the household, and general attitudes towards re-claimers and other down-stream actors.

10) Media Surveys

The media, being one of the intermediary channels for non-formal education, was an exploration subject for PAP to understand what type of media coverage environmental issues have been receiving in the country; to assess level of awareness on

environmental issues amongst professional journalists such that gaps in knowledge and capabilities are identified.

The team engaged in a consultation process with a range of 'key informants' that included some other AID projects, environmental NGOs, and industry professionals. Throughout these consultations PAP realized an overlap with the Jordan Media Strengthening Project, one of the first comprehensive media development programs in the Middle East conducted by IREX, who has been extensively working in the country on promoting professional development amongst media professionals and towards an improved enabling environment. A number of meetings contributed to the consultation process namely with IREX, JHCP, ARIJ, RSCN, and Strategies-Harris Interactive. A direct result of these meetings was a compilation of media content related resources such as the 2010 Jordan Media Survey and the ARIJ manual for investigative journalism.

Findings from the consultation meetings were validated by a series of journalist interviews. The interviews were conducted by the project's Communication specialist with 11 reporters from the prominent dailies covering the water, energy, and environment sectors. In addition, a comprehensive listing which comprises of contacts from Jordanian dailies, weeklies, magazines, news agencies, online news portals, bloggers, radio, TV, Satellite, production houses, and media support institutes was pulled together as part of furnishing the project's database.

Furthermore, an assessment exercise for a sample of NGO communication materials was conducted to supplement the NGOs and CBOs survey #1 which examines the communication capabilities and experience in implementing outreach activities. An assessment criteria and scoring matrix were developed whereby 21 NGOs has been assessed based on a total of 132 reviewed materials for an average of 6 communication materials each. The average achieved score was 21.5 out of 30 with only two NGOs reaching full score and one reaching the score of 29. This assessment has direct implications to PAP's design of its NGO/CBO capacity building activities with specific relation to their future ability to put forward behavioral change campaigns.

An additional activity to the Media Surveys was outlined and scheduled for phase III of PAP which constitutes a desktop review as a baseline to document and quantify current coverage and monitor its quality. PAP is in the process of contracting Maureen Taylor, Media Content Analysis Specialist, to develop a Content Analysis Tool (CAT) and with the support of a Jordanian coder(s) report a qualitative, quantifiable baseline of Jordan's media coverage on the project's three thematic areas.

1.3.9. Additional Surveys

Three additional surveys were implemented by PAP during Phase II to complete the situational review preliminary to drafting the Strategy for USAID.

Gender Desktop Review

The purpose of this report, conducted by Development Technical Services (DTS) a US subcontractor to the PAP project, was to capture, as much as possible, any findings drawn from the existing research that might apply to PAP activities. The survey aggregated and synthesized the research conducted on gender and NRM in Jordan and the Middle East and identified findings that could be adapted and applied to PAP project activities. The survey reviews gender specific information related to water, energy and solid waste resources management in Jordan and provides illustrative activities for PAP.

Drivers of Change

Perhaps the most important survey conducted by PAP in the absence of anthropological, psychological, cultural, and marketing surveys was the Drivers of Change survey. The qualitative survey explored the Jordanian public's motivations, their needs/desires, and the demands of culture, personal economics, and other socio-psychological arenas of people's lives, linked to the specific priority problems that the project has identified in water, energy conservation and solid waste reduction. Specifically, the researchers conducted ten focus groups focused on identifying the current coping behaviors and attitudes of Jordanian public, the barriers that Jordanians perceive to adopt new "green" behaviors or any benefits they might realize (immediate or in the future) if they were to adopt the new behavior, to explore the subtle, often unvoiced values and aspirations that motivate us. Additionally, it focused on identifying the channels and sequence of outreach activities to such groups when considering behavior change strategies.

Survey of Youth Programs in Jordan

PAP NGO specialist Maha Durgham, conducted a study designed to review NGO youth-oriented programs in Jordan. The study looked at the institutional structure of these programs, the number and kinds of youth participating in the programs, to see what kind of future support PAP might give to this specific target group, and what kinds of remedial assistance might be necessary to strengthen the capabilities of the NGOs. The study covered 10 NGOs and will provide the basis for the grants program activities directed at youth.

Media Survey

The Communication Specialist, Maha Khatib under the supervision of the Social marketing and Communication Expert, is working on the compilation and accomplishment of the multiple tasks of PAP Media Survey. Following the Media Survey's tasks that have been in progress:

Assessment for NGOs Communication materials

The assessment exercise conducted for a sample of NGOs communication materials was undertaken to supplement and verify findings of the Public Action's project baseline surveys; namely the findings of survey #1 of NGOs and CBOs designed to review

institutional capabilities and experience in implementing communication/outreach activities. This assessment has direct implications to PAP's design of its NGO/CBO capacity building activities with specific relation to their future ability to put forward behavioral change campaigns. 21 NGOs were assessed based on a total of 132 reviewed materials for an average of 6 communication materials each. The average achieved score was 21.5 out of 30 with only two NGOs reaching full score and one reaching the score of 29. Moreover, four of the NGOs achieved a 'Good' score range of 28 – 25 and six achieved the score range of 24 – 21. Additionally, four NGOs almost passed with a score of 19 whilst the remainder three NGOs scored a failure mark of 18 and below.

