



USAID
FROM THE AMERICAN PEOPLE

JORDAN

ANNUAL PROGRESS REPORT

PERIOD OCTOBER 1ST, 2010 – SEPTEMBER 30TH, 2011

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

Draft report submitted in October 2011

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.”

This *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:

ECODIT LLC

1600 Wilson Blvd, Suite 1220

Arlington, VA 22209

USA

Tel: +1 703 841 1883

Fax: +1 703 841 1885

Web: www.ecodit.com

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	REPORT OBJECTIVE	1
1.2	REPORT ORGANIZATION	2
2	PROJECT ACTIVITIES AND ACCOMPLISHMENTS	3
2.1	START OF IMPLEMENTATION PHASE	3
2.2	PHASE III ACTIVITIES	3
2.2.1	<i>Communication strategy</i>	4
2.2.2	<i>Capacity building</i>	7
2.2.3	<i>Education and youth</i>	13
2.2.4	<i>Building partnerships</i>	17
2.2.5	<i>Collaboration with other USAID projects and other donor agencies</i>	21
2.3	GRANTS PROGRAM	25
2.4	AD-HOC SURVEYS AND ASSESSMENTS.....	28
2.5	PAP MEDIA EXPOSURE.....	34
3	MONITORING AND EVALUATION	36
3.1	REVISION OF PERFORMANCE INDICATORS FOR PAP	36
3.2	CURRENT MEASUREMENT AND STATUS OF TARGETS	38
3.2.1	<i>Update on status of outputs as outlined in Year 2 workplan:</i>	39
4	SUMMARY OF TASKS IMPLEMENTED BY SHORT-TERM TECHNICAL ADVISORS	45
4.1	SHORT-TERM CONSULTANTS.....	45
4.2	SHORT-TERM TECHNICAL MISSIONS BY ECODIT HOME OFFICE PERSONNEL	48
5	SUMMARY OF DIFFICULTIES AND MEANS OF ADDRESSING THEM	50
6	FINANCIAL STATUS & RESOURCE UTILIZATION	52
6.1	STATUS OF THE CONTRACT AND USE OF PROJECT RESOURCES	52
	ANNEX I UPDATED LIST OF BOOKS AND OTHER MATERIAL ACQUIRED BY THE PROJECT	54
	ANNEX II LOE TRACKER	58
	ANNEX III SUCCESS STORIES	59

ACRONYMS & ABBREVIATIONS

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.

CBO	Community based organization
CMJ	Children Museum Jordan
CoP	PAP's Chief of Party
COTR	Contracting Officer Technical Representative
CSR	Corporate social responsibility
DCP	Drivers of Change Program
DCoP	Deputy Chief of Party
EDCO	Electric distribution company
EE	Environmental Education
EIA	Environmental impact assessment
ERC	Energy regulatory commission
FO	ECODIT Field Office
GAM	Greater Amman Municipality
GEC	Grant evaluation committee
GT	GreenTech Sustainable Environment
HCC	Haya Cultural Center
HO	ECODIT Home Office
IDARA	Instituting water demand management in Jordan
IDECO	Irbid district energy company
I ^o RC	Interdisciplinary Research Consultants
IUCN	International Union for the Conservation of Nature
ISSP	Institutional Support & Strengthening Program
IWA	International water association
IYD	International youth day
JDZ	Jordan Development Zone
JEPSCO	Jordan electrical power company
JGBC	Jordan Green building council
JUPC	Jordanian unified plumbing code
MoEnv	Ministry of Environment
MoU	Memorandum of Understanding
NCG	Non-Competitive grant
NGO	Non-governmental organization
NSMC	National Social Marketing Center
PAP	USAID/Public Action Project for Water, Energy and Environment
PLACE	Prosperity, Livelihoods and Conserving Ecosystems IQC
PPP	Private public partnership
QRTA	Queen Rania Teachers Academy
RFA	Request for Application
RFP	Request for Proposal
RR	Royal Rangers
RSCN	Royal society for the conservation of nature

RSS	Royal Scientific Society
SOW	Statement of Work
TA	Technical Assistance
WDM	Water Demand Management
WE	East and West center
WOL	World of Letters

1 INTRODUCTION

The past year has been a challenging and fruitful period for PAP. The project has reached its full operational potential with the (1) relocation into a larger and well-equipped office in Khlada/Dabouq, (2) the completion of its technical and administrative staff and 3) the purchase of two additional US made sedans but had to abandon earlier plans to buy hybrid vehicles. These developments have coincided with the launch of a dozen Requests for Applications (RFA) as well as the implementation of several technical assistance and capacity building activities.

A selection of events follows:

- Formal start of PAP's Phase III (implementation);
- The launch of two RFA batches that generated an exceptional number of applications;
- Technical review of the received applications by an internal and external committee;
- The visit by four US shortlisted firms to the Children Museum of Jordan (CMJ) as part of an RFP for the "Detailed Design, Fabrication and Installation of a Water and Energy Exhibit" at CMJ;
- The continued development of strategic partnerships with a number of ministries with MoUs in preparation;
- Increased technical support and capacity building activities for NGOs, CBOs, utilities, ministries and other partners.
- Responding to PAP's stakeholders' needs in providing technical backstopping.

Despite some delays in implementation, primarily linked to the Grants Program (explained earlier to the COTR), the process of implementation is well under way.

1.1 REPORT OBJECTIVE

This is the second Annual Progress Report for the "Public Action for Water, Energy and Environment" project implemented by ECODIT under the Prosperity, Livelihoods and Conserving Ecosystems Indefinite Quantity Contract No. EPP-I-05-06-00010-00 (Task Order No. 05). According to Section F.6 – see *Annex I*, Reports and Deliverables or Outputs, of the Task Order, ECODIT is required to submit an annual progress report that contains the following:

- A comprehensive narrative report summarizing the previous year's activities and accomplishments against the respective annual work plan indicators;
- Status of personnel and activities;
- Summarize services delivered and progress towards achieving results identified in the strategic objectives;
- Document both successes and failures of the project interventions.

This report covers the period ***October 1st, 2010 to September 30th, 2011.***

1.2 REPORT ORGANIZATION

This report is organized into six chapters:

- 1 Introduction
- 2 Project Activities and Accomplishments
- 3 Monitoring & Evaluation
- 4 Summary of Tasks Implemented by Technical Advisors
- 5 Summary of Difficulties and Means of Addressing Them
- 6 Financial Status and Resource Utilization; and
- 7 Three annexes:
 - A. List of Books and Other Materials Acquired by the Project
 - B. LOE Tracker (Year 3, October 1st, 2010 – October 31st, 2011)
 - C. Success stories

2 PROJECT ACTIVITIES AND ACCOMPLISHMENTS

2.1 START OF IMPLEMENTATION PHASE

PAP team has now reached its full potential, all sector specialist have been hired in addition to having completed the grants and administration team.

Table 1 - Hiring of new staff to complete PAP team

<i>Staff Name</i>	<i>Position</i>	<i>Date of joining PAP on a full-time basis</i>
1. Hiba Al Ahmad	Solid waste specialist	Apr 1, 2011
2. Mobadda Al Labadi	Senior water specialist	Apr 3, 2011
3. Shireen Shleef	Grants Administrator	Apr 18, 2011
4. Tareq Abu Zour	Driver	Aug 1, 2011
5. Yasmin Najia	Senior Grants Administrator	Aug 14, 2011
6. Lina Ziad Gizzawi	Office Manager	Aug 14, 2011
7. Rami Fanonah	Driver	Sept 1, 2011
8. Riham Al Masri	Finance Manager	Sept 11, 2011
9. Fadi Zaghmout	Social Media Specialist	Oct 10, 2011

2.2 PHASE III ACTIVITIES

The modification task order for the activation of PAP phase III (implementation phase) was signed on March 4th, 2011. The purpose of the modification concerned the exercise of the implementation phase for the project, an increase in funding requirements as well as modifications to the branding plan.

The following sections cover all implemented activities/tasks that were planned in the Second Year Work plan in addition to other ad hoc activities implemented as needed to meet requests of PAP's stakeholders. The follow up of the implemented activities is reported in summary sheets that show the timeline, details of the activity, purpose, status, difficulties, and next steps. The progress in reported activities is organized according to the Phase II deliverables. In particular, we have grouped Phase III activities and tasks into six components as follows:

1. Communication Strategies
2. Capacity Building
3. Education and Youth
4. Building Partnerships / Providing Technical services
5. Grants Program
6. Monitoring and Evaluation

2.2.1 COMMUNICATION STRATEGY

Several activities were completed and still on-going under this component. As reported in the previous semiannual report, the final communication strategy was issued in late January and a special event conducted to announce the communication strategy was held on February 1st, 2011. More than 160 representatives from PAP stakeholders attended the launch.

Other completed and on-going activities during the last six-month period include (tables 2-4):

- Support Miyahuna to Develop their Communication Strategy
- Communication Program with Electricity Utilities
- Summer public relations campaign for water and energy conservation

Table 2 Support Miyahuna to Develop their Communication Strategy

Timeline	Ongoing	Conducted by PAP team	
Details of activity	<p>- Meeting with His Excellency eng. Munir Owies the newly appointed CEO of Miyahuna to introduce PAP and discuss ways to assist Miyahuna in developing its communication strategy;</p> <p>- Gain information about their planned activities till 2011 year end;</p> <p>- Meeting with Miyahuna's top technical management to explain expected PAP support. PAP team members will be conducting visits to the company as they assess their communication needs and look for opportunities of enhancing both their customer and internal communication;</p> <p>- An initial meeting with Water Awareness Manager, Ms. Jumana Al Ayed, took place</p> <p>In order to enable both PAP's Communication and Water Specialists to learn about linkages between Miyahuna's communications department and other organizational functions within the company. This understanding support in deciding the upcoming visit schedule.</p>		
Purpose	<p>The aim for all support activities to Miyahuna is to enable them to better handle their outreach activities especially regarding customer care so they gain credibility among their customer base.</p> <p>Establishing a solid customer-service orientation, providing timely and adequate information to customers, will do much to gain customer trust and take action on messages conveyed regarding water conservation.</p>		
Status	Completed	On going	On hold
Difficulties	<p>Miyahuna's engineers conveyed a general skepticism of other 'soft' projects that send general conservation messages; thinking that the customer is already stretched with the amount of water they receive and that public behaviors need changing in all other domains besides water to get to the efficiency level hoped for. It is believed that the main reason for this difficulty is the lack of knowledge of social marketing approaches and behavior change.</p>		

Actions to overcome them	Pursue our work demonstrating how some of our research shows that Jordanians still need to change many of their behaviors, which might in turn translate into water savings for the utilities.
Next steps	<ul style="list-style-type: none"> - Miyahuna to send PAP its new Business Plan once ready. - Schedule meetings with the different Organizational functions at Miyahuna in coordination with their communications head of department. - Issue consultant report on the Communication assessment for Miyahuna. - Work collaboratively to develop the communications strategy of Miyahuna.

Table 3 Communication Program with Electricity Utilities

Timeline	Jun 2011 - Present	Conducted by PAP team	
Details of activity	<p>Meetings with JEPSCO & ERC in order to form a communication taskforce within the utilities;</p> <p>Meetings with Kingdom Electricity: trying to reach their distribution utilities (EDCO and IDECO) in order to form a communication taskforce.</p>		
Purpose	This activity aims at building the capacity of energy utilities so they form an effective communication committee within their institution in order to improve their customer relations, more specifically the way they communicate with their subscribers. This unit would also serve to improve their summer plans concerning electricity cuts and energy efficiency.		
Status	Completed	On going	On hold
Successes	Kingdom has been cooperative, and will set a meeting with their utilities (EDCO and IDECO) to further discuss our program.		
Difficulties	<p>PAP was expecting to draft an MoU with these utilities. Unfortunately, JEPSCO did not cooperate. They do not feel they can benefit from enhancing their relationship with subscribers. JEPSCO has the monopoly on the market therefore subscribers don't have a choice other than the utility in their area.</p> <p>PAP tried many times, even through ERC, to reach JEPSCO but this did not work. They send different junior engineers each time, canceled the meetings or simply forgot about it.</p>		
Reasons for shortcomings	<p>JEPSCO does not believe in enhancing their relationship with subscribers and improve their customer service relations.</p> <p>JEPSCO is avoiding PAP.</p>		
Actions to overcome them	PAP will start working with Kingdom Electricity, and put JEPSCO on hold until we see what happens with the program with Kingdom.		

Table 4 Summer public relations campaign for water and energy conservation

Timeline	Jun 26 - Jul 31, 2011.	Conducted by PAP team and partners
Details of activity	<p>- Plan and implement a Summer Public Relation campaign during the summer for water and energy conservation.</p> <p>- A PR campaign was conducted by PAP during the summer in order to change consumption behaviors of Jordanians towards water and energy in order to reduce consumption.</p> <p>The PR campaign targeted two audience segments:</p> <ul style="list-style-type: none"> • Engaged young couples: Males or females, between aged 18 to 32 years old, preparing for married life need to purchase different kinds of appliances for their new homes. • Household residents: Males or females, the decision makers in their homes about the use of water and energy inside the residence. <p>The messages used in the campaign were divided into three groups depending on the topic discussed. Each interview or dispatch of information covered one of the following topics: water and energy conservation for households and How to purchase appliances for the new home.</p> <p>Water conservation for households:</p> <ul style="list-style-type: none"> • Jordan has scarce water resources; • Conserve now or you will have no water for the rest of the summer; • It is foolish to waste water (it is smart to save water by adopting simple efficiency and conservation practices); • Point out the conserving behaviors. <p>Energy conservation for households:</p> <ul style="list-style-type: none"> • Saving energy is saving money; • You can save money by adopting simple efficiency and conservation behaviors; • It is foolish to waste energy (it is smart to save energy by taking easy measures of efficiency or behavior); • Point out the conserving behaviors. <p>How to buy appliances for your new home:</p> <ul style="list-style-type: none"> • Start your new life right (to-be married couples). Stress on making these couples feel that they need to have a great foundation for their new homes and the efficient appliances are part of that; • You will save money and be able to get out of debt faster if you use energy and water efficient appliances. <p>The above three groups of messages were delivered through a mass media campaign during the period July 24th – August 21st. The TV and Radio shows</p>	

	involved national water and energy experts and PAP technical team. More details are depicted in session 2.5, PAP in the media.		
Purpose	The campaign was carried out to reduce water and energy consumption in Jordan through changing the consumption behaviors of Jordanians into more conserving ones, especially during the summer season.		
Status	Completed	On going	On hold
Successes	PAP had a number of appearances in a number of media outlets. Refer to section 2.2.8 for more detailed information.		