Maureen Taylor, Media Content Analysis Specialist

A seasoned media content analyst, Ms. Taylor will work with Jordan PAP on developing a media content analysis tool (CAT) in support of the desktop review in Phase III and beyond. Ms. Taylor is a professor in Strategic Communication at University of Oklahoma in the Faculty of Journalism and Mass Communication. PAP approached Ms. Taylor to conduct a Baseline Desktop Survey in Phase III with the support of two Jordanian media coders who will code media content as part of a desktop review and based on Dr. Taylor's Content Analysis Tool (CAT).

Exhibit 4: Summary of Surveys Conducted by PAP (completed)

Survey Title	Details / Sample Size
NGO & CBO Efforts on Social Marketing, Outreach & Communication	37 NGO & CBO
KAP Household – baseline survey	1000 households
Government Institutions in Water, Energy and Environment	36 staff from 22 government institutions
USAID and other Donor Efforts in Outreach and Communication	39 open-ended interviews with donor officials and managers of donor-funded projects
Young People's Knowledge Attitudes & Behaviors on Environmental Issues: Water & Energy Conservation & Solid Waste Management- Informal & non formal Sectors	161 interviews
Young People's Knowledge Attitudes & Behaviors: Gaps in Environmental Education Curricula & Teachers' Competencies- Formal Sector	12 public schools, 4 private schools, 412 students, 40 teachers, and 12 principals
Mapping Concepts of Water, Energy Conservation and Solid Waste Management in the Jordanian National Curriculum- Formal Sector	104 school textbooks from grades 1-10 in fourteen subjects
Solid Waste Behaviors within the formal and informal waste Streams of Jordan	Qualitative survey

Gender Desktop Review	
Drivers of Change	10 Focus Groups
Survey of youth programs in Jordan	10 NGOs
Media Surveys	

1.3.11 Other Activities

Project identity

The Communication Specialist worked side by side with the contracted communication agency PRISMA to create an identity for the Public Action Project. The selected identity is exemplified in a basic color coded look signifying the project's three thematic areas. Accordingly, a list of relevant project stationeries were identified, coordinated, and delivered, including the project brochure. The selected project look complies with USAID's graphic standards and was cross-checked by responsible personnel from USAID's office of project management –Ms. Kenana Amin.

Public Action Library

The Project started acquiring valuable books and materials on social marketing and communication. The Project intends to visit the UN Library and borrow a selection of relevant books and references. Additionally, PAP is developing a library of all the training materials that have been used during PAP training and workshops. The Social Marketing books used for the Social Marketing training and the Advocacy training is in PAP library in addition to other AED materials that is focusing on social marketing communication. The full list of PAP library books is described in **Annex H**.

1.3.12 PAP in the Media

Through the capacity building and consultation activities that have been conducted over Phase I and II, excellent media coverage on PAP capacity building, survey findings, and consultation services have been made. Moreover, PAP COP had presented PAP on several media related meetings and programs. Table 2 presents list of media coverage on PAP.

Exhibit 5: Selection of PAP Appearances in the Media

<i>PAP Coverage by Subject</i>	<i>Media Channel Name</i>	<i>Type of coverage</i>	<i>Date</i>	<i>Link</i>
Social Marketing Workshop	Jordan Times Newspaper	Workshop	April 20, 2010	
	Al Rai Newspaper	Workshop	April 20, 2010	
	Al Ghad	Workshop Opening	April 20, 2010	

	Newspaper			
	Venture Magazine ¹	Interview Ms. Nancy Lee	April 22, 2010	Published in the May issue
	Prisma Newsletter	Workshop sessions & Interview Ms. Nancy Lee	April 20, 2010	
Reporting- out Workshop	Jordan Times Newspaper	Workshop sessions & Survey Results	June 20, 24, 2010	
	Dostour Newspaper	Workshop sessions & Survey Results	June 19, 24, 26, 2010	
	Al Ghad Newspaper	Workshop sessions & Survey Results	June 6, 16, 20, 24, & 27, 2010	http://alghad.com/index.php?news=513307&searchFor=مشروع التحفيز http://alghad.com/index.php?speical_section=81&news=512352
	Al Rai Newspaper	Workshop sessions & Survey Results	June 20, 26, 24, 28, 2010	
	Environment and Energy Website	Workshop sessions	June 26, 2010	http://arabic.ecoperiodicals.com/2010/06/26
	Main News Bulletin	Workshop opening	June 23, 2010 8:00 pm	
Innovating for Change: Advocacy tools	Khobbeizeh Blog ²	Workshop sessions	August 15, 2010	http://khobbeizeh.blogspot.com/
	Venture Magazine	Interview Dr. William Smith	August 10, 2010	on stand November 2010
Design Workshop – littering	7iber Blog ³	Lana Al Naser raised the issue of littering in Jordan based on her attendance to the design workshop – Littering	October 11, 2010	http://www.7iber.com/2010/10/gardens-gardens-street/
Quotations of PAP COP and the COP participation on Media	Al Rai Newspaper		Dec. 27, 2009 Jan. 5 & 14, 2010	http://www.alrai.com/pages.php?from_date=-1&searchtext=%22%DA%7%E3%D1+%CC%C8%C7%D1%ED%E4

¹ Venture Magazine is a business oriented magazine which has developed into a niche publication mainly focused on SMEs. It supposedly provides insider views to help readers advance their careers, manage change etc. It has a distribution count of 10,000 copies.