2.2.2 CAPACITY BUILDING

PAP team continued providing the needed support in building the capacity of its partners and stakeholders. During the first six-month period, PAP completed several capacity building activities including:

- Digital activism workshop
- Capacity building and mentoring activities for the Haya Cultural Center (HCC) in Ruseifa
- Initiative to support Zarqa Municipality to improve their solid waste system
- Strategic Communication for Water Use Efficiency Workshop as part of The International Water Association Conference “ Efficient 2011”

Tables 5-11 include activities completed and still on-going during the second half of the year.

- Water activity at BumbleBee Kindergarten
- Proposal writing for potential grantees
- USAID Environmental Procedures workshop
- “Social Marketing: focus on behavior change” training program – Arabic training for grantees
- Technical assistant to Zarqa Municipality
- Advocacy training for grantees
- Training course on “Image management and public speaking”

Table 5 Water activity at BumbleBee Kindergarten

Timeline	Jun 29 - 2011.	Conducted by PAP team
Details of activity	<p>Request from the owner of the kindergarten (Shireen Haddad) to carry out a water awareness session for parents. The activities was as follows:</p> <ul style="list-style-type: none"> - Children’s parents and some neighbors were invited by the kindergarten to attend a water training - Someone from VIVA magazine was also invited by the owner, their photographer took photos of the participants and of the staff of the kindergarten with PAP’s water trainer. - PAP’s water specialist provided a session of about 30-45 minutes including questions from the audience on Jordan’s water situation and conservation 	

	<p>and efficiency methods, including demonstrations of water saving devices to be used in the household.</p> <ul style="list-style-type: none"> - Information leaflets and shower timers offered by Miyahuna were distributed to the attendees and some of the parents that didn't attend but came to pick up their children. 		
Purpose	Complement to the activities of the water awareness week carried out by the kindergarten.		
Status	Completed	On going	On hold
Successes	Based on feedback from the owner and some of the attendees the presentation was really effective at shedding light on the water situation and what simple measures can be taken on a daily basis to make the water they receive last longer		
Next steps	The owner of the kindergarten was really happy with how the event went and feels there is a possibility to carry more events of the sort.		

Table 6 Proposal writing for potential grantees

Timeline	Jun 30, 2011.	Conducted by PAP team	
Details of activity	<ul style="list-style-type: none"> - This training was carried out in response to the poor quality of proposals received in the first batch of RFAs. - This training was organized for the applicants in the second batch of RFAs. - Topics covered: <ul style="list-style-type: none"> PAP's Strategy and link to RFAs; PAP's approach based on social marketing principles; Situational analysis and the behavior change cycle; Writing a grant proposal; Budgeting and Cost Share; Sustainability and Partnership; Monitoring and evaluation. 		
Purpose	<ul style="list-style-type: none"> - This activity aimed at outlining how to write a proposal that corresponds to social marketing principles such as identifying a single behavior, segmenting the target audience, and how to develop activities that lead to behavior change. - Financial aspects of proposal writing. - Enable applicants to produce quality proposals in response to PAP's RFAs. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - A great number of PAP's current and potential partners expressed their interest at the second pre-solicitation workshop to attend a proposal writing workshop. - PAP initially opened the registration for this workshop for the first 40 organizations. However, there was great demand and PAP accommodated 68 representatives from 68 organizations. - Proposals received in response to the second batch of RFAs were of much greater quality. 		
Next steps	Award grants.		

Table 7 USAID Environmental Procedures workshop

Timeline	Jul 13, 2011.	PAP team	
Details of activity	<ul style="list-style-type: none"> - How to utilize an EIA (environmental impact assessment) process to evaluate the potential impact of USAID's activities on the environment prior to implementation. - Fully take into account environmental sustainability in designing and carrying out its development programs. - Mitigation and monitoring of environmental projects. - Round table discussions among attendees on how to best apply these procedures in Jordan. - Workshop material (presentations, manuals) were given to participants to use as reference during the implementation phase of USAID projects. 		
Purpose	<p>Intended to provide USAID staff and consultants a training on Environmental Impact Assessment procedures.</p> <p>USAID Staff and Partners can better understand and apply USAID Environmental Compliance Procedures (22 CFR 216, ADS 204).</p>		
Status	Completed	On going	On hold
Successes	Certificate of successful completion was awarded		
Next steps	Apply these procedures in grants that require an EIA process and transfer this knowledge to grantees such as NGOs and CBOs.		

Table 8 "Social Marketing: focus on behavior change" training program – Arabic training for grantees

Timeline	<p>Jul 15 - Aug 18 - 2011.</p> <ul style="list-style-type: none"> • 22 days for material development and preparation • 2 days to deliver the Social Marketing Training in Arabic language 	Conducted by PAP team and 2 local consultants (Sa'ad Darwazeh and Faisal Abu Sundos)
Details of activity	<p>PAP carried out a training in Arabic to sensitize and orient its partners on how to present and develop a project based on social marketing principles</p> <p>The target audience for PAP's Arabic social marketing training: PAP grantees from NGOs, CBOs, and some for-profit entities; Water and energy utility staff and some Government staff</p> <p>The Social Marketing training material in Arabic has been developed & designed by PAP's communication and capacity building specialist and approved by the senior social marketing specialist from PAP.</p> <p>The material was pre-tested with PAP's staff and a modified version based on comments and observation was developed including handouts and case studies.</p>	

	<p>To mentor the quality of the training program, PAP sought the services of Mr. Sa'ad Darwazeh, Social Marketing expert, with extensive knowledge in:</p> <ol style="list-style-type: none"> Social Marketing principles and Behavior Change Theory Training non-marketers in marketing principles with specific emphasis on Social Marketing; Experience as a practitioner of social marketing capable of sharing personal experience to benefit the training course; Extensive expertise in conducting and managing programs in social marketing. <p>PAP provided the social marketing training in Arabic for its grantees under RFAs 002, 003, & 004.</p> <p>Six of PAP's short listed candidates for grants participated in this two day training program.</p>		
Purpose	<p>Due to the multi-disciplinary and complex nature of PAP's work, and because PAP's implementation happens through grantees it is essential that PAP ensures that its grantees and partners have the desired competencies in social marketing and other related fields.</p> <p>By the end of the course participants will be able to:</p> <ul style="list-style-type: none"> - Correctly verbalize the differences between communication models and behavior change models. - Cite the four P's of Social marketing and demonstrate they understand each P. - Develop specific behavioral goals. - Cite the 10 steps of developing a social marketing program. - Familiarize themselves with advocacy principles. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Syllabus for the Arabic Social Marketing training developed, including handouts and case studies; - Developed material tested; - Provided the first social marketing training in Arabic for five NGOs implementing projects with a social marketing approach; - 19 participants representing 10 local NGOs attended the training; - PAP also invited representative from Zarqa Municipality. 		
Next steps	<p>PAP will continue to refine the Arabic social marketing workshop in Year 3 as it is offered to prospective bidders and awarded grantees that still require mentoring in social marketing techniques.</p>		

Table 9 Technical assistant to Zarqa Municipality

Timeline	Aug 3, 2011.	Conducted by PAP team	
Details of activity	<p>The Zarqa Municipality has approached PAP for technical assistance in writing a grant to the Environmental Fund by the Ministry of Environment. PAP conducted several meetings with the staff from the Zarqa Municipality in order to decide on the areas that they are planning to work on and the technical aspects of their proposal to the MoEnv.</p> <p>In addition PAP conducted a technical training in proposal writing.</p>		
Purpose	Provide technical assistant for Zarqa municipality to improve municipal sanitation services.		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Zarqa's technical staffs received a proposal writing training and were able to link project objective with the activities. - Grant proposal by Zarqa municipality was drafted and submitted to MoEnv. Environmental Fund 		
Next steps	Provide technical support to Zarqa Municipality to implement the proposal if they were awarded.		

Table 10 Advocacy training for grantees

Timeline	Aug 21 - 25, 2011.	Conducted by a local consultant, Faisal Abu Sondous	
Details of activity	<ul style="list-style-type: none"> - 3 days of internal preparation of the advocacy cases to be treated during training based on the themes proposed by the shortlisted grantees in their grant applications; - one day for the material preparation by the external consultant; - one day to deliver the Advocacy Principles Training in Arabic. <p>main target audience for PAP's Arabic Advocacy training:</p> <ul style="list-style-type: none"> - PAP grantees of NGOs, CBOs, and some for-profit entities, water and energy utility staff and some Government staff <p>“Advocacy Principle”</p> <p>Based on the limited knowledge of PAP's grantees regarding advocacy, a training was designed orient them on the techniques and methods to lead a successful advocacy campaign for youth.</p> <p>PAP contracted Mr. Faisal Abu Sondous to deliver this training activity on advocacy as part of the Arabic Social Marketing training program. Mr. Sondous is:</p> <ul style="list-style-type: none"> - Certified advocacy trainer through the Civil Society project and a MENA certified 		

	<p>trainer by the New Tactics in Human Rights Organization.</p> <ul style="list-style-type: none"> - Participated in a Social Marketing Advocacy course provided by Dr. William Smith for PAP in Aqaba. - Since 2010, he has delivered more than 10 trainings on advocacy in and outside Jordan. - PAP provided the Advocacy Training in Arabic for its grantees under RFAs 002, 003, & 004, Haya Culture Center (HCC), Royal Scientific Society (RSS), East & West Center (WE), AL Shamil Engineering and Royal society for Conservation the Nature (RSCN), which addressed the subject of increasing youth public discourse in key water, energy and solid waste issues. 		
Purpose	<p>The purpose for the advocacy training is to equip PAP grantees with the necessary knowledge and capacity to carry out advocacy campaigns using the right approaches and techniques that will yield the most significant change in their communities.</p> <ul style="list-style-type: none"> - Understand the difference between the use of social marketing and advocacy to achieve the desired change. - Define the advocacy problem; specify the behavioral problem and how to tackle it. - Define alternative solutions, and specify the criteria for prioritizing solutions. - Learn techniques on data collection and analysis; - Strengthen the advocacy subject; - Communicate the advocacy campaign. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Successfully testing the advocacy-training program with PAP grantees. - Evaluation results show that 95% of participants thought the training program was excellent. - Provided the first Advocacy training in Arabic for seven NGOs who will implement programs that aim at increasing youth public discourse in key water, energy and solid waste issues. - PAP opened the registration for this workshop to other NGOs, training 10 participants from 9 local NGOs. 		
Next steps	<p>PAP will continue to use this training program with grantees as one of the skills-based training programs to support them in the implementation of grants, as well as with potential applicants to provide them with the tools to respond to future RFAs.</p>		

Table 11 Training course on “Image management and public speaking”

Timeline	Sept 6 - 12, 2011.	Conducted by consultant, Mrs. Zein Ghanma	
Details of activity	<ul style="list-style-type: none"> - The Green Building Council of Jordan conducted this training course for its members and offered a number of seats for PAP’s grantees. - The Green Building Council in collaboration with PAP hired Mrs. Zein Ghanma, consultant in communications, to carry out the training. 		
Purpose	<p>This workshop aimed at giving PAP’s grantees working on youth advocacy initiatives the necessary tools to polish their image by developing their public speaking skills, articulating their messages more effectively to their target audience and learn tools, to inform or convince in meetings and discussions.</p> <p>Topics covered during the training:</p> <ol style="list-style-type: none"> 1. Managing Image. How to manage people’s impression of you and sustain interest & effective communication. 2. Organizing thoughts. Structuring the content and language of an effective message, breaking the ice and arousing interest, etc. 3. Connecting with audiences. Understanding a presenter’s relationship with an audience; exploring performance techniques that one should employ to engage audiences and be more effective. 4. Boosting confidence. Becoming aware of self in relation to others. Taking control and eliminating anxiety to convey confidence. 5. Vocal delivery. Projecting voice and achieving vocal variety to achieve instant & clear communication. 6. Body language. Using body language to enhance ideas rather than distract from them. 7. Handling questions & visual aids. Designing and handling visuals and dealing with questions effectively and diplomatically. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Strengthening PAP’s network with JGBC members; - Testing Zain Ghanma’s approach and how well the training fits with the needs of PAP’s grantees; - Analyze the public speaking skills of PAP’s grantees to decide on the level of technical assistant that each applicant may need to form their advocacy case; - The evaluation results of this training were extremely positive by all the grantees. 		
Next steps	PAP will continue to use this training program with grantees as one of the skills-based training programs to support them in the implementation of grants, as well as with potential applicants to provide them with the tools to respond to future RFAs.		

2.2.3 EDUCATION AND YOUTH

Much of the activities targeting education and youth are still on-going except two activities that were completed during the last six months as indicated in tables 12 and 13. The other ongoing activities are related to the non-competitive grant that will be awarded to Queen Rania Teachers Academy and the supporting contract that will be awarded to the World of Letters firm during November as indicated in tables 14 and 15.

Table 12 Collaboration between PAP and the Peace Corps

Timeline	May 22, 2011		
Details of activity	<ul style="list-style-type: none"> - Forms of collaboration between PAP and Peace Corps on devising the water curriculum of Mercy Corps related to water and water conservation in the Jordanian society; - Ideas for the general framework of the curriculum, such as teaching students to conduct water audits, cleaning water tanks (it could become a profession for the out of school population), use of gardens to promote reuse of water, and environmentally friendly xeriscaping in the communities that the PCVs work in; - Engaging local communities in activities related to water harvesting by calling on partners (such as Shabakat Al Urdun, Kulluna Al Urdun); - Teaching students to measure water quality; - Keeping school diaries: do they use greywater? How much is their water bill? How do they conserve water? 		
Purpose	Find areas of cooperation		
Status	Completed	On going	On hold
Next steps	Follow up once EE curriculum developed by WoL is developed and share it with Mercy Corps		

Table 13 Water activity at the International Youth Day (IYD)

Timeline	Jul 20, 2011	Conducted by PAP team	
Details of activity	This annual USAID event for 2011 took place at al Hussein Sport City. It hosted 350 university students (third and fourth years) representing different public universities in the kingdom. USAID requested projects to participate at the IYD with workshops, plays, presentations; etc... through which each USAID funded project presents its' area of work and approach to participants.		
Purpose	<ul style="list-style-type: none"> - Raise awareness about USAID/Jordan; - Increase awareness of historical accomplishments; - Increase opportunities for USAID projects to interact with youth; - Promote USAID's new website. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Delivery of two back to back sessions – water conservation activity titled (Your One-day Water Footprint)- 61 youth attended the activity; - Youth members of environmental clubs approached PAP and asked to carry out the water conservation activity at their universities; - Display booth for PAP, fully branded with info-graphics on the wall that also 		

	<p>contributed to the water footprint theme;</p> <ul style="list-style-type: none"> - Media participation: established contact with six media representatives and conducted three minutes live segment with Rotana radio
Next steps	<ul style="list-style-type: none"> - Build networks with universities' environmental clubs; - Maintain connection with members of environmental clubs at universities; - Promote PAP's Facebook group within university students; - Develop an energy conservation activity.