² Khobbeizeh Blog is a local blog created by Mohammad Al Qaq who used it to share his interest in art and social issues, with an exclusive audio & video coverage of "Khobbeizeh TV" to many unique cultural events in Jordan.

³ 7iber Blog is an independent media outlet that is youth-orientated and Jordanian-based. 7iber looks to provide an online platform that allows young Jordanians to become more actively engaged. Essentially, it is a place for citizen-generated content to flourish, fostering a critical and informed civil society through an independent and participatory new media.

Symposium				%22&btnsearch.x=5&btnsearch.y=6
	Al Rai Studies Center	Changing behavior in water, energy and solid waste management	Oct. 10, 2010	
PAP media coverage on websites	Al Hesem Network ⁴	Survey Findings		www.al79n.com/vb/showthread.php?=-47765
	Environment and Energy Website ⁵	Survey 10 Solid Waste Behaviors within the formal and informal waste Streams of Jordan	June 24, 2010	http://arabic.ecoperiodicals.com/2010/06/24/

⁴ Al Hesem Network is the biggest online platform that gathers all the Jordanian students of Jordanian Universities.

⁵ Environment and Energy Website is Eco Periodicals one guide to renewable energy and environment coverage, it covers: green power in general, news, projects, products, research and developments, solutions, autos, company's profile, financing, small house projects and on-site renewable power generation

3. SUMMARY OF TASKS IMPLEMENTED BY ST TECHNICAL ADVISORS

3.1 Short-Term Consultants

ECODIT hired five US consultants during Year 1 (excluding short-term technical assistance provided by the Home Office).

Exhibit 6: List of Short-Term Consultants Hired in Year 1

<i>ST Consultant Position</i>	<i>Period of Performance</i>	<i>Scope of Work</i>
Patricia Bakir <i>Institutional & Communications Specialist</i>	Nov 16, 2009 – July 31, 2010	Design and implement two survey instruments: 1- Survey of Government Institutions related to Water, Energy and Environment 2- Survey of Past USAID and other Donor Efforts
Sandra Chesrown <i>Green Community Planner Specialist</i>	Nov 16, 2009 – July 30, 2010	Design and implement one survey: “Survey of NGOs/CBOs in relation to Water, Energy and Environment”
Nancy Lee, <i>Social Marketing Expert</i>	February 10 – May 7, 2010	1. Develop and Finalize Outline of SM Workshops 2. Conduct and complete two SM Workshops in Jordan with assessment 3. Complete SM strategizing and course assessment
William Smith, <i>Social Marketing & Communications Specialist</i>	July 26 – September 30, 2010	1. Conduct two workshops in Advocacy for water, energy and environment 2. Development of a Curriculum for Strategic Behavioral Communication (including Social Marketing)
Elaine Blatt, <i>Grants Consultant</i>	September 12 to November 30, 2010 <i>(incl. 3-week mission to Jordan o/a Sept 13 – Oct 7, 2010)</i>	1. Detailed programmatic design and structure document for the grants program to be submitted to USAID for approval 2. A grants manual submitted to USAID Contracting Officer for approval of grants types/formats and other operational aspects of the grants program; 3. Prepare solicitation document templates for the grants program

Short-Term Technical Missions by ECODIT Home Office Personnel:

ECODIT’s HO personnel provided support and guidance to the Field Office team. HO personnel also conducted several missions to Jordan to assist the team at key junctures in project mobilization and implementation. Karim El-Jisr, the HO Project Manager, conducted six missions during Year 1 of Jordan PAP –he is based in Beirut and has therefore been able to respond to FO needs readily and cost-effectively (minimal travel

time and reduced airfare). See *summary of ECODIT and AED FO personnel missions to Jordan in Exhibit 3 below.*

Exhibit 7: Summary of Missions to Jordan by ECODIT and AED HO Personnel

Mission Date	Scope of Work
Joseph Karam, HO Officer in Charge	
Mission 1 Sept 13-17, 2009	<ul style="list-style-type: none"> Meet with COTR to discuss various elements of the Task Order, in particular project startup and quick mobilization issues; Coach the COP (who is already based in Jordan) on management and contractual matters related to the Outreach project and COP position; Begin setting up basic systems for procurement of equipment and services (consultants and subcontractors); and Open a bank account dedicated to the project.
Mission 2 Jan 11-12, 2010	<ul style="list-style-type: none"> Follow-up on project work planning with the COP
Karim El-Jisr HO Project Manager	
Mission 1 Sept 13-17, 2009	<ul style="list-style-type: none"> Bring the COP up to speed on technical matters related to the Outreach project and COP position, in particular the roles of local subcontractors and work done to date with them (as part of the proposal); Visit candidate office locations and help select the most suitable location; Advertise, identify and interview candidates for Field Office admin positions (i.e., Office Manager and Accountant).
Mission 2 Oct 4-8, 2009	<ul style="list-style-type: none"> Finalize the recruitment process for technical and admin LTTAs; Review / finalize the lease for the project office; Kick-start the procurement process for office furniture and equipment; and Participate in post-award orientation meeting scheduled at USAID on Oct 8.
Mission 3 Dec 6-17, 2009	<ul style="list-style-type: none"> Provide technical support to kick-off workshop preparations and participate in the workshop (Dec 9) Prepare the first quarterly work plan for Outreach Finalize subcontracts and/or purchase orders for local firms; and Interview candidates for the position of "NGO & Capacity Building Specialist"
Mission 4 Jan 10-21, 2010	<ul style="list-style-type: none"> Finalize the Purchase Orders for the implementation phase of the survey instruments for Phase I Design and deliver a short training course on environment/solid waste to project staff and survey teams Provide support in the planning and design of the capacity building program and study tour
Mission 5 June 21-29	<ul style="list-style-type: none"> Assist FO in Report-Out Workshop (June 23-24), Facilitate Work Planning Retreat (June 25), and Prepare Phase II Work Plan

Mission Date	Scope of Work
Mission 6 Sept 26-Oct 11, 2010	<ul style="list-style-type: none"> Participate in interviews for selecting the new water, energy, solid waste , social media and education specialists (new PAP LTTA positions); Participate in the decision of selecting the new PAP office space; and Prepare and finalize Phase II deliverables including (i) First Annual Report, (2) Phase III Budget, and (3) Phase III Work Plan.
Nathalie McNulty, <i>ECODIT HO Financial Mgt. Support</i> Jan 11-21, 2010	<ul style="list-style-type: none"> Work with the FO Operations Manager and Project Accountant to improve the financial systems and setup QuickBooks on FO PCs.
Cassie Hoffman, ECODIT HO Project Administrator <u>Sept 25 – Oct 15</u>	<ul style="list-style-type: none"> Support PAP technical writing of deliverables for Phase 2; Attend and support PAP team at four one-day thematic workshops that will be held on Sept. 27 (water), Sept. 28 (energy), Oct. 6 (youth) and Oct. 7 (solid waste); Begin the process of identifying and budgeting ECODIT's Home Office responsibility vis-à-vis Phase 3; and Discuss with COP and Management team ways to streamline Home Office support for field needs.
Jennifer Barker, AED Subcontract Project Manager <u>Sept 24 – Oct 17</u>	<ul style="list-style-type: none"> Support PAP technical writing of deliverables for Phase 2; Attend and support PAP team at four one-day thematic workshops that will be held on Sept. 27 (water), Sept. 28 (energy), Oct. 6 (youth) and Oct. 7 (solid waste); Review with PAP staff the continuing support role to be provided by AED in Phase 3; Begin the process of identifying and budgeting AED's support for Phase 3; Discuss with the COP and Management Team, more optimum and efficient processes for handling requests for work that will facilitate and enhance PAP's ability to implement its program and reduce delays; and Meet with CSP team to discuss support AED resident representative Frances Abouzeid is continuing to provide AED staff working on PAP.

3.2 Local Sub-Contractors / Vendors

ECODIT drafted and finalized Purchase Orders for six local firms, all of which were explicitly mentioned in ECODIT's proposal to USAID. The services of Interdisciplinary Research Consultants, GreenTech Sustainable Environment, Mahara Professional Consultancies and Development, and World of Letters were divided into two Purchase Orders each; the first PO requested each firm to review and finalize their respective survey instruments and participate in the kick-off workshop; the second PO requested each firm to implement the surveys (in the form of interviews, audits, and/or Focus Group Discussions) and present their findings in succinct reports. For each vendor, the second PO was contingent on the successful completion of the first PO and was directly related to the workshop findings. ECODIT vetted the contractual aspects of this approach with the CO, Ms. Charis Nastoff, on December 12, 2009.

3.3 US Subcontractors

In Year 1, and in addition to AED as Core Subcontractor, the PAP team contracted two US firms to provide specialized services as follows:

Argyle Design Incorporated (ADI)

ADI is an agency that provides full exhibition and museum planning services including conceptual and long-range planning for exhibits and programs, content development, physical design, and project management (www.argyledesign.com). ADI's SOW under PAP included:

- (1) Site visit to Jordan and consultations with CMJ and government stakeholders to come up with a robust concept for the proposed water, energy and solid waste exhibit at CMJ;
- (2) Concept development based on mission findings and discussions in Jordan, as well as preliminary research;
- (3) Prepare draft conceptual framework, including b/w conceptual floor plans and view underlays, as well as preliminary cost estimates; and
- (4) Prepare final conceptual framework with scaled, color floor plans and views, as well as strategies for implementation.

Following several rounds of comments, ADI submitted their final report, *Re-Think It! Concept Report* on August 18, 2010 to the full satisfaction of Jordan PAP and CMJ.

Development & Training Services, Inc. (dTS). The SOW for dTS had two parts:

- (1) Conduct a research activity on the “Drivers of Change”. This activity was implemented jointly with Mr. Muin Khoury of Strategies. The contractor conducted 10 Focus Group Discussions, plus interviews and community gatherings, to (i) determine current coping behaviors and attitudes of the Jordanian public in the face of limited water availability and high energy energy, and (ii) assess psychological and physical barriers to changing consuming behavior in water and energy.
- (2) Conduct a desktop study on gender implications.