Table 14 Non-competitive grant with Queen Rania Teachers Academy

Timeline	May- ongoing	Conducted by QRTA and PAP team	
Details of activity	<p>- May 14th: QRTA conference titled "Towards a More Engaged Learner ". The organizers of the conference were QRTA in cooperation with University of Columbia's Teacher's Academy, Ministry of Education, and UNICEF. The conference targeted teachers , school principals, and participants of the QRTA's training program (School Networks) in the public school sector in Jordan, including "Madrasati" schools, ERSP(Educational reform schools program) and JEI (Jordan Education Initiative). We attended a workshop on project based education and the "Touch Stone" workshop on active learning, learning through debate.</p> <p>-Throughout June: Situational analysis and school selection for QRTA in Ajloun, Maddaba and Amman directorates as part of their non-competitive grant with PAP:</p> <ul style="list-style-type: none"> • Over 15 schools were visited in three different areas. Conducting interviews with 4 teachers and the principal in each school. • Conducted school ground observation to check state of faucets, general cleanliness of the school grounds, bathrooms, labs, vocational education room and playground. <p>-Throughout August-September 2011: number of meetings between QRTA and PAP as well as technical assistance in order to discuss and refine QRTA's grant proposal to PAP.</p>		
Purpose	Pre-implementation stage, technical assistance to offer expert advice to QRTA in order to review and prepare their grant activities of environmental education and participatory methodology in formal education settings.		
Status	Completed	On going	On hold
Successes	Technical agreement to proceed with non competitive grant		
Difficulties	The process of signing the grant with QRTA has taken much longer than expected. This has created delays in the implementation of trainings to teachers and therefore some key activities have been moved to later stages in the project.		
Reasons for	Budgetary issues.		

shortcomings	Some issues regarding M&E knowledge on behalf of the grantee. Lack of familiarity with USAID rules and regulations in writing and presenting their proposal.
Actions to overcome them	Extensive technical support has been given to QRTA in order to review and refine their initial proposal. One staff at QRTA will receive M&E training from PAP.
Next steps	Signing of contract, beginning of implementation planned for November 2011.

Table 15 Contract with World of Letters

Timeline	May 2011 - Ongoing	Conducted by WOL and PAP team	
Details of activity	<ul style="list-style-type: none"> - WoL (World of letter, technical consultant for Environmental Education Project) - Throughout the month of may and subsequent months up til today, PAP is continuously meeting with WoL in order to refine and finalize the curricula to be used for the training of teachers in partnership with QRTA. - WoL has received technical support from PAP in order to define and include a number of environmental attitudes and behaviors regarding water, energy and solid waste in their curricula. PAP's M&E specialist also worked with WoL to refine their logframe and measurement indicators. - The various meetings and discussions were also held in order to coordinate and streamline the collaborative work between QRTA and WoL as they are implementing partners. - Many discussions were also held at the financial level in order to agree on budget items and expenditures. 		
Purpose	Technical assistance for WoL as part of the pre-implementation phase		
	Completed	On going	On hold
Successes	Reached a technical agreement on implementation of the contract with Queen Rania Teacher's Academy.		
Difficulties	Delays in signing the contract		
Reasons for shortcomings	Internal and external communication issues		
Actions to overcome them	Work closely with WoL and QRTA. Carry out a "logic model" activity with WoL and QRTA in order to find gaps and difficulties as well as ways to streamline the work during implementation.		
Next steps	Signature of the contract after budgetary approval. Start training of teachers in November.		

2.2.4 BUILDING PARTNERSHIPS

PAP continued its efforts to build partnerships with many potential partners. PAP team was involved in working with other partners on the following events:

- Develop a concept paper on social gaming
- Meeting with the Environmental Department at Greater Amman Municipality (GAM)
- Central Trade and Auto Co. Toyota Jordan Corporate Social Responsibility
- “Cozmo Goes Green” Sorting Station Initiative
- Memorandum of Understanding (MoU) with the Ministry of Environment, Royal Administration for Environmental Protection / Royal rangers (RR) and ECODIT on behalf PAP
- Establish connection with the Jordan Development Zone (JDZ) concerning solid waste problems in key touristic areas
- Public Awareness and Communication program/ Amman Solid Waste Management
- Organizing and participating in the workshop for U.S. short-listed firms for detailed design, fabrication and installation of water and energy exhibit for the Children Museum of Jordan
- Continued Mentoring key staff at line ministries, utilities, and Municipalities
- Support to Codes & laws enforcement W/RSS_Drivers of change
- Working with CMJ on efforts to renovate and retrofit iconic buildings (local currency, CSR)

Table 16 Develop a concept paper on social gaming

Timeline	May 22 - Jun 2, 2011.	Conducted by Int@j and PAP team	
Details of activity	<p>As PAP is exploring the social gaming market, additional information is needed to be able to understand the trends and needs in the market, and eventually utilize social gaming for behavior change.</p> <p>Int@j was approached by PAP in order to gain a clearer understanding of the local gaming industry and the gaming market.</p> <ul style="list-style-type: none"> • Meetings with Int@j and the Jordanian Gaming Task Force; • Follow up with Int@j to collect information about the gaming market; • Develop a concept paper for Int@j to use with gaming companies in order to develop game ideas that go in-line with PAP’s objectives; • Share paper with companies and gather their feedback. 		
Purpose	Collaboration with Int@j in order to gain ideas from the gaming industry on gaming concepts and learn about current trends that can be utilized to achieve PAP’s objectives.		
Status	Completed	On going	On hold
Successes	<p>A paper was developed that describes the needs of PAP and was sent to gaming companies to get their feedback and ideas.</p> <ul style="list-style-type: none"> • Many ideas were born out of this coordination. The market and the industry 		

	<p>of gaming are better understood by PAP.</p> <ul style="list-style-type: none"> The information helped in formulating a research around social gaming
Difficulties	The private sector companies did not give feedback on the paper that was sent to them by Int@j.
Next steps	N/A

Table 17 Meeting with the Environmental Department at Greater Amman Municipality (GAM)

Timeline	Started in Jun 2011.		
Details of activity	A meeting was conducting with environmental department staff at GAM to explore ongoing and future projects implemented by / or carried out through GAM		
Purpose	Building partnership with public sector to minimize waste problem in public areas		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Establish a connection with Environmental Department at GAM. - Exploring pilot projects in solid waste sorting 		
Next steps	<ul style="list-style-type: none"> - Maintain connection with the Environmental Department at GAM. - PAP to invite GAM to capacity building workshops for governmental institutions development. 		

Table 18 Central Trade and Auto Co. Toyota Jordan Corporate Social Responsibility

Timeline	Started in Jun 2011.	Conducted by TOYOTA & PAP team	
Details of activity	Pioneer initiative in solid waste management (emphasis on littering) by Toyota Jordan with technical support from PAP and in cooperation with GAM. Whereas, Toyota Jordan intends to install littering bins in specific public areas to minimize waste problems as a part of their corporate social responsibility (CSR) initiatives. Toyota requested support from PAP in order to determine the most appropriate size for solid waste containers as well as key locations. PAP arranged meetings between GAM and Toyota Jordan in order to find areas of cooperation.		
Purpose	Building partnerships with the private sector in order to minimize waste problems in public areas.		
Status	Completed	On going	On hold
Successes	PAP created a bridge for collaboration between GAM and Toyota to carry out their littering campaign.		
Next steps	<ul style="list-style-type: none"> - Follow up and coordinate with all parties involved in the Toyota Jordan 		

	<p>initiative.</p> <ul style="list-style-type: none"> - GAM, Toyota and PAP will select locations to install the littering bins.
--	-------------------------------------------------------------------------------------------------------------------------------------------------

Table 19 “Cozmo Goes Green” Sorting Station Initiative

Timeline	Jun 26, 2011.	Participation in a workshop	
Details of activity	A sorting station pilot project by Cozmo shopping mall and in cooperation with Entity Green Company, which aims at adopting eco-friendly practices by customers and citizens of the area as part of Cozmo’s corporate social responsibility in the environmental arena, whereas this pilot project will help in minimize solid waste problems by reducing the amount of waste that gets into the solid waste stream by retrieving recyclables at their source.		
Purpose	Exploring new solid waste management initiatives in the country by the private sector		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Establish connection with public and private institution concerned in the field - Conduct a meeting with the Minister of Environment 		
Next steps	Maintain connection with the private sector concerned in the field of solid waste management.		

Table 20 Memorandum of Understanding (MoU) with the Ministry of Environment, Royal Administration for Environmental Protection / Royal rangers (RR) and ECODIT on behalf PAP

Timeline	Jun 26, 2011 - on going.		
Name & details of activity	<p>The MoU includes the following three phases: preparation phase, planning phase and implementation phase.</p> <p>Whereas the first phase was accomplished and included:</p> <ul style="list-style-type: none"> - Defining the objectives of the MoU and work procedures. - Conducting several meetings with MoEnv and RR. - Defining roles and responsibility for each party. - Draft MoU submitted to parties for approval. - Draft MoU submitted to home office/ ECODIT for approval. - Draft MoU submitted to USAID for approval. 		
Purpose	The MoU is intended to promote cooperation in the field of managing solid waste and conservation of water and energy in beaches, parks, campsites, highways, municipalities, and other areas prone to high volumes of public traffic and/or other areas.		
Status	Completed	On going	On hold

Successes	Promote PAP's work in the field of social behavior change in solid waste management within public institutions
Next steps	- Signing the MOU

Table 21 Establish connection with the Jordan Development Zone (JDZ) concerning solid waste problems in key touristic areas

Timeline	Jul 3, 2011		
Details of activity	<ul style="list-style-type: none"> - Identify objectives of cooperation in the field of solid waste management with JDZ; - Conduct a meeting with JDZ exploring these areas of cooperation. 		
Purpose	Find areas of cooperation between PAP and JDZ to reduce solid waste problems in specific touristic areas that fall under JDZ jurisdiction including the Zara Hot Springs and the Dead Sea road.		
Status	Completed	On going	On hold
Successes	Establish connection with one of the vital institution in Jordan that is concerned in developing these touristic areas.		
Next steps	Linking JDZ with other development project working in related areas		

Table 22 Public Awareness and Communication program/ Amman Solid Waste Management

Timeline	Aug 3, 2011.	Participation in a workshop	
Details of activity	<ul style="list-style-type: none"> - Greater Amman Municipality (GAM) in cooperation with the World Bank, is currently implementing a Solid Waste Management Project through which the Consolidated Consultants for Engineering (CC) has been awarded to develop a "Public Awareness and Communication Program". This training course is targeting governmental and municipal officials. - GAM and CC invited participants from different segments; public and private sector to a Focus Group discussion to review opinions and suggestions of all stakeholders in the field regarding the solid waste messages put forward by the "Public awareness and Communication Program" for their solid waste management project. 		
Purpose	GAM and CC were seeking technical advice from PAP prior to starting implementation in order to limit complications and streamline actions.		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - PAP established connection with the attendees - PAP conveyed social marketing input to GAM and CC 		

Next steps	Maintain connection between GAM , CC and PAP
-------------------	----------------------------------------------

Table 23 CMJ Exhibit Design, Fabrication and Installation

Timeline	Oct 1, 2010 - March 2013		
Details of activity	<p>May 17, 2011 – Issued a Request for Expressions of Interest (EOI) for the detailed design, fabrication, and installation of a Water and Energy Exhibit at CMJ.</p> <p>May 19, 2011 – Held Q&A session about Request for EOIs at the Association of Children’s Museums Meeting in Houston, Texas</p> <p>June 24, 2011 – Received EOIs from ten firms/consortia of firms</p> <p>August 1, 2011 – After evaluating the proposals, including reference checks, four firms/consortia were shortlisted and notified.</p> <p>August 16-18, 2011 – Workshop was held for the shortlisted firms in Jordan to learn first-hand about CMJ, discuss the Museum’s expectations and vision for the exhibit, tour the museum and observe the floor space to be made available for the proposed Exhibit, and meet with prospective local Jordanian firms.</p> <p>August 22, 2011 – Request for Proposals (RFP) was issued to the short-listed firms</p> <p>October 6 – Received proposals from two short-listed firms</p>		
Purpose	To select a firm to design, fabricate, and install an innovative, immersive Water and Energy Exhibit at CMJ.		
Status	Completed	On going	On hold
Successes	We received 10 Expressions of Interest in the Exhibit, and we received good proposals from two top-tier firms/consortia. In addition, the EOI and RFP processes have importantly built CMJ’s capacity, as the Museum intends to undergo such competitive processes at least annually in the future.		
Next steps	Currently reviewing the technical and cost proposals for the design, fabrication and installation of water and energy exhibits at CMJ, after which we will issue a contract to the winning firm/consortia. We will then work closely with this firm/consortia and CMJ to complete the Exhibit by March 22, 2013 (World Water Day).		

2.2.5 COLLABORATION WITH OTHER USAID PROJECTS AND OTHER DONOR AGENCIES

PAP continued collaboration with other USAID projects and donor agencies in Jordan. As indicated in tables 24 through 27, PAP staff was involved in activities with other USAID projects and participated in events organized by other donor agencies in Jordan. These activities include:

- Collaboration with USAID –IDARA to produce a Guide to Best Management Practices (BMP) in Strategic Communication for Water and Energy Utilities
- Water Supply and Sanitation Plumbing Code Training
- Institutional Support and Strengthening Program (ISSP) - Reforming the Water Sector in Jordan
- Assessment of Grey water Systems in Jordan – Roundtable sponsored by GIZ

Table 24 Collaboration with USAID –IDARA to produce a Guide to Best Management Practices (BMP) in Strategic Communication for Water and Energy Utilities

Date / Timeline	Feb to Jun, 2011.		
Details of activity	<p>The Guide to Best Management Practices (BMP) in Strategic Communication for Water and Energy Utilities is the result of a collaborative effort between two development programs funded by the US Agency for International Development (USAID) and consultations with professionals working in the Jordanian water and energy sectors. It is a practical work meant to exhibit the value of communication and describe how Jordanian utilities can use communication tools to improve their relationship with their subscribers.</p> <p>The development, production, and training on this guide is intended for a specific cadre of individuals; namely the communication and outreach staff at frontline ministries and sector utilities including those managed by the Ministry of Water and Irrigation and the Ministry of Energy and Mineral Resources and those under independent management such as Miyahuna, Aqaba Water Company, and Kingdom Electricity for Energy Investments. Additionally, it is meant for a secondary audience –those who make policy and affect program design at target institutions.</p> <p>Review and amend the utilities guide.</p> <p>The amendments included the following:</p> <ul style="list-style-type: none"> - Amending the text to better explain the information in the guide; - Adding illustrations and visual aids to help the reader understand the text 		
Purpose	<p>The Guide is intended to enable its reader to:</p> <ul style="list-style-type: none"> - Integrate research findings into communication design at all levels; - Comprehend the different roles and purposes of various communication functions; - Foresee and plan relevant communication interventions to support respective organizational needs; - Identify the sequential steps to behavior change communication as outlined in the BEHAVE framework; - Design and implement a planned behavior change communication program sensitive to the context and needs of your constituencies; and - Evaluate program implementation and incorporate necessary revisions. 		
Status	Completed	On going	On hold
Successes	Held a successful workshop at the IWA conference Efficient 2011 were a training was given to test the materials in the guide.		