3.4 Summary report on USAID indicators

Exhibit 8 below shows a summary of USAID WRE and Energy office indicators that PAP has contributed to during the first year.

Exhibit 9: Summary of USAID indicator results *

Indicator	Value *
Office of Water Resources and Environment	
Indicator (4) Number of people trained in environmental law, enforcement, public participation, and cleaner production policies, strategies, skills, and techniques	165 Total 16 Social Media 42 Advocacy 41 Research Methodology 66 Social Marketing
Indicator (11). Number of water sector staff trained	7 Total 5 Social Marketing 1 Social Media 1 Advocacy
Indicator (15) Number of People with Greater Awareness of Water Allocation issues as a result of USG assistance	12
Energy Office	
Number of energy agencies, regulatory bodies, utilities and civil society organizations undertaking capacity strengthening as a result of USG assistance	106
Number of people receiving USG supported training in energy related policy and regulatory practices	161
the number of energy related entities assessed by PAP were 16	16

* Indicator values for training activities may differ from the numbers included in the capacity building section because USAID and PAP project staff are not counted in the indicator values.

4. SUMMARY OF DIFFICULTIES AND MEANS OF ADDRESSING THEM

4.1 Administrative Difficulties

In addition to the difficulties mentioned in the Semi-Annual Report (submitted in April 2010), i.e., delays in procurement of first project vehicle and difficulties in finding qualified and available water and energy consultants, we wish to highlight the following difficulties during the period April through October 2010:

Procurement of Hybrid Project Vehicle. In line with the Jordan PAP objective to promote and encourage greener lifestyles, the Project decided to procure a hybrid vehicle (so common in Jordan). Unfortunately, our attempts to procure a hybrid either locally or from the US were unsuccessful primarily due to cost implications (the GOJ custom exemption on hybrid cars was lifted earlier this year and so their prices increased substantially), and issues pertaining to compliance with USAID regulations and warranty (in particular, the most popular mid-range hybrids on the market are Japanese and therefore would require a US source, origin, and nationality waiver; furthermore, local car dealers will not honor any warranty terms on hybrids purchased in the US). *The Jordan PAP team consequently decided, quite reluctantly, to procure two regular vehicles directly from Jordan.*

Limitations of Current Office Space. In recent months, we started to face operational difficulties partly due to limited office space and substandard infrastructure. The limitations and constraints of PAP's current office building in Shmeissani can be summarized as follows:

- 1) *Space is too small for Phase III.* We currently have about 170 m² of net floor area, which cannot accommodate the new staff and other project requirements in Phase III.
- 2) *Building is for residential use.* Space utilization in residential buildings is limited by solid walls and corridors and there is very little possibility for remodeling the office layout, such as by installing cubicles.
- 3) *Security is limited.* There are no guards on watch or security systems available. The building front gate is open 24 hours.
- 4) *Parking is very limited.* Although paid parking is available behind the building, the parking lot is often full during working hours and we receive routine complaints from project visitors who cannot find parking spots.
- 5) *Water and electricity infrastructure is substandard.* We often experience electricity surges/cuts as well as water shortages or foul odors from the old plumbing system and network.

ECODIT has therefore concluded that the best option for PAP in Phase III would be to move into a new office building outside Shmeissani that provides better space management, reliable security and parking, and adequate water and electricity infrastructure. See *analysis of project requirement and building options in Phase III Work Plan*.

Delays in Recruitment Process. According to PAP's approved work plan for Phase II, the project started the recruitment process for the following positions:

- (1) Youth Education Specialist
- (2) Teacher Training Specialist
- (3) Social Media Specialist
- (4) Waste Specialist
- (5) Grants Administrator/Accountant
- (6) Water Specialist
- (7) Energy Specialist
- (8) Monitoring & Evaluation Specialist

Unfortunately, the project has not been able to fill any of these positions. Job vacancies (including TORs) were announced in local newspapers and we received 100s of CVs for some positions (accountant, social media, and teacher training). We did identify strong candidates for some positions (namely teacher training, and energy) but very few candidates for others (solid waste, water, and social media). Jordan PAP will expedite this process in Year 2 (Phase III).

4.2 Programmatic Difficulties

Difficulties identified and discussed in Semi-Annual Report were:

- 1) Delays in Textbook Mapping Survey.
- 2) Delays in large consumer facility audits.
- 3) Study Tour to Children's Museums in the US on hold/cancelled.
- 4) Staying abreast of other relevant initiatives and programs.
- 5) Project model offers no tangible outcome to the public in Phase I

The most significant difficulties during the remainder of Year 1 were:

- 6) Distilling the wealth of information collected and derived from the Phase I research activities into discrete priority behaviors, and then clustering these behaviors according to eight campaigns with clear purposes and focus.
- 7) Preparing and completing eight deliverables in Phase II while also engaging in capacity building and other activities.

ANNEXES

Annex A

Project bibliography

PAP Reports

USAID Report, “NGOs & CBOs Efforts on Social Marketing, Outreach & Communication”. Feb. 2010.

USAID Report, “Kap Household – Baseline Survey”. April 2010.

USAID Report, “Water and Energy Related Interviews for Large Jordanian Consumers Large Consumers”. April 2010.

USAID Report, “Government Institutions in Water, Energy and Environment”. May 2010.

USAID Report, “USAID and other Donor Efforts in Outreach and Communication”. May 2010.

USAID Report, “Young People’s Knowledge Attitudes & Behaviors on Environmental Issues: Water & Energy Conservation & Solid Waste Management, informal & non formal Sectors”. May 2010.

USAID Report, “Community Social Responsibilities and Public-Private Partnership”. March 2010.

USAID Report, “Young People’s Knowledge Attitudes & Behaviors: Gaps in Environmental Education Curricula & Teachers’ Competencies, Formal Sector”. May 2010.

USAID Report, “Mapping Concepts of Water, Energy Conservation and Solid Waste Management in the Jordanian National Curriculum, Formal Sector”. May 2010.

USAID Report, “Solid Waste Behaviors within the Formal and Informal Waste Streams of Jordan”. June 2010.

USAID Report, “Gender Desktop Review”. July 2010.

USAID Report, “Strategy for Institutionalizing Social Marketing and Strategic Communication Development in Jordan”. September 2010.

Books

Kotler, Philip and Lee, Nancy. Social Marketing: Influencing Behaviors for Good”. Sage Inc., 3rd edn. 2008.

Smith, William and Strand, John. “Social Marketing Behavior: A Practical Resource for Social Change Professionals”. AED. 2008.

Annex B

Equipment and Materials Purchased

No.	Material	Model/Make	Quantity
1	PCs including Hard Drive , Flat Screen & Key Board	HP	3
2	Laptops	Dell	3
3	Wireless Emitter	Cisco	1
4	Telephone Operator	Panasonic	1
5	Telephone Handsets	Panasonic	9
6	Air conditioning units	Star Cool	8
7	LaserJet 2055 DN Printer	HP	1
8	Photo Copier, Printer , scanner , Fax	KYOCERA	1
9	LaserJet M1120 MFP Printer & scanner	HP	1
10	Data Show Projector	HITASHI	1
11	Binding Machine	OPERA	1
12	Paper Cutter	DELI	1
13	Paper Shredder	Fellower	1
14	Office Desk with Extension	JWICO	8
15	Coffee table	JWICO	4
16	Office Chair	JWICO	8
17	Drawers	JWICO	9
18	Filing cabinet (Wood)	JWICO	7
19	Filing cabinet (glass)	JWICO	8
20	Meeting Roundtable	JWICO	2
21	Tables for conference Room	JWICO	18
22	Armrest Chairs	JWICO	23
23	Black & Decker Microwave	Black & Decker	1
24	Kitchen cabinets		1
25	Cooler	Goblin	1
26	Electrical Oven candy	Candy	1
27	Kettle	Goblin	1
28	Refrigerator	Sharp	1
29	Prp ADSL 4M		1
30	Curtains	Al Hamrah Co	12
39	Camera	Fujifilm	2
40	Camera	Nikon	4
41	Fire Extinguisher	SFFECO	2
42	Wireless Modem CPE USP	Mada	1
43	Dell Power Edge R210 Rack Server	Dell	1

44	Dell Power Edge R710 Rack	Dell	1
45	42U Smart rack Server cabinet	Dell	1
46	UPS - APC On - Line UPS 3KVA	Dell	1
47	Supwoofer	Creative	1
49	HP Compaq 8000 Elite CMT Business PC	HP	6
50	HP Pro Curve 1810-24G Network Switch	HP	1
52	Laser faxL-140	Canon	1
53	External Hard disk Drive	Seagate	1

Annex C:

List of all field surveys conducted during Phase I

Research Activities Conducted by Jordan PAP in Phase I

Report #	Report Title	Lead Author
1	NGOs & CBOs Efforts on Social Marketing, Outreach & Communication	Sandra Chesrown in collaboration with Maha Dergham
2	KAP Household – baseline survey	Marketing research Organization (MRO)
3	Water and Energy Related Interviews for Large Jordanian Consumers Large Consumers	Interdisciplinary Research Consultants & GreenTech Sustainable Environment
4	Government Institutions in Water, Energy and Environment	Patricia Hotchkiss Bakir
5	USAID and other Donor Efforts in Outreach and Communication	Patricia Hotchkiss Bakir
7	Young People’s Knowledge Attitudes & Behaviors on Environmental Issues: Water & Energy Conservation & Solid Waste Management. Informal & non formal Sectors	World of Letters (WOL)
8	Young People’s Knowledge Attitudes & Behaviors: Gaps in Environmental Education Curricula & Teachers’ Competencies. Formal Sector	World of Letters (WOL)
9	The Mapping Concepts of Water, Energy Conservation and Solid Waste Management in the Jordanian National Curriculum- Formal Sector	World of Letters (WOL)
10	Solid Waste Behaviors within the formal and informal waste Streams of Jordan	Interdisciplinary Research Consultants & GreenTech Sustainable Environment

Annex D:

List of Books and Other Material Acquired by Jordan PAP

No.	Title	Author	Year of Publication	Type of Material	Notes
1	Plain Talk About Drinking Water ; Questions and Answers About the Water you Drink	Dr. James M. Symons	2001	Book	
2	National Geographic Green Guide	Meryl Streep	2008	Book	
3	A Million Steps	Hana El-Hibri	2010	Book	
4	Marketing Social Change	Alan R. Andreasen	1995	Book	
5	Social Marketing ; Influencing Behaviors for Good	Philip Kotler, Nancy Lee	2008	Book	5 copies, one copy was given as a Gift to Talal Abu Ghazaleh College of Businesses
6	Immunity to Change; How to overcome it and unlock the potential in yourself and your organization	Robert Kegan, Lisa Laskow Lahey	NA	Book	
7	US National Science Education Standards	National Research Council	NA	Book	
8	The ABC of Advocacy - "Alef Ba' Al Modafa'a" (ARABIC)	Dan Church Aid	2010	Book	
9	Draining Away the Water and Sanitation Crisis in the Jordan Valley	Ma'an Development Center		Book	
10	Powering and Empowering Development: Increasing Access to Electricity in Angola	AED	2008	Book	
11	Powering Health Energy Management in your Health Facility	USAID		Book	
12	Infrastructure; Helping Countries Build the Backbone of Development -The AED experience - Water. Energy. ICT	AED		Book	
13	A Reference Guide to Environmental Education	Ma'an Development Center	2007	Book	
14	A Practical Guide to Environmental Education	Ma'an Development Center	2010	Book	

No.	Title	Author	Year of Publication	Type of Material	Notes
15	To Exist is to Resist - Save the Jordan Valley	Ma'an Development Center		Book	
16	Eco-fair Trade Dialogue	Translated into Arabic by Ali Darwish		Book	
17	Immunity to Change -How to overcome it and unlock the potential in yourself and your organization	Robert Kegan, Lisa Laskow Lahey	2008	Book	
18	Influence, The Psychology of Persuasion	Rober B. Cialdini	2007	Book	
19	Nudge	Rirchard H. Thaler, Cass R. Sunstein	2008	Book	5 copies
20	A Guide to Organic Gardening	ma'an Development Center - George Karzam	2003	Book	
21	Social Marketing/ Behavior	William Smith & John Strand , AED		Book	10 copies , one copy of the book offered to RSS Eng. Raafat Assi
22	A New Weave of Power, People and Politics	Lisa VeneKlasen, Valerie Miller, Debbie Budlender and Cindy Clark	2002	Book	2 copies
23	Water for Life, Teacher's Guidelines	Dr. Hans Levander, Dr. Goran Save	2008	booklet	
24	Safe Drinking Water is Essential	US National Academy of Sciences & National Research Council	NA	CD	
25	Safe Drinking Water is Essential	US National Academy of Sciences & National Research Council	NA	CD	
26	Journalists Water Guide	NA	2004	CD	
27	Rameem	Entity Green	2010	CD	
28	State of Environment in Jordan			CD	
29	IdRC Report			CD	

No.	Title	Author	Year of Publication	Type of Material	Notes
30	EDAMA Action Plan; Establishing Jordan's Leadership in Energy, Water, and Environmental Productivity	Patrick Doyle, Khaled Khurdi, Isam Mustafa	2009	Document	
31	Environmental & Education Communication for a Sustainable World - Handbook for International Practitioners	Brian A. Day, Martha C. Monroe	2000	Handbook	
32	Development ; Water for people	Wendy Harcourt & SID	2008	Journal	
33	Sustainable Industries		Aug. 2010	Magazine	
34	Mother Earth News - Wiser Living Series - Guide to Living on Less and Loving it		Fall 2010	Magazine	
35	At Home in the Modern World - DWELL		Oct. 2010	Magazine	
36	Yes		Fall 2010	Magazine	
37	Studies of IdRC Supported Research on Greywater in Jordan Conducted by INWRDAM	Dr. Murad Bino, Eng. Shihab Al Beirut, INWRDAM	2007	Report	
38	Amman Seven Principles and Policy for Improved Local Water Governance Recommendations	INWRDAM	2007	Report	
39	The EMPOWERS, Approach to Water Governance at a glance	Peter Laban, Firas T. Abd-Alhadi	NA	Report	
40	The EMPOWERS, Approach to Water Governance at a glance; Guidance, Methods and Tools	Patrick Moriarty, Charles Batchelor, Firas T. Abd-Alhadi, Peter Laban, Hazem Fahmy	2007	Report	
41	The Inside Story; Process Documentation Experiences from EMPOWERS	Ton Schouten, Buthaina Mizyed, Rania Al-Zoubi, May Abu Elseoud, Firas T. Abd-Alhadi	2007	Report	
42	Doing Things Differently; Stories about Local Water Governance in Egypt, Jordan and Palestine	May Abu Elseoud, Rania Al-Zoubi, Buthaina Mizyed, Firas T. Abd-Alhadi, Mona Barghout, Jean de la Harpe, Ton Schouten	2008	Report	
43	Annual Report 2008 - Harvest	Aqaba Water Company	2008	Report	