Next steps	<p>Coordinate with IDARA on the graphic design and production of the guide in Arabic. It is expected that the guide will be printed in its final version by the end of January 2012, after which PAP will initiate a series of trainings for the staff at Ministries and utilities to ensure that:</p> <ul style="list-style-type: none"> - The correct behaviors are being promoted, - These behaviors achieve demonstrated impact, and - The results can be measured.
-------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Table 25 Water Supply and Sanitation Plumbing Code Training

Timeline	May 29 - 30, 2011.		
Details of activity	<ul style="list-style-type: none"> - The USAID-funded IDARA Project /Instituting Water Demand Management in Jordan conducted a training course in Water Supply and Sanitation Plumbing Code during the period of May, 22nd, 2011 to June, 2nd, 2011. - This training targeted architects, governmental and municipal officials, plumbing material, fitting suppliers and manufacturers, engineering Consultants/Designers and Engineering professors and Plumbing Contractor. - This training covered topics which are important for the employees who are working in the related field in the governmental institutions and municipalities. 		
Purpose	<p>USAID-IDARA project sponsored this training session to introduce the Jordanian Unified Plumbing Code (JUPC) to professionals working in the construction, water and the environmental field in Jordan.</p> <p>Raise the capacity of workers in the field, to establish a baseline for new regulations which will govern this profession and enter into force.</p>		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - PAP technical staff has complete knowledge about IDARA's course in water supply and sanitation plumbing codes. - Established connection with professionals in the field. - PAP explored IDARA's work domain in order to avoid overlapping within USAID's project activities. 		
Next steps	Transfer knowledge gained to PAP technical team and potential grantees in the field.		

Table 26 Institutional Support and Strengthening Program (ISSP) - Reforming the Water Sector in Jordan

Timeline	Jun 19, 2011.	Participation in a workshop	
Details of activity	Presented the findings and results of the institutional assessment presenting the comprehensive package for reform and restructuring across the water sector to meet critical needs Discussed the recommended reform package and work to identify priorities for implementation.		
Purpose	Reforming the Water Sector in Jordan		
Status	Completed	On going	On hold
Successes	The workshop successfully presented the findings and results of the institutional assessment presenting the comprehensive package for reform and restructuring across the water sector to meet critical needs.		
Next steps	PAP will assist the ISSP project in a multitude of tasks such as, establishing communication strategies among concerned parties, advocacy work, and social marketing work related to behavior change in the water and energy sectors.		

Table 27 Assessment of Grey water Systems in Jordan – Roundtable sponsored by GIZ

Timeline	Jun 23, 2011.	Participation in a workshop	
Name & details of activity	<ul style="list-style-type: none"> - Promoting water harvesting in Jordan at the household level and large consumers. - The need for standards for greywater reuse based on end use of the water. - Promoting Public Private Partnership (PPP) between donor agencies and the private sector to carry out projects related to greywater harvesting in Jordan. - The proposed Jordanian Plumbing Code should support greywater harvesting in Jordan by setting standards, specifications and enforcement. 		
Purpose	This event was the closing event for the Public Private Partnership (PPP) in collaboration with Hansgrohe AG and another event in the series of the GIZ Round Table Discussions.		
Status	Completed	On going	On hold
Successes	Informed the audience about grey water success stories in Jordan		
Difficulties	The workshop concluded that plumbers are the main barrier to having a successful greywater system program in Jordan. They lack the necessary knowledge about typical plumbing used in greywater systems. Another related difficulty is the lack of plumbing code in Jordan. To overcome these difficulties the workshop recommended working with vocational schools to train future plumbers on how to install, repair and maintain greywater systems.		

2.3 GRANTS PROGRAM

During Year two of the project, PAP issued 10 Requests for Applications (RFAs) covering many behaviors in water, energy and solid waste themes. Tables 28 and 29 provide details on the issued RFAs and links to the eight campaigns included in the work plan. As indicated in the two tables, more than 220 persons from NGOs, CBOs and private firms participated in the two pre-solicitation workshops that took place after the announcement of the RFAs in the local newspapers and on PAP's webpage. Additional details on the two workshops are depicted in table 30.

Table 28 Summary of the first batch of RFAs issued in Year 2

FIRST BATCH					
Number of people at pre-solicitation workshop			140		
			Male: 76		Female: 64
Number of members on the external Grants Evaluation Committee			11		
RFA No.	RFA Title	PAP Campaigns	Number of applications	Expected No. of Grants	Duration (Months)
001-2011	Enhance Curricula and Teaching Methods to Develop Spiritually-Based Values for Students of Shari'ah , related to Water, Energy and Environment	8	6	2	24
002-2011	Increase Youth Public Discourse in Key Water Issues	8	24	4	6
003-2011	Increase Youth Public Discourse in Key Energy Issues	8	16	2	6
004-2011	Increase Youth Public Discourse in Solid Waste Issues (incl. Littering)	8 & 7	10	2	6
005-2011	Development of Books, and Games For Children Focused On Water, Energy and Environment	8	13	2	12

Table 29 Summary of the second batch of RFAs issued in Year TWO

SECOND BATCH					
Number of people at pre-solicitation workshop			81		
			Male: 48	Female: 33	
Number of members on the external “Grants Evaluation Committee”			7		
RFA No.	RFA Title	PAP Campaigns	Number of applications	Expected No. of Grants	Duration (Months)
007-2011	Promotion of Water and Energy Efficiency and Conservation Behaviors inside residences	1	10	1	22
008-2011	A Social Marketing Program for households to improve indoor conservation behavior in water and energy	2	8	1	22
009-2011	A Social Marketing Program for households to improve outdoor conservation behavior in water and energy	2	9	0	20
010-2011	Water and Energy Efficiency and Conservation Activity for the Construction Industry	1	8	1	24

Table 30 Pre-solicitation workshop for launch of RFAs

Timeline	April 7 & Jun 20, 2011.	Conducted by PAP team			
Details of activity	PAP invited a number of partners, stakeholders, for profit and non for profit organizations to a workshop to launch its RFAs as well as give detailed information on the application process.				
Purpose	<ul style="list-style-type: none"> - Describe and clarify PAP’s process to initiate an RFA, and awarding a grant; - Present the technical background, purpose, and specific objectives of each RFA; - Highlight PAP’s grant process and eligibility criteria; - Discuss the grant application process - Provide the interested organizations with the opportunity to meet PAP’s team, ask questions, and inquire about technical and financial issues; - Strengthening PAP’s network. 				
Status	Completed	On going		On hold	
Successes	<ul style="list-style-type: none"> - Through its pre-solicitation workshops PAP managed to receive a high number of applications for its RFAs. - Good networking activity for PAP. - PAP partners express their satisfaction from PAP transparency approach. 				
Next steps	Award some grants.				

Table 31 provides details on the implementation process of batch 1 and 2 of issued RFAs during the second year of PAP. The table shows the 12 steps that it takes from the RFA preparation until the grant application completion and close-out. A thorough review of the process conducted by PAP team concluded the following lessons learned:

1. PAP received too many / low-quality applications. We need to do a better job of writing the RFA and instructions
2. Convening the Grants Evaluation Committee was time-consuming and laborious; we need to identify committee members earlier
3. Due diligence is time-consuming and iterative; we need a clear template (technical and financial) and do technical first, then financial; “practice makes master”
4. Applicants need a lot of technical and administrative support; time consuming but part of capacity building (e.g., “notes”)
5. COTR feedback is useful. We need to invite the COTR to participate upstream (GEC).
6. The importance of scheduling batches to match available resources and to avoid “bottlenecks”

Table 31 Details on implementation of the first and second batch of RFAs

RFA Step No	Appr. Duration (days)
1. RFA preparation	4-5 wks per batch
2. USAID approval of RFA	1 wk
3. RFA announcement (ad + Q&A)	1 wk
4. Conduct pre-solicitation workshop (proposal writing?)	
5. Receive applications	30-45 days
6. Initial screening of applications	2-3 wks
7. Evaluation of eligible applications (recruit , review, scoring)	3 wks
8. Selection of grantees	1-2 mo
8.1 Due diligence review (before or after GEC decision?)	
8.2 Technical, financial and M&E review	
8.3 Grant preparation	
9. USAID and GOJ approval of Grant Agreement	2-3 wks for COTR 2-3 wks RCO Up to 60 days GOJ
10. Post Award Orientation	During Step 9
11. Grant implementation and M&E	Grant period
12. Grant completion and close-out	1 wk

2.4 AD-HOC SURVEYS AND ASSESSMENTS

In phase I and II, PAP conducted several assessments that were used in designing much of the planned activities to be implemented in phase III. PAP team and stakeholders have been referring to the conducted research posted on PAP's webpage in designing new RFAs. Through its grants program, PAP is intending to award funds for the development of several public campaign(s) to raise knowledge levels among the Jordanian public on water and energy efficient technologies. To initiate this process, PAP conducts its own situational analysis exercise to understand marketing and consumption patterns for household water and energy consuming/producing appliances and learn more about knowledge levels among other players. As indicated in tables 31 through 37, PAP implemented during the second year the following surveys:

- Survey of vendors of electrical appliances
- Research on the video gaming market
- Situational Analysis of Environmental Practices at Camp Sites in Southern Jordan
- Situational Analysis for Vendors of Water Efficiency Devices (for Indoor and outdoor use)
- Situational analysis for landscape designers/companies
- Field Assessment of Domestic Solar Water Heaters (SWH)
- Media content analysis study

Table 31 Survey of vendors of electrical appliances

Timeline	Feb to Jun, 2011.	Conducted by PAP team
Details of activity	<p>Survey components comprise of a desktop survey and vendor interviews.</p> <p>Data collection:</p> <ol style="list-style-type: none"> 1. Desktop survey; 2. Visiting ministries, department of statistics, donors and private energy firms. <p>Field visits to vendors:</p> <ol style="list-style-type: none"> 1. Amman – 8 visits 2. Madaba – 4 visits 3. Karak – 3 visits 4. Irbid – 3 visits <p>Final reporting of results</p>	
Purpose	<p>Through its grants program, PAP intends to award funds for the development of public education campaign(s) to raise knowledge levels among the Jordanian public on energy efficient technologies. This entails a level of cooperation with the vendors who have a significant role in facilitating the consumer's decision making process.</p> <p>To initiate this process, PAP planned to conduct its own situational analysis to understand marketing patterns for household energy consuming/producing</p>	

	<p>appliances and learn more about knowledge levels among the vendors and customers themselves. The survey lists 3 potential targets; a) vendors of home appliances in selected governorates in the Kingdom, b) vendors of solar heating systems, c) customers walking in and out of above mentioned shops.</p> <p>Vendor visits were conducted in East & West Amman, Madaba, Irbid, and Karak.</p> <p>Survey objectives:</p> <ol style="list-style-type: none"> 1. What type of marketing techniques do vendors use when promoting home appliances; 2. Factors influencing the customer decision making process; 3. Consumer habits and trends; 4. Knowledge levels among the vendors themselves on a) customer lifestyle and needs b) technical details of products they promote c) government incentives related to energy saving products. 		
Status	Completed	On going	On hold
Successes	This situational analysis lead to the launch of RFA 06, dedicated to vendors of household appliances.		
Next steps	Pursue grant making process for RFA 06. Currently on hold because PAP is waiting on JISMO to review and define its position on regulation and specifications for water and energy saving household appliances.		

Table 32 Research on the video gaming market

Timeline	April 18 - May 9, 2011.	Conducted by PAP team	
Details of activity	<p>A brief research was conducted on the video gaming industry and market, with focus on the trends in the local markets and the region. The research starts with definitions of Social Gaming then looks at the topic from a global and a regional perspective. To formulate the research paper several sources were utilized</p> <ul style="list-style-type: none"> • Meeting with CEO of Mayalward, Nour Khrais, and CEO of Gate2Play, Muhannad Ebwini, both companies work in the IT game development sector and understand the trends and needs in the market; • Meeting with Int@j and the Jordanian Gaming Task Force which is formed of several gaming companies, and getting their input and relevant information for the research; • Search the internet to find relevant statistics and articles regarding related topics. 		
Purpose	To understand more how gaming could be utilized in social marketing and help in PAP's work, and potentially launch an RFA for gaming.		
Status	Completed	On going	On hold
Successes	A research paper was completed which contains important and relevant information		

	about the gaming industry and markets, which will support PAP's work.
Next steps	Designing an RFA specific for gaming and possibly conduct more research on this topic.

Table 33 Situational Analysis of Environmental Practices at Camp Sites in Southern Jordan

Date / Timeline	April 25 - 28, 2011.	Conducted by PAP team	
Details of activity	<ul style="list-style-type: none"> - Gaining field knowledge about the current practices concerning Water, Energy and Solid waste at the municipality level in southern Jordan (Aqaba, Wadi Rum and Wadi Musa). - Observe the extent of the problem of solid waste management at various locations in the corridor between the Dead Sea area and City of Aqaba. - Observe the use of natural resources and energy at camp sites in Wadi Rum and Wadi Musa. Examine Solid waste practices carried out by camp managers at desert camp sites. - Promote and increase awareness of the concept of Eco-Standards to government officials, NGOs and camp managers in southern Jordan. - Understand the environmental problems facing camp sites in Wadi Rum and Wadi Musa and the issues that might hinder the applicability of Eco-standards at the camp sites. - Perform water and energy audits at camp sites in Wadi Rum and wadi Musa and access the potential use of water and energy saving measures. - Obtain the opinions of campers about Eco-Standards and Eco-Camps and access their awareness and sensitivity to environmental problems. 		
Purpose	Assessment of solid waste management and littering at Camp Sites and spread Awareness around Camp Sites about ECO-Standards		
Status	Completed	On going	On hold
Successes	Raised awareness among camp site managers and owners about ECO-Standards and efficient use of water and energy		
Difficulties facing camp owners	Some camp owners did not have the financial means to implement water saving technologies.		
Actions to overcome difficulties	Incentives and financial support		
Next steps	Work with USAID-Siyaha and other NGOs on establishing Jordanian ECO-Standards		

Table 34 Situational Analysis for Vendors of Water Efficiency Devices (Indoor and outdoor use)

Timeline	May 23, 2011.	Conducted by PAP team	
Details of activity	<ul style="list-style-type: none"> - Develop a water efficiency devices vendors questionnaire; - Identify hardware stores and gardening shops to be included in the study; - Conduct a site visit to shops and one on one meeting sessions with shop-keepers/owners; - Identify findings and recommendations for the study; - Write the final report. 		
Purpose	<ul style="list-style-type: none"> - Assess level of knowledge of shop-keeper about the water situation in Jordan, and align it to the products sold at the shop. - Assess customers' profile and purchasing trends. - Define selling points for vendors for water efficiency devices. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Establish connections and networks with five large vendors for water efficiency devices; - Establish a baseline in the field of vendors of water efficiency devices. 		
Next steps	Use the study findings to draft future RFAs.		

Table 35 Situational analysis for landscape designers/companies

Timeline	Jul 3 - Aug 3, 2011.	Conducted by PAP team	
Details of activity	<ul style="list-style-type: none"> - Identify landscape designers/companies to be included in the study; - Conduct one on one meeting sessions; - Identify findings and recommendations for the study; - Write the final report. 		
Purpose	<ul style="list-style-type: none"> - Measure the level of knowledge of Jordan water situation and water conservation practices. - Measure client preference trends from a landscaper's perspective. - Assess the tradeoff between water conservation and clients' needs. - Assess the client base of landscape companies. 		
Status	Completed	On going	On hold
Successes	<ul style="list-style-type: none"> - Establish connections and networks with four large landscape companies - Assessment of landscape field in terms of water consumption 		
Next steps	The study findings will be used for the development of future RFAs tackling outdoor water use.		

Table 36 Field Assessment of Domestic Solar Water Heaters (SWH)

Timeline	Aug 2011 - Ongoing	Conducted by ECOSOL, local consulting firm	
Details of activity	<ul style="list-style-type: none"> - Collecting lists of clients that installed SWH (from different vendors); - Drafting RFP; - Reviewing applications; - Awarding ECOSOL to carry out the survey; - Implementing 154 field visits; - Several progress meetings. 		
Purpose	<p>Gain better understanding of the weaknesses and strengths of SWH in Jordan through:</p> <ol style="list-style-type: none"> 1. Calculating and measuring cold water loss due to SWH on a household level. 2. Conducting a situational analysis on the use and status of SWH from the customer's point of view. 3. Proposing applicable solutions to overcome the cold water loss issue in Jordan. <p>Based on the results of this survey, PAP will draft specific programs or grants to overcome major difficulties related to SWH.</p>		
Status	Completed	On going	On hold
Successes	154 field visits were completed, complete set of data is available and currently being analyzed.		
Next steps	Follow up with study results and take necessary actions.		

Table 37 Media content analysis study

Timeline	Feb 8, 2011 to Feb 05, 2012.	Conducted by Maureen Taylor, consultant	
Details of activity	<p>PAP is conducting a media survey that requires a review of the current content for print, online, and on-air media as to provide a qualitative, quantifiable baseline of Jordan's media coverage on PAP's three thematic areas – water, energy and waste management. PAP is tasked with increasing and improving, where relevant and necessary, the quality of media coverage by the various news and media outlets as a means of informal education to the Jordanian public.</p> <p>Dr. Maureen Taylor, a seasoned media content analyst and a professor of journalism and mass communication, was contracted to develop a media content analysis tool (CAT) and train two Jordanian coders to work with PAP for the purpose of conducting a desktop review of the Jordanian media on PAP's three thematic areas.</p>		

Purpose	<ul style="list-style-type: none"> - To understand what type of media coverage water, energy and environmental issues have been receiving; - To understand how these media outlets work and how PAP's topics of interest can be promoted in their media more systematically and more often; - To assess capabilities of media professionals in investigative reporting on PAP's three thematic areas; - To determine the level of awareness on Water, Energy, and Environmental issues amongst media professionals; - To assess the level of interest and commitment of media outlets; - To enable PAP to identify potential future partners. 		
Status	Completed	On going	On hold
Successes	<p>The categories in the content analysis tool are operationalised for the first time to cover environmental topics. Content analysis creates a scientific way to identify and measure specific content features of news. It is used to set a reliable baseline for PAP and understand current trends in media coverage of environmental issues.</p>		
Next steps	<p>The two Jordanian coders will assess the various media content based on an agreed sample (specified in the CAT) starting Oct, 2011 and for the period of two months. Results will be compiled, analyzed, and reported to PAP in final format beginning of February, 2012.</p>		

2.5 PAP MEDIA EXPOSURE

PAP continued to maintain its media presence as necessary. Table 38 and 39 show the main media coverage.

Table 38 PAP's main media coverage during Year 2

Media	Date	Topic	Guest
Viva Magazine	August Issue	PAP's visit to BumbleBee's KG to raise awareness on water issues	
Farah Al Nas	Jul 24	Water scarcity and water conservation in households	Khawla Al Hourani
Jordan Radio/ Fursan Al Taghyeer with Issam Zawawi	Jul 25	Water scarcity and water conservation in households - Target youth	Eng. Waleed Haddadin (IDRC) and Eng. Mobadda Allabadi (PAP)
JTV/Yawm Jadeed	Jul 28	Water scarcity and water conservation in households	Dr. Amer Jabarin and Hayat Bakeer
JTV/Yawm Jadeed	Jul 31	Guidance on how to buy water and energy efficient appliances	Eng. Muhyee Addeen Tawalbeh (NERC) and Eng. Mobadda Allabadi (PAP)
JTV/Yawm Jadeed	Aug14	Water conservation in relation with Shariah	Ms. litidal Abbadi (Ministry of Awkaf)
JTV/Yawm Jadeed	Aug 21	Energy conservation for households	Eng. Tahreer Al Qaq (ERC)

Table 39 Coverage of PAP events

Media	Date	Topic	Guest
JTV/Yawm Jadeed	Jun 19	Partnership with CMJ to build new water and energy exhibits	Dr. Amer Jabarin and Sawsan Al Dallaq
the Jordan Times, Dustour, and Al Rai newspapers	Jun 16	Signing a MOU with CMJ to build new water and energy exhibits	Event Coverage
Al Rai	Aug 20	Visit of 4 major US exhibit design firms to Jordan	Event Coverage

Details of coverage included in the above table:

Viva Magazine

Viva Magazine offers up-to-date fashion and beauty solutions, gripping reads, celebrity exclusives and thought-provoking local reports. Blending style and substance, it balances the frank and informative with the fun and frivolous, with a circulation of 9,000 copies monthly.

An article was published in Viva magazine about a visit conducted by some of PAP's team to BumbleBee's kindergarten in Al Rabieh. It discussed PAP's work as well as the water scarcity in Jordan and the need to conserve water. The article also focused on the need to educate our children from an early age on water conservation. The estimated reach is 18,000 readers.

Farah Al Nas Radio

Launched in May 2008, Radio Farah Al Nas ("Joy of the People") is a community radio station in Amman, Jordan, that focuses on issues relating to youth and women. Broadcast at 98.5 FM from the Princess Basma Youth Resource Center (PBYRC) in a lower-income area of Amman, the station is run by Jordanian youth. It presents political, development, and social issues, as well as news. Internews established the station together with the Jordanian Hashemite Fund for Human Development (JOHUD) in collaboration with the United States (US)-based Western Kentucky University (WKU). As planned, the station is now managed by JOHUD.

The interview on this station was conducted as part of a morning show. The talent that PAP featured was suitable for the audiences, which were mainly housewives. Khawla Al Hourani is known as the first woman plumber in Jordan, and has the ability to talk directly to women and housewives in an engaging manner.

During the interview, Mrs. Hourani talked about water scarcity in Jordan and how important it is to save water now, not only because Jordan is scarce in water, but also because we need to save what we have of this year's reserve to survive the long summer. She also talked about important behaviors that housewives should adopt to save water. The estimated reach is 10,000 listeners.

Jordan Radio

An interview was coordinated by PAP on the national radio station of Jordan. The interview was conducted on a show that targets youth "Forsan Al Taghyeer". The topic of the one-hour interview was water scarcity and the role of youth in water conservation in households. It also talked about buying water and energy efficient appliances. The talents that PAP introduced were water specialists Eng. Waleed Haddadin from IDRC and Eng. Mobadda Allabadi from PAP. The estimated reach is 15,000 listeners.

Jordan TV

A series of four interviews were conducted on Jordan TV's Yawm Jadeed program. The interviews covered various topics on water and energy. The topics discussed on the show and the talents introduced are illustrated in the table above. The estimated reach of each interview is 50,000 viewers.

3 MONITORING AND EVALUATION

3.1 REVISION OF PERFORMANCE INDICATORS FOR PAP

PAP's monitoring and evaluation specialist has been working for the past couple of months on the revision of the eleven performance indicators outlined for the project in the "PAP monitoring and evaluation strategy". In order to finalize this revision but also to pursue with a more thorough revision of the entire M&E approach for the project, PAP hired Dr. Susan Middlestadt a highly experienced professor on matters relating to behavior change and evaluation from the University of Indiana. Dr. Middlestadt's extensive experience in social marketing as well as in development settings has proved extremely beneficial to the project.

Dr. Middlestadt in collaboration with PAP's M&E specialist has proceeded to a complete review of PAP's performance indicators. The new indicators proposed appropriately measure and respond to the needs of the project's social marketing approach aiming for behavior change at several of levels.

This new set of indicators is mindful of USAID's PMPs defined for the project; they are more suitable and more precise for showing attribution to the project's activities.

The new indicators defined have been organized by priority sector, water, energy and solid waste, as well as per the target audience, household, youth and large consumers. A number of core indicators are now dedicated to measuring PAP's extensive work in "capacity building".

Table 39 bellow presents the new draft set of indicators. Dr. Middlestadt is still working on refining these indicators as well as outlining the rational for each of them.

Table 40 Revised PAP performance indicators

PAP outcomes	Water To USAID Water Office	Solid Waste To USAID Water Office	Energy To USAID Energy Office
Household Behavior	Number of households that currently practice at least two sentinel water conservation or efficiency behaviors	Number of households that currently practice at least one sentinel household waste management behavior Number of households that currently practice at least one public litter control behavior	Number of households that currently practice at least two sentinel energy conservation or efficiency behaviors
Household Awareness of actions	Number of households whose head is aware of at least two water conservation and efficiency behaviors	Number of households whose head is aware of at least one household waste and one public litter control behaviors	Number of households whose head is aware of at least two energy conservation and efficiency behaviors
Youth Behavior	Number of youth who currently practice at least one sentinel water conservation behavior	Number of youth who currently practice at least one public litter control behavior	Number of youth who are aware of at least three sentinel energy conservation behaviors
Youth Awareness of actions	Number of youth who are aware of at least three water conservation behaviors	Number of youth who are aware of at least three sentinel water conservation behaviors	Number of youth who are aware of at least three sentinel energy conservation behaviors
Large consumers Behaviors	Number of large consumers who practice at least two water efficiency practices	Not applicable	Not applicable
Competence & skill People trained by PAP or PAP grantees	Number of people trained through PAP in environmental law, enforcement, public participation and cleaner production policies, skills and techniques for water. Number of water sector staff trained through PAP	Number of people trained through PAP in environmental law, enforcement, public participation and cleaner production policies, skills and techniques for solid waste management	Number of people trained through PAP in energy related policy and regulatory issues Number of people trained through PAP in energy technical issues
Competence & skill Social marketing initiatives	Number of social marketing initiatives on water	Number of social marketing initiatives on waste management	Number of social marketing initiatives on energy
Competence & skill Research activities	Number of information gathering & research activities on water	Number of information gathering & research activities on solid waste	Number of information gathering & research activities on energy

In addition to the revision of PAP's performance indicators Dr. Middlestadt also proceeded to the revision of the PAP's M&E framework. This framework initially outlined the various levels of intervention of the project organized under five main components. The framework has been reviewed so it takes into consideration the new defined indicators as well as an organization of PAP's work that suits its approach and activities more appropriately. The revision of PAP's M&E framework is not completed yet, therefore its draft version will not be included in this annual report.

All revisions made to the indicators and the M&E framework will be shared with the mission in due time.

3.2 CURRENT MEASUREMENT AND STATUS OF TARGETS

The delays in implementation of the grants activities on the field has resulted in a delay in measurement of targets and expected results. However, as part of the preparatory process for awarding the planned grants, PAP provided several training and capacity building sessions to the potential awardees. Table 40 shows the total number of trained members of the targeted NGOs, CBOs and private firms who participated in the different training sessions conducted by PAP during the reporting period.

Table 41 Number of beneficiaries from training activities conducted by PAP

Training Subject	Total number of trainees	Male	Female	Short listed grantees who attended the training
Pre-solicitation workshop for Batch 2 of PAP RFAs	81	48	33	
Proposal Writing workshop for PAP potential grantees	68	34	34	
Social Marketing; focus on behavior change - in Arabic	19	12	7	HCC, RSS, WE, JFBPW, RSCN, Al Shamil Eng.
Advocacy Principles in Arabic	10	4	6	HCC, RSS, WE, RSCN, Al Shamil Eng.
Image Management and Public Speaking	8	1	7	HCC, RSS, WE, RSCN, JOHUD, Al Shamil Eng. & GBC

It is important to mention that although PAP was not able to reach an extensive number of beneficiaries through the implementation of grant activities PAP engaged in a summer media campaign which allowed it to reach a great number of people on a variety of topics regarding water and energy.

Table 41 below gives an estimate of number of people reached through various media outlets.

Table 42 – Media reach

Media Name	Topic Covered	Estimated reach
Viva Magazine	Water scarcity in Jordan; Water efficiency and conservation.	18 000
Farah Al Nas (radio)	Water scarcity and water conservation in households	10 000
Jordan Radio	Water scarcity and water conservation in households - Target youth	15 000
Jordan TV	Water scarcity and water conservation in households	50 000
Jordan TV	Water conservation in relation with Shariah	50 000
Jordan TV	Guidance on how to buy water and energy efficient appliances	50 000
Jordan TV	Energy conservation for households	50 000

PAP's exposure in the media has contributed to two core USAID PMPs:

- Number of people with greater awareness of water allocation issues.
- Number of households implementing energy efficiency measures as a result of USG assistance.