No.	Title	Author	Year of Publication	Type of Material	Notes
44	Responding to the Water Crisis in Jordan	USAID Economic Development Program	NA	Report	
45	Studies of IdRC Supported Research on Greywater in Jordan Conducted by INWRDAM (ARABIC)	Dr. Murad Bino, Eng. Shihab Al Beiruti, INWRDAM	2007	Report	
No.	Title	Author	Year of Publication	Type of Material	Notes
46	The EMPOWERS, Approach to Water Governance at a glance; Guidance, Methods and Tools (ARABIC)	Patrick Moriarty, Charles Batchelor, Firas T. Abd-Alhadi, Peter Laban, Hazem Fahmy	2007	Report	
47	Doing Things Differently; Stories about Local Water Governance in Egypt, Jordan and Palestine (ARABIC)	May Abu Elseoud, Rania Al-Zoubi, Buthaina Mizyed, Firas T. Abd-Alhadi, Mona Barghout, Jean de la Harpe, Ton Schouten	2008	Report	
48	Evaluation Report; A Life Link & UNESCO Schools PILOT MENA Project	Dr. Hans Levander, Dr. Goran Save, Mr. Robert Parua , Dr. Hadee Talli	2007 - 2008	Report	
49	Final Report of the Workshop on How to Promote the Life - Link Friendship- Schools Program in Relation to UNESCO Decades for Culture of Peace and Education for Sustainable Development	UNESCO Amman Office	2007	Report	
50	Final Report of the Regional Consultations UNESCO ASPnet Arab National Coordinators Evaluation Workshop Life-Link & UNESCO ASPnet Pilot Project Culture of Care & Water for Life - Petra	UNESCO Amman Office	2007 - 2008	Report	
51	Annual Report 2009 - Pioneering	Aqaba Water Company	2009	Report	
52	Tools for Digital Advocacy			Report	
53	DigiActive - Introduction to facebook			Report	
54	DigiActive - Guide to using twitter			Report	
55	Think Green 3rd conference		May-10	Report	

No.	Title	Author	Year of Publication	Type of Material	Notes
56	Jordan Media Survey	Strategies	Mar. 2010	Report & CD	
57	From Awareness to Action: Sustainable Solutions for a Better Environment	GreenCOM Project	1993 - 2006		

Annex E: Level of Effort Tracker (Year I through September 30, 2010)

Position	Cumulative LOP Days
A. ECODIT Direct Labor Employees	
ECODIT Direct Labor - Field Office LTTA Personnel	1,184.13
Chief of Party - Amer Jabarin	247.50
Operations & Grants Manager - Khaled Al Saheb	201.00
Capacity Building & NGO Specialist - Maha Durgham	164.00
Private Sector Outreach Specialist	0.00
Energy & Environment Outreach Specialist	0.00
Office Manager - Shaden Fakhoury	184.00
Accountant - Bashar Kayyali	204.38
Executive Secretary and Translator - Hanan Ibrahim	183.25
ECODIT Direct Labor - Home Office Support Personnel	118.63
Officer in Charge - Joseph Karam	21.88
HO Project Manager (Technical Support) - Karim El-Jisr	28.00
HO Financial Management Support - Nathalie McNulty	23.81
HO Contract Management Support - TBD	0.00
HO Administrative Support and Backstopping - Cassie Ann Hoffman	44.94
HO Administrative Support and Backstopping - Cassie Ann Hoffman	
A. Subtotal ECODIT Direct Labor Employees	\$ 1,302.75
B. ECODIT Direct Labor Consultants	
ECODIT STTA - US/TCN Personnel	185.94
Officer in Charge (STTA Missions) - Joseph Karam	17.50
HO Project Manager (STTA Technical Support) - Karim El-Jisr	67.75
HO Financial Management Support (STTA) - Nathalie McNulty	11.69
HO Administrative Support and Backstopping (STTA) - Cassie Ann	5.00
Green Community Planner - Sandra Chesrown	36.00
Institutional and Communication Specialist - Pat Bakir	48.00
TBD Pool of US/TCN Experts	0.00
ECODIT STTA - Local/CCN Personnel	0.00
TBD Pool of Local/CCN STTAs	0.00
B. Subtotal ECODIT Direct Labor Consultants	185.94
C. AED Direct Labor Employees	
AED Direct Labor - Field Office LTTA Personnel	354.88
Social Marketing/Communications Expert - M. Grieser	208.875
Social Media Specialist - M. Khatib	146.00
Water Communication & Outreach Specialist - B. Al-Ali	0.00
AED Direct Labor - Home Office Support Personnel	72.50
Subcontract Project Manager - Jennifer Barker	43.75
Finance Manager - M. Diederich	10.19
Operations Manager - A. VanNorman	18.56
C. Subtotal AED Direct Labor Employees	427.38

LOE Tracker Cont.

D. AED Direct Labor Consultants	
AED STTA - US/TCN Personnel	0.00
TBD Pool of US/TCN Experts	
AED STTA - Local/CCN Personnel	0.00
TBD Pool of Local/CCN STTAs	0.00
D. Subtotal AED Direct Labor Consultants	0.00
E. dTS Direct Labor Employees	
dTS Direct Labor - Home Office Support Personnel	0.00
HO Support and Backstopping - dTS Home Office Support	0.00
E. Subtotal dTS Direct Labor Employees	0.00
F. dTS Direct Labor Consultants	
dTS STTA - US/TCN Personnel	11.50
Gender & Disadvantaged Groups Specialist - S. Malpani	10.00
Senior Manager - D. Traut	1.50
dTS STTA - Local/CCN Personnel	0.00
TBD Pool of Local/CCN STTAs	0.00
F. Subtotal dTS Direct Labor Consultants	11.50

Annex F PAP Workshop Signup Sheets

Please see attached PDF file.