3.2.1 UPDATE ON STATUS OF OUTPUTS AS OUTLINED IN YEAR 2 WORKPLAN:

Table 43 Communication strategies:

Output	Status
At least 5 Jordanian institutions take steps to implement and/or adopt part or all of the Communication Strategy, in Year 1 of Phase III.	All prospective grantees have accessed and read the National communication strategy. All RFA applicants have used the research included in the National communication strategy to write their proposals for PAP.
Technical assistance provided to at least 5 ministries and/or utilities to review or develop their respective Communications Strategies.	Work with ministries and utilities has started and will continue throughout the coming year of implementation.

Table 44 Capacity Building:

Output	Status
Vocational training on how to install and repair new water and energy saving devices and technologies	No work with vocational schools has been carried out during the past year of implementation.
Water and energy audit and conservation training to adopt best management practices	The best management practices guide for ministries and utilities is now ready and trainings will be carried throughout the coming year of implementation.
Using the “Strategic Communication Best Management Practices Guide” for water and energy utilities in Jordan	A number of contacts and meetings have been carried out with water and energy utilities and concrete use of the guide will begin over the coming year.
Orientation to social marketing in Arabic	A social marketing training has been successfully carried out for PAP’s grantees.

Table 45 Education and youth:

Output	Status
Detailed design and tender documents for CMJ exhibit construction completed and construction contract awarded by October 2011.	Detailed design and tender documents for the CMJ have been completed and review process of received proposal is currently under way.
MOU with Queen Rania Teacher Training Academy to support Madrassati initiative signed and approved by USAID CO by April 2011.	PAP has now finalized QRTA’s contract and is waiting for a response from the second party.
RFAs to support educational programs at Haya and Zaha Cultural Centers implemented and grant agreements awarded by June 2011.	PAP cancelled the non-competitive grant to HCC but it is in the process of awarding them a competitive grant in response to an RFA.
RFAs for youth advocacy work (competitive and non-competitive) implemented and grant agreements awarded by June 2011.	RFAs for youth advocacy work have been successfully launched and grantees have been selected and grant process award has almost reached completion.

Table 46 Building partnerships:

Output	Status
At least 3 partnerships successfully realized and defined, and corresponding MOUs drafted and approved by USAID CO.	<ul style="list-style-type: none"> - An MoU with the Ministry of Environment, Royal Rangers and PAP is under way; - PAP has started to collaborate with energy utilities but these are reluctant to sign an MoU; - PAP has also further its collaborative work with GAM but no MoU has been signed.

Table 47 Grants program:

Output	Status
Competitive Grants Program Eight Social Marketing Campaigns	2 Batches of RFAs were launched under the competitive grants program. Batch 1: 5 RFAs Batch 2: 4 RFAs. These are currently in the process of being awarded.
Non-Competitive NGO Grant Support for establishing Social Marketing Association	A social marketing training in Arabic was successfully carried out for grantees. The establishment of a social marketing association is currently under revision.
Non-Competitive NGO Grants Program 1 Youth Advocacy Work	The non-competitive grant for youth advocacy has been cancelled.
Non-Competitive NGO Grants Program 2 Queen Rania Teacher Training Academy / Madrassati Initiative	The non-competitive grant for QRTA is currently in the final stages and will be signed in the coming weeks.

See itemized summary of progress towards completion of work plan tasks in table 48. The table has been broken into five sections, A) communication strategies, B) Capacity building, C) Education and youth, D) Building partnerships and E) Grants program. The table includes also additional activities or breakdown activities that were not initially included in the original workplan but were carried out by PAP throughout the year.

Table 48 Progress towards Completion of Work Plan Tasks

Task No.	Phase III tasks	Deliverables/Output	To due Date	% of Completion
A.	Communication Strategies (D1)			
	Launch of communication strategy	• Communication strategy presented to PAP partners	• Launch: February 1st	100%
A.1	Promotion of Household technologies	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees	• Feb & March • August - ongoing	70%
A.2	Promotion of Household practices	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees	• Feb & March • August - ongoing	70%
A.3	Promotion of codes to new home owners	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees	• August - ongoing	70%
A.4	Promotion of citizen practices in public areas	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees	• Feb & March • August - ongoing	70%
Add	Support Miyahuna to Develop their Communication Strategy	• Establishing a solid customer-service orientation	• Ongoing	10%
Add	Communication Program with Electricity Utilities	• Form a communication committee to improve customer relations	• June 2011 - Ongoing	10%
Add	Summer public relations campaign for water and energy conservation	• Number of appearances in media outlets	• June 26 to July 31, 2011	100%
B.	Capacity Building (related to D2)			
B.1	Diploma Course in SM / Communication for Change: - Design program content and hire staff - Course implementation by PAP	• PAP team still working on design and certification	• Feb & March	10%
B.2	Audit and conservation training for large consumers	• Situation analysis Next step: Drafting RFA	• Feb & March	0%
B.3	Media training for grantees Social Media workshop with STTA Stephanie Hankey (contract) *	• Completed	• Dec & Jan	CANCELLED 100%
B.4	Strategic communication & SM training in Arabic for grantees -005-2011	• Ready to go	• February	5%
B.5	Teacher training (non-competitive NGO grant)	• Situation analysis • Drafting NCG and RFA • Budget + TA (WoL)	• SA: Dec & Jan • Drafting: Feb • Budget & TA: March	5%
B.6	Training in new technologies and devices (Iconic buildings.)			1%
B.7	Guided practice and mentoring for grantees Pre-solicitation workshop for launch of RFAs	• Clarify PAP's process to initiate an RFA and award a grant	• April 7th and June 20th, 2011	100%
	Proposal writing for potential grantees	• Writing a proposal that corresponds to social marketing principles	• June 30th, 2011	100%
	"Social Marketing: focus on behavior change" training program – Arabic training for grantees	• Build capacity in social marketing	• July 15th to August 18th, 2011	100%
	Advocacy training for grantees	• Build capacity in advocacy	• August 21st to 25th, 2011	100%
	Training course on "Image management and public speaking"	• Build capacity in public speaking skills	• September 6th to 12th, 2011	100%
Add	USAID Environmental Procedures workshop	• Apply procedures in grants and transfer knowledge to grantees	• July 13th, 2011	100%
B.8	Provide technical assistance for municipalities	• Situation analysis • SA: Zarqa completed • Prepare RFA • Develop proposal writing capacity of Zarqa Municipality	• SA: Jan & Feb • Zarqa & RFA: March August 2011	50%
B.9	Prepare Guide for Utilities	• Completed	Dec & Jan	100%
B.10	Preparations for SM workshop at IWA Conference	• Completed	• Jan, Feb & March • Conference: March 29-31, 2011	100%
B.11	Working with schools to do audits and renovations			1%
B.12	Refine M&E Plan and provide research support to M&E baseline	• Susan Middlestadt visit • Revision of indicators • Revision of M&E framework • Development of basic tools for custom surveys	• April to October 2011	80%
Add	Water activity at BumbleBee Kindergarten	• Training mothers on water conservation and efficiency	• June 29th, 2011	100%

Table 48 continued

Task No.	Phase III tasks	Deliverables/Output	To due Date	% of Completion
C.	Education & Youth Activities (related to D3)			
C.1	CMJ Exhibit (contract):	• On going	• November till present day	50%
	- Prepare SOW for detailed design and procure services	• CD reviewed • CMJ hiring for drafting RFP	• May 17th, 2011	100%
	- Prepare, review and finalize detailed design and BOCs	• MoU ready	• June and august, 2011	100%
	- RFP for exhibit construction	• RFP issued to short-listed firms	• August 22nd, 2011	100%
	- Supervise construction works and testing			0%
C.2	Develop CMJ interactive website / virtual tour	• On going - contract	• Jan, Feb & March	0%
C.3	Support to Education Outreach (contract to WOL)		• May 2011 - Ongoing	80%
	Non-competitive grant with Queen Rania Teachers Academy	• Pre-implementation stage, technical assistance to QRTA in order to review and prepare their grant activities on environmental education	• May- ongoing	80%
C.4 A	Launch Youth Advocacy Work -001-2011 - Shari'ah	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees • Grant agreement completed by PAP	• SA: Jan & Feb • RFA drafting: March • Launch/ selection /award : April - ongoing	80%
C.4 B	Launch Youth Advocacy Work -002-2011 - Discourse in Key Water Issues	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees • Grant agreement completed by PAP	• SA: Jan & Feb • RFA drafting: March • Launch/ selection /award : April - ongoing	80%
C.4 C	Launch Youth Advocacy Work -003-2011 - Discourse in Key Energy Issues	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees • Grant agreement completed by PAP	• SA: Jan & Feb • RFA drafting: March • Launch/ selection /award : April - ongoing	80%
C.4 D	Launch Youth Advocacy Work -004-2011 - Discourse in Key S. Waste Issues	• Situation analysis • Drafting RFA • Ready to go with solid waste & littering. • Launch of RFA • Selection of grantees • Grant agreement completed by PAP	• SA: Jan & Feb • RFA drafting: March • Launch/ selection /award : April - ongoing	80%
C.5	Provide Support to Haya Cultural Center (Marka branch) Programmatic	• Situation analysis • Drafting NCG & RFA	• SA: Jan & Feb • RFA drafting: March	CANCELLED
C.6	Develop Reading Program for Children focused on Water 005-2011	• Situation analysis • Drafting RFA • Launch of RFA • Selection of grantees • Grant agreement completed by PAP	• SA: Jan & Feb • RFA drafting: March • Launch/ selection /award : April - ongoing	80%
C.7	Provide Support to Zaha Cultural Center			0%
Add	Collaboration between PAP and the Peace Corps	• Find areas of cooperation	• May 22nd, 2011	100%
Add	Water activity at the International Youth Day (IYD)	• Raise awareness about USAID/Jordan	• July 20th, 2011	100%
D.	Building Partnerships (related to D4)			
D.1	Mentor key staff at line ministries, utilities, and Municipalities	• On going	Dec to March	5%
D.2	Support to Codes & laws enforcement W/RSS_Drivers of change	• Situation analysis • Workshop completed	• SA: Jan & Feb • Workshop: March 24th	0%
D.3	Renovate and retrofit iconic buildings (local currency, CSR)****			0%
D.4	Support for establishing SM Association (non-competitive NGO grant)			0%
	Develop a concept paper on social gaming	• Learn about current trends in social gaming that can be utilized to achieve PAP's objectives	• May 22nd to June 2nd, 2011	100%
Add	Meeting with the Environmental Department at Greater Amman Municipality (GAM)	• Partnership to minimize waste problem in public areas	• Started in June, 2011	10%
Add	Central Trade and Auto Co. Toyota Jordan Corporate Social Responsibility	• Partnerships to minimize waste problems in public areas	• Started in June, 2011	10%
Add	Institutional Support and Strengthening Program (ISSP) - Reforming the Water Sector in Jordan	• Workshop - Reforming the Water Sector in Jordan	• June 19th, 2011	100%
Add	Assessment of Grey water Systems in Jordan – Roundtable sponsored by GIZ	• Roundtable to raise awareness on greywater systems	• June 23rd, 2011	100%
Add	"Cozmo Goes Green" Sorting Station Initiative	• Networking and visiting a new recycling center	• June 26th, 2011	100%
Add	Memorandum of Understanding (MoU) with the Ministry of Environment, Royal Administration for Environmental Protection / Royal rangers (RR) and ECODIT on behalf PAP	• Promote cooperation in the field of managing solid waste and conservation	• June 26, 2011 - on going	50%
Add	Establish connection with the Jordan Development Zone (JDZ) concerning solid waste problems in key touristic areas	• Reduce solid waste problems in specific touristic areas that fall under JDZ jurisdiction	• July 3rd, 2011	10%
Add	Public Awareness and Communication program/ Amman Solid Waste Management	• Technical assistance	• August 3rd, 2011	100%

Table 48 continued

Task No.	Phase III tasks	Deliverables/Output	To due Date	% of Completion
E.	Grants Program (related to D5)			
E.1	Obtain CO Approval on Grants Program and Grants Manual	• Approved Manual	• Completed in March	100%
E.2	Prepare first set of three RFAs incl. scope	• RFA drafted and launched	• April & August 2011	100%
E.3	Launch RFAs in water, energy, solid waste and youth	• 6 RFAs	• 5 RFAs issued • Pre-solicitation workshop held in March	80%
E.4	Provide management training & orientation to NGOs/prospective grantees	• On going	• First Training August	100%
F.	Operations and Procurement			
F.1	Obtain CO approval for office relocation	• Approved Relocation	• Done in Feb as part of the workplan	100%
F.2	Finalize new lease ; refurbish and equip new office space	• Signed Rent Contract	• Rent Contract Signed in April	100%
F.3	Move into new office	• Start work at the new office	• May	100%
F.4	Interview and hire candidates for PAP positions	• Employees Hired	• Refer to table 1 in report	100%
F.5	Hold team-building and planning workshop	• Workshop Held	• May	100%
	* Depending on USAID approval			
	** PAP awaiting embassy confirmation on translating Nancy Lee's book into Arabic by Book Program			
	*** Support to Haya Cultural Center Shemiesani will only start once the building is reconstructed			
	**** Iconic buildings renovation is subject to USAID's approval to local currency			
	<i>Add - stands for additional activities or breakdown activities that were not initially included in the original workplan but were carried out by PAP throughout the year.</i>			

4 SUMMARY OF TASKS IMPLEMENTED BY SHORT-TERM TECHNICAL ADVISORS

4.1 SHORT-TERM CONSULTANTS

ECODIT hired several consultants during the reporting period (excluding short-term technical assistance provided by the Home Office).

Table 49 Summary of missions by short-term consultants

STTA Position	Period of Performance	Scope of Work
Susan Middlestadt Senior Monitoring and evaluation specialist	Sept 6 to Oct 31, 2011. (incl. 1-week mission to Jordan o/a Sept 3 to Oct 7, 2011.)	<ul style="list-style-type: none"> • Support and Assist the Monitoring & Evaluation Specialist and other team members in PAP FO in completing the following tasks: • Reviewing and improving the Jordan PAP Monitoring and Evaluation Plan and make suggestions for ensuring efficient and effective implementation as well as consistency and appropriateness; • Suggesting most appropriate tools to measure changes in environmental attitudes and behaviors for the PAP project;
James Volkert <i>Museum Exhibit Development Specialist</i>	Jun 29 to Oct 31, 2011. (20 days)	Mr. Volker assist ECODIT and CMJ successfully complete the following four tasks: <ul style="list-style-type: none"> • Review of Expressions of Interest (EOIs). • Development of the request for Proposals (RFP) • Planning and implementation of the workshop for short listed firms (in Amman). • Evaluation of the proposals.
Elaine Blatt, Grants Consultant	Sept 12 to Jan 31, 2011 (incl. 3-week mission to Jordan o/a Sept 13 – Oct 7, 2010)	<ul style="list-style-type: none"> • Detailed programmatic design and structure document for the grants program to be submitted to USAID for approval • Develop a grants manual to submit to USAID Contracting Officer for approval of grants types/formats and other operational aspects of the grants program;
Stephanie Hankey Consultant	Dec 18 -21, 2011	<ul style="list-style-type: none"> • Introduction to online activism • Tactical focus on informational use for advocacy • Visual information presentation • Examples of good practice in information design for advocacy from around the world

Maureen Taylor	Oct 4 – Jan 31, 2011 (originally); this period of performance is being renegotiated	<ul style="list-style-type: none"> • Production of a Content Analysis Tool (CAT) code book • A detailed report on baseline data describing the CAT sample, results, categorization of stores, listing of journalists • One day training of two coders • Kickoff meeting in Jordan with Jordan PAP staff and local consultants
-----------------------	-------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Table 50 Other visits funded by PAP

Name of the visitor and <i>Position (firm)</i>	Purpose of the visit
Mohammad Soloman Ansel	Aug 15 – 19, 2011 Pre-bid visit to the Children’s Museum of Jordan linked to the RFA “Detailed Design, Fabrication, and Installation of the Water and Energy Exhibit” at CMJ
Penny Sander Cambridge Seven Associates	
Michael Denison ROTO Studio	
Philip Hughes Ralph Appelbaum Associates	
John Vary Bromley National Social Marketing Center	Jan 31 – Feb 4, 2011 Provide advice on how to implement the proposed social marketing diploma program
Patrick St John Ladbury National Social Marketing Center	
Stephen Conrad Menzies National Social Marketing Center	

Table 50 - Local Purchase Orders

Local POs Position	Period of Performance	Scope of Work
ECOSOL (PO2011-052)	Sep. 15 – Oct. 16, 2011	<ul style="list-style-type: none"> • Conduct a field assessment survey for people who installed a solar water heaters in their residences; • Gain better understanding of the problem of the wasted cold water. • Field Assessment of Domestic Solar Water Heaters” for 144 different dwelling units in eastern and western parts of Amman; • Collect customer satisfaction data from end users. • Data analysis to understand the technical and operational challenges faced by consumers; • Recommendations and solutions to increase the satisfaction and the penetration for the solar water heaters.
Faisal Abu Sondous Advocacy Specialist (PO2011-054)	Jul 20 - Dec 31, 2011.	<ul style="list-style-type: none"> • Develop training syllabus in Arabic Language for two advocacy session. • Conduct advocacy training in the context of the social marketing training in Arabic for PAP’s grantees.
Sa’ad Darwazeh Social Marketing Specialist (PO2011-053)	Jul 20 - Aug 30, 2011	<ul style="list-style-type: none"> • Training syllabus in Arabic Language for two sessions. • Deliver course and participate in the full training program (full 3 days). • Evaluation report with comments, recommendations, and lessons learnt from the three day program, • Analysis of, the curriculum, the trainers, the sequence, the length of time, the exercises and any other important aspect of training delivery. • Report provided to PAP within one week of the training session.
Jordan Green Building Council - Zain Ghanma Public speaking trainer (PO2011-067)	Sept 6 - 12, 2011	<ul style="list-style-type: none"> • Training on Image management and Public Speaking Course to help PAP’s grantees implement advocacy campaigns.

4.2 SHORT-TERM TECHNICAL MISSIONS BY ECODIT HOME OFFICE PERSONNEL

ECODIT's HO personnel provided support and guidance to the Field Office team from Day1. HO personnel also conducted several missions to Jordan to assist the team at key junctures in project mobilization and implementation.

Table 51 Summary of Missions to Jordan by ECODIT Home Office Personnel

Cassie Ann Hoffman - Project Administrator	
Jan 14 – Feb 3, 2011	<ul style="list-style-type: none"> Assisted PAP in preparation and delivery of the Communication Strategy workshop; Helped finalize the Communication Strategy, including incorporating stakeholder comments and feedback and providing quality control and final proofing. Consulted with PAP Management Staff to refine and finalize the Monitoring and Evaluation Plan, including identifying specific project indicators and measurement methods; Provided administrative support to recruitment and new hiring process, including actively participating in the interviews and selection of a Monitoring and Evaluation Specialist; and Participated and provided contracting and management support on the issues of office relocation and the Eco-Exhibit for the Children's Museum of Jordan.
Jun 25 to 30, 2011.	<ul style="list-style-type: none"> Provide support to the Field Office in preparing grants agreement templates and other grants administration procedures; Assist with preparing the third batch of RFAs and technical planning for grants; and Assist with developing a database to track project achievements and review data collection procedures for M&E to ensure systems are in place for annual reporting.
Karim El-Jisr HO - Project Manager	
Feb 20 – March 3, 2011	<ul style="list-style-type: none"> Provided assistance with issuing the first batch of Request for Applications (5 RFAs); Mobilized resources to facilitate progress on direct implementation activities (CMJ exhibit design in particular); Visited new candidate office premise and met with prospective contractor to prepare remodeling works.
May 2 - 12, 2011.	<ul style="list-style-type: none"> Providing assistance and leading activities for the PAP team-building exercise taking place May 4-5; Assisting with preparation for the second round of Request for Applications that will be issued in May; and Assisting in drafting the Request for Proposal for detailed design

	and supervision of exhibit installation with the Children’s Museum of Jordan.
Jul 31 to Aug 4, 2011.	<ul style="list-style-type: none"> • Assisting with planning and preparation of the Year 3 work plan; • Providing technical support and follow-up to the design procurement process for the Children’s Museum Jordan exhibit including the formal Request for Proposals; and • Providing technical support to the grant award process.
Joseph Karam HO – Officer in Charge	
Jan 15 - 22, 2011.	<ul style="list-style-type: none"> • Review and assist PAP resource planning activities and progress towards Phase III Q1 deliverables; • Provide guidance on office relocation, staffing and compliance activities; • Meet with CO and COTR to ensure seamless project implementation under Phase III; and • Participate in Communication Strategy workshop and assist in finalizing the strategy.
Sara Lowery HO – CMJ Exhibit Project Coordinator	
Jun 25 - 30, 2011.	<ul style="list-style-type: none"> • Visit the Museum and Exhibit space, meet with the Museum staff, and discuss the purposes and criteria for the Exhibit; • As a Member of the Evaluation Committee, review and evaluate the Expressions of Interest submitted by firms/consortia for the design, fabrication, and installation of the Water and Energy exhibit at the Children’s Museum Jordan and agree on the short-listed firms to which the RFP will be issued; • Work together with the Children’s Museum Jordan to develop the Scope of Work for the RFP; and • Develop a detailed timeline of deliverables (including responsibilities of persons involved) to be accomplished between now and when the contract for the Exhibit is awarded in October and a more general timeline of activities going forward after that.

5 SUMMARY OF DIFFICULTIES AND MEANS OF ADDRESSING THEM

During the reporting period, PAP faced delays in the due deliverables for Year 1 of Phase III. There are several reasons for this delay as explained below:

Table 52 Difficulties and means of addressing them

Difficulties	Means of addressing them
<p>The number of applications received in response to the two batches of the issued RFAs was overwhelming!</p> <p>PAP received a sum of 70 eligible applications for batch 1 and 40 eligible applications for batch 2.</p>	<p>Improve the quality of writing the RFA and instructions since we received too many / low-quality applications.</p> <p>Provide Arabic trainings in social marketing, proposal writing and advocacy.</p>
<p>The target grantee community has shown low knowledge level and familiarity in areas of social marketing and advocacy. This has produced low-quality grant applications (especially in Batch 1) that needed extensive work and restructuring by PAP and the grantees to reach a workable grant activity list and implementation mechanism. In fact, none of the applications in Batch 1 was accepted as is. We did not anticipate this level of grant administration and mentoring of grant applicants in our Year 2 work plan.</p>	<p>Improve the due diligence process since it was found to be a time-consuming and iterative. Applicants need a lot of technical and administrative support which time consuming but part of capacity building. PAP will improve templates used in the process (technical and financial) and do technical first, then financial;</p> <p>Improve scheduling batches to match available resources and to avoid "bottlenecks".</p>
<p>PAP had to provide social marketing and advocacy training in Arabic for the selected grantees to help them use these methodologies in their revised applications, based on the notes of the Grant Evaluations Committees. We also had to provide guidance to these potential grantees by developing templates for project implementation and monitoring. This also we did not anticipate in our work plan.</p>	
<p>Part of the delays on our part is related to GEC formation and meetings. During the last three months, we formulated 10 GECs to review the applications of each of the RFAs. It was not easy to find highly qualified experts to be part of the committees and to match their</p>	<p>Identify committee members of the Grants Evaluation Committee (GEC) at earlier stages (may be at RFA level) since convening was time-consuming and laborious;</p> <p>Invite the COTR to participate in the screening process at earlier stages (attending the GEC</p>

busy schedules.	meetings).
Another part of delays was related to FOG templates and legal issues.	ECODIT's Home Office Contract Specialist, Mr. Jhay Bufi, joined the firm in September and has already provided expert advice to PAP by reviewing its FOG templates. Jhay appointment will definitely accelerate the contracting process from now on.
The process of signing the grant with QRTA has taken much longer than expected. This has created delays in the implementation of trainings to teachers and therefore some key activities have been moved to later stages in the project. After multiple revisions and iterations, we reached a final agreement with QRTA (on "Teacher Training for Values Based Education program" a 3-year program intended to enhance the ability of teachers to teach not just to Knowledge but to Behavior Change). This activity will be implemented through a non-competitive grant over the next 3 years. A total budget of \$318,000 is allocated for this grant to be spent over the coming 3 years.	We are finalizing the Grant Agreement with QRTA (instead of an MOU) and have requested the Academy to review their application one last time and approve the proposed payment schedule.
Only few Social Marketing programs were found to be offered by universities and educational institutes, resulting in few options for the desired course to be offered by PAP. Not many universities offer this kind of specialization. The delays in converting the National Social Marketing Center in the UK to a private institute caused additional delays.	PAP has decided to carry out an in-house social marketing training in Arabic for its partners and grantees until a proper structure for the diploma is defined.

Annex I
Updated list of Books and Other Material Acquired by the Project

<i>Title</i>	<i>Author</i>	<i>Year</i>	<i>Media</i>
1. From Awareness to Action: Sustainable Solutions for a Better Environment	GreenCOM Project	1993 - 2006	?
2. Plain Talk About Drinking Water; Questions and Answers About the Water you Drink	Dr. James M. Symons	2001	Book
3. National Geographic Green Guide	Meryl Streep	2008	Book
4. A Million Steps - Discovering the Lebanon Mountain Trail	Hana El-Hibri and Norbert Schiller	2010	Book
5. Marketing Social Change	Alan R. Andreasen	1995	Book
6. Social Marketing ; Influencing Behaviors for Good	Philip Kotler, Nancy Lee	2008	Book
7. Immunity to Change; How to overcome it and unlock the potential in yourself and your organization	Robert Kegan, Lisa Laskow Lahey	NA	Book
8. US National Science Education Standards	National Research Council	NA	Book
9. The ABC of Advocay - "Alef Ba' Al Modafa'a"	Dan Church Aid	2010	Book
10. Draining Away the Water and Sanitation Crisis in the Jordan Valley	Ma'an Development Center		Book
11. Powering and Empowering Development: Increasing Access to Electricity in Angola	AED	2008	Book
12. Powering Health Energy Management in your Health Facility	USAID		Book
13. Infrastructure; Helping Countries Build the Backbone of Development -The AED experience - Water. Energy. ICT	AED		Book
14. A Reference Guide to Environmental Education	Ma'an Development Center	2007	Book
15. A Practical Guide to Environmental Education	Ma'an Development Center	2010	Book
16. To Exist is to Resist - Save the Jordan Valley	Ma'an Development Center		Book
17. Eco fair Trade Dialogue	Translated into Arabic by Ali Darwish		Book
18. Immunity to Change -How to overcome it and unlock the potential in yourself and your organization	Robert Kegan, Lisa Laskow Lahey	2008	Book
19. Influence, Thy Psychology of Persuasin	Rober B. Cialdini	2007	Book
20. Nudge	Rirchard H. Thaler, Cass R. Sunstein	2008	Book
21. Water Use and Conservation	Amy Vickers	2002	Book

Title	Author	Year	Media
22. Water - Training Guide to Imams & Wa'ithat	JES	2001	Book
23. Conservation of Architecture, Urban Areas, Nature & Landscapes Vol. II	Andrew Dolkart, Osama M. Al-Gohari, Samia Rab	2011	Book
24. Anza Al Azeeza Cleans Up Petra	Karen Asfour	2011	Book
25. Anza Al Azeeza Cleans Up Petra	karen Asfour, Translated by Moh'd Asfour	2011	Book
26. Pay, Establishing Payments for Watershed Services	M. Smith, D. De Groot, G. Bergkamp. Translated by Firas A. Hadi, Published by IUCN	2006	Book
27. A Guide to Organic Gardening	ma'an Development Center - George Karzam	2003	Book
28. Social Marketing/ Behavior	William Smith & John Strand , AED		Book
29. A New Weave of Power, People and Politics	Lisa VeneKlasen, Valerie Miller, Debbie Budlender and Cindy Clark	2002	Book
30. Flow, The Essentials of Environmental Flows	M. Dyson, G. Bergkamp, J. Scanlon. Translated by Firas A. Hadi, Published by IUCN	2003	Book
31. Water for Life, Teacher's Guidelines	Dr. Hans Levander, Dr. Goran Save	2008	Booklet
32. Drivers of Change	ARUP - PRESTEL		Cards
33. Safe Drinking Water is Essential	US National Academy of Sciences & National Research Council	NA	CD
34. Journalists Water Guide	NA	2004	CD
35. Rameem	Entity Green	2010	CD
36. State of Environment in Jordan			CD
37. IdRC Report			CD
38. Comprehensive Guide to Civil Society Organizations in Jordan	Phenix Center for Economic & Informatics Studies	2010	Directory
39. EDAMA Action Plan; Establishing Jordan's Leadership in Energy, Water, and Environmental Productivity	Patrick Doyle, Khaled Khurdi, Isam Mustafa	2009	Document
40. Environmental & Education Communication for a Sustainable World - Handbook for International Practitioners	Brian A. Day, Martha C. Monroe	2000	Handbook
41. Development ; Water for people	Wendy Harcourt & SID	2008	Journal
42. Certified Energy Managers Manual	EDAMA, The Association of Energy Engineers, Jordan Energy Chapter	2010	Manual

Title	Author	Year	Media
43. Studies of IdRC Supported Research on Greywater in Jordan Conducted by INWRDAM	Dr. Murad Bino, Eng. Shihab Al Beiruti, INWRDAM	2007	Report
44. Amman Seven Principles and Policy for Improved Local Water Governance Recommendations	INWRDAM	2007	Report
45. The EMPOWERS, Approach to Water Governance at a glance	Peter Laban, Firas T. Abd-Alhadi	NA	Report
46. 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
47. The Inside Story; Process Documentation Experiences from EMPOWERS	Ton Schouten, Buthaina Mizyed, Rania Al-Zoubi, May Abu Elseoud, Firas T. Abd-Alhadi	2007	Report
48. 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
49. Annual Report 2008 - Harvest	Aqaba Water Company	2008	Report
50. Responding to the Water Crisis in Jordan	USAID Economic Development Program	NA	Report
51. Studies of IdRC Supported Research on Greywater in Jordan Conducted by INWRDAM (ARABIC)	Dr. Murad Bino, Eng. Shihab Al Beiruti, INWRDAM	2007	Report
52. 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
53. 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
54. 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
55. Final Report of the Workshop on How to Promote the Life - Link Friendship-Schools Programme in Relation to UNESCO Decades for Culture of Peace and Education for Sustainable Development	UNESCO Amman Office	2007	Report

Title	Author	Year	Media
56. 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
57. Annual Report 2009 - Pioneering	Aqaba Water Company	2009	Report
58. Tools for Digital Advocacy			Report
59. DigiActive - Introduction to facebook			Report
60. DigiActive - Guide to using twitter			Report
61. Think Green 3rd conference		May-10	Report
62. Human Development Report 2010	UNDP	2010	Report
63. Jordan Media Survey	Strategies	Mar. 2010	Report & CD
64. 10 tactics for turning information into action	Tactical Technology Collective		Set of Cards & a CD
65. Means to Encourage the expand of Solar Heaters in Jordan	Royal Scientific Society	2008	Study
66. The Analytical Report of Civil Society Indicators in Jordan	Hani Horani	2010	Report
67. Young Children and the Environment - Early Education for Sustainability	Julie M. Davis	2010	Book
68. Children's Participation	Roger A. Hart	1997	Book
69. Introduction to News Media Law and Policy in Jordan	Jordan Media Strengthening Program	2011	Primer
70. Journalists Guide to World of Blogging			CD
71. Manual of Water Conservation in Arab Countries	Subhi A. Ramadan	2005	Manual
72. Water Conservation: Customer Behavior and Effective Communications	Water Research Foundation - WEPA	2010	Manual
73. Switch - How to Change Things When Change is Hard	Chip Heath & Dan Heath	2010	Book
74. Social Marketing to Protect the Environment - What Works	Doug McKenzie - Mohr, P.Wesley Schultz, Nancy R. Lee, Philip Kotler	2012	Book

Note: Through the HO, the FO is subscribed to the following magazines (these magazines are sent to FO every couple of months):

- Dwell
- Mother Earth News
- Green Source
- Yes!

Annex II LOE Tracker

Position	LOE for Reporting Period	LOE for LOP (TO Budget)	Cumulative LOP Days	Depletion
A. ECODIT Direct Labor Employees				
ECODIT Direct Labor - Field Office LTTA Personnel	1,722.44	18,430	3,764.28	20%
USN LTTA Employees				
Chief of Party - Amer Jabarin	117.00	1,112	480.50	43%
Social Marketing/Communications Expert -Deputy COP Mona Grieser	117.00	779	121.00	16%
CCN LTTA Personnel - Technical				
Communication Specialist - Maha Khatib	109.94	797	128.81	16%
Communication Specialist 2 - Mohammad Ben Tarif	94.88	826	112.50	14%
Capacity Building - Maha Durgham	109.88	1,047	372.13	36%
Water Specialist - Mobadda Allabadi	95.13	796	114.13	14%
Solid Waste Specialist - Hiba Al-Ahmed	88.00	796	107.00	13%
Energy Specialist - Ghassan Naji	116.81	796	163.81	21%
Education Specialist - Hadeel Al-Faqih	111.44	796	130.19	16%
Youth Specialist - Reem Qaissi	117.88	796	136.47	17%
Social Media Specialist -	0.00	796	0.00	0%
Monitoring & Evaluation Specialist - Nataly Laffeur	89.00	826	108.00	13%
CCN LTTA Personnel - Admin & Finance				
Operations & Grants Manager - Khaled Al Saheb	114.38	1,084	431.38	40%
Office Manager - Lina Ghazzawi	8.25	1,064	227.75	21%
Finance Manager - Riham Al Masri	0.00	826	14.75	2%
Project Accountant - Bashar Kayyali	112.88	1,086	422.25	39%
Administrative Assistant for Technical Matters - Hanan Ibrahim	107.50	1,066	391.13	37%
Office Assistant - Mahmoud Mahmoud	119.00	826	175.00	21%
Grants Administrator 1 - Shireen Shleef	85.25	826	100.25	12%
Grants Administrator 2 - Yasmin Najia	8.25	826	27.25	3%
Administrative Assistant/Grants -	0.00	826	0.00	0%
ECODIT Direct Labor - Home Office Support Personnel	73.88	1,342	281.25	21%
Officer in Charge - Joseph Karam	10.50	95	45.38	48%
HO Project Manager (Technical Support) - Karim El-Jisr	9.25	215	50.00	23%
HO Communication and Social Marketing Support	0.00	162	0.00	0%
HO Financial Management Support - Nathalie McNulty	9.63	218	39.75	18%
HO Contract Management Support - Jhay Bufi	0.00	174	12.38	7%
HO Administrative Support and Backstopping - Cassie Ann Hoffman	26.44	381	112.81	30%
HO Project Coordinator – CMJ Exhibit - Sarah Lowery	18.06	96	20.94	22%
A. Subtotal ECODIT Direct Labor Employees	1,796.31	19,772	4,045.53	20%
B. ECODIT Direct Labor Consultants	0.00			N/A
ECODIT STTA - US/TCN Personnel	39.38	732	300.66	41%
Officer in Charge (STTA Missions) - Joseph Karam	0.00	50	23.50	47%
HO Project Manager (STTA Technical Support) - Karim El-Jisr	16.50	195	97.75	50%
HO Financial Management Support (STTA) - Nathalie McNulty	0.00	0	13.53	N/A
HO Administrative Support and Backstopping (STTA) - Cassie Ann Hoffman	6.00	0	41.00	N/A
HO Project Coordinator – CMJ Exhibit - Sarah Lowery	6.00	0	6.00	N/A
Green Community Planner - Sandra Chesrown	0.00	36	36.00	100%
Institutional and Communication Specialist - Pat Bakir	0.00	48	48.00	100%
Grants Program Design Specialist - Elaine Blatt	1.88	24	25.88	108%
Museum Exhibit Development Specialist - Jim Volkert	9.00	0	9.00	N/A
B. Subtotal ECODIT Direct Labor Consultants	39.38	1,281	300.66	23%
Total ECODIT Direct Labor	1,835.69	21,053	4,346.19	21%

Annex III Success stories

Eco-Standards for Campsites



Campsite Wadi Rum



Campsite Wadi Rum



Trash around the Dead Sea area



Trash bins on the beach in Aqaba

Jordan has a variety of touristic attractions and its economy is heavily dependent on tourism. A big component of the tourism sector is the camp sites located in particular in the southern part of Jordan. Aqaba, Wadi Rum and Wadi Musa are always the favorite destinations to both local and international tourists who visit Jordan. During their visit, tourists wish to experience the simple bedouin life, stunning scenery and warm weather.

The camp sites in Aqaba, Wadi Rum and Wadi Musa are spread throughout the southern Jordanian desert and each camp site offers a different experience and style. The majority of camp sites in these areas are made of simple Bedouin tents with minimal facilities, while others offer more extravagant modern style camping with entertainment activities.

The Public Action for Water, Energy and Environment project (PAP) team performed a field situational analysis to assess the current government policies, practices and behaviors related to the issues of water, solid waste and energy at camp sites in Aqaba, Wadi Rum and Wadi Musa. In addition, the PAP team promoted the concept of Eco-Standards among government officials, NGOs, camp managers and tourists to spread the culture of environmentally friendly camp sites (i.e. Eco-Camp sites) which conserve resources and use available resources efficiently.

Water Session BumbleBee Kindergarden



Public Action Project

PAP had the honor of participating in an initiative to support a local kindergarten wishing to educate parents and children to the current critical water situation in Jordan as well as the practices Jordanian households can adopt to become better at water conservation and efficiency.

This idea started with the owner of BumbleBee kindergarten, Ms. Shireen Haddad, who strongly believes that it's at a young age that one can shape and influence the behaviors of the future generations. Every day throughout the week the teachers of the kindergarten carried out a different activity with the children, targeting a simple behavior with support material provided by PAP. For example turning off the tap while brushing their teeth or hands, showing them the importance of cleaning outdoor areas with a broom and not the hose, washing cars with buckets not open free flowing hoses, etc.

The water session with parents was successfully carried out on Wednesday June 29th, 2011 at BumbleBee. Around 15 parents, teachers and neighbors attended the activity which covered topics such as the critical water situation in Jordan and was followed by demonstration of water efficient technologies such as aerators and hose nozzles and simple in-doors and outdoors household conservation practices.

To support this effort, Miyahuna, the water utility company in Jordan provided information leaflets to hand out to the attendees as well as sand timers to be installed in the showers to teach people that an efficient shower lasts only 4 minutes! They also provided story books and coloring books for the children around appropriate water behaviors.

When asked why she decided to carry out such an activity Ms. Shireen Haddad owner of the kindergarten said:

“Because I care for the environment. When I see people wasting water it upsets me and I always tell them. Also I feel I have a responsibility as the owner of a kindergarten because education is the key to empower children to act and behave in a responsible manner from an early age.”

Zarqa –Solid Waste Management



Zarqa municipality



Waste in the shop area



Waste in the household area

Many areas located within the boundaries of Zarqa Municipality suffer from various Solid Waste Management problems, particularly relating to household and commercial waste. These problems are principally caused by an inefficient waste collection system and negative behaviors from Zarqa citizens.

Given PAP's mission and objectives concerned with changing the negative environmental behaviors, The Ministry of Environment addressed the project to support and lead the improvements to the Zarqa sanitation services. Therefore PAP joined the efforts of the Zarqa Municipality and the Ministry of Environment towards improving the status of the solid waste management services in fifth region area in Zarqa.

A situational analysis study was conducted to assess the current status of waste collection services within the boundaries of the fifth region, and to examine the possibility to generalize the experience to include other regions of the Zarqa Municipality. The study aimed at identifying gaps within the municipal waste collection services and to determine the prevailing behavioral patterns related to waste disposal. The study showed that Zarqa Municipality has to work on improving its solid waste collection system, pursuant to that a behavior change campaign should be conducted to tackle citizens behaviors.

PAP provided technical support to the Zarqa Municipality staff to develop a complete proposal to improve its waste collection system which was submitted to the Environmental Fund.

The staff of Zarqa Municipality succeeded in gaining experience in proposal writing. The staff of the Ministry of Environment has also gained the experience needed to conduct a situational analysis as pre-requisite to any successful social marketing campaign.

International Youth Day (IYD) - 2011



Water Footprint Activity



Water Footprint activity



Booth Stand



National Media Coverage

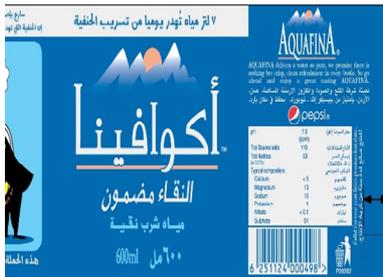
In Jordan, youth represents 73.6% of the overall population. With the country's limited natural resources and rapid human development, youth are its' greatest asset. Under His Majesty King Abdullah II great leadership, youth in Jordan are taking steady steps towards new developments in the social, economical, and scientific fields.

Jordan - USAID, in accordance with His Majesty's vision for youth, arrange each year a one-day event for youth that is the International Youth Day (IYD) on July 20th. In 2011, the event took place at Al Hussein Sport City, hosting 350 university students representing different public universities in the kingdom. Different USAID funded projects presented their work and approach to participants through a number of activities throughout the day (including workshops, plays, presentations, etc...)

PAP was invited to participate at this year's event and developed an interactive activity to increase youth's engagement in water conservation practices at the household level for the occasion. In addition to the activity, the project participated with a stand branded with infographics contributing to the water conservation theme during the exhibition portion of the day presenting its work to all media representative.

The activity (Your Water Footprint for One-Day) succeeded in attracting over 60 participants, where they learned more about Jordan's scarce water resources, individual daily water consumption activities, and conservation practices. The project team has received excellent feedbacks from participants and requests to present the activity at their universities environmental clubs. Furthermore, environmental activists and members of universities' environmental clubs have asked the team to develop an interactive activity program for tackling energy issues.

Partnership with PepsiCo on a Water Saving Campaign



Artwork for the water bottles



Artwork for the Outdoor campaign

PepsiCo, a multinational corporation with operations in Jordan, approached the Jordanian Ministry of Water and Irrigation (MWI) as they seek to align their efforts to achieve a positive water balance in a country where water shortage is of a potential issue to their own operations. Globally, the PepsiCo brand positions itself as a dynamic global business focused on sustainable growth and committed to minimizing the impact of their business on the environment.

The Public Action for Water, Energy and Environment project (PAP), a USAID communication, resource demand management project and a partner to the MWI, was called to a meeting by the Water Demand Management Unit at MWI with PepsiCo and USAID -IDARA to initiate discussions on a water conservation campaign planned by PepsiCo’s sub brand; Aquafina bottled water. PAP was called upon to provide its input with relevance to the choice of behaviors and development of final messages for the campaign.

It was the recommendation of PAP’s team to move away from personal messages and focus on a conservation behavior fit for the household and accordingly suggested **repair of leaks to reduce water waste**. PAP proposed to communicate within the message, the amount of water shed and use ‘liters’ as the measurement unit that is easily quantifiable by average citizens in order to make them feel guilty about the amount of water they are shedding –can save) and subconsciously make the association with valuable drinking water represented by the Aquafina bottled water.

Designed to communicate the repair of leaky faucets as a positive water conserving behavior, the campaign was launched mid October, 2011. It is intended as the first of a series of many other out-reach activities on water conservation by PepsiCo international.