



USAID | **JORDAN**
FROM THE AMERICAN PEOPLE

INSTITUTIONAL SUPPORT AND STRENGTHENING PROGRAM (ISSP)

YEAR 4 ANNUAL REPORT – QUARTERLY REPORT 16
JANUARY 1, 2014 – DECEMBER 31, 2014

JANUARY 2015

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January 2015

DISCLAIMER

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ACRONYMS

AM	Asset Management
AMM	Asset Management and Maintenance
AWC	Aqaba Water Company
CMMS	Computerized Maintenance Management System
CO	Contracting Officer
COR	Contracting Officer's Representative
COP	Chief of Party
DLS	Department of Land Survey
ELI	Environmental Law Institute
EU	European Union
GDA	Global Development Alliance
GDP	Gross Domestic Product
GIS	Geographic Information System
GiZ	Gesellschaft für Technische Zusammenarbeit/German Technical Cooperation, formerly <i>GTZ</i>
GoJ	Government of Jordan
GTZ	Gesellschaft für Technische Zusammenarbeit/German Technical Cooperation, now <i>GIZ</i>
IA	Institutional Assessment
IQC	Indefinite Quantity Contract (contracting mechanism for USAID)
IRG	International Resources Group
ISSP	Institutional Support and Strengthening Program
IT	Information Technology
JVA	Jordan Valley Authority
M&E	Monitoring & Evaluation
MENA	Middle East & North Africa
MWI	Ministry of Water and Irrigation
NWS	National Water Strategy
NGO	Non-Governmental Organization
O&M	Operation & Maintenance
PdM	Predictive Maintenance Module

PMP	Performance Monitoring Plan
PMU	Performance Management Unit
PPP	Public-Private Partnerships
SO	Strategic Objective
STTA	Short-Term Technical Assistance
TA	Technical Assistance
USAID	United States Agency for International Development
WAJ	Water Authority of Jordan
WDM	Water Demand Management
WIS	Water Information System
WG	Working Group
WRE	Water Resources and Environment Office (USAID/Jordan)
WRM	Water Resources Management
WUA	Water User Association
WV	Water Valuation

I. INTRODUCTION

I.1. AUTHORIZATION

International Resources Group (IRG) was contracted by the United States Agency for International Development/Jordan (USAID/Jordan), Contract EPP-I-00-04-00024-00, Task Order No. 8, under the Integrated Water and Coastal Resources Management Indefinite Quantity Contract (IQC) II to implement the Institutional Support and Strengthening Program (ISSP). The original period of performance of the contract was November 24, 2010 to November 23, 2013 with total project funding of \$11,270,252. On September 30, 2013, the task order was modified to extend the period of performance to November 23, 2014 with total project funding of \$14,024,373. On November 20, 2014, the contract was further modified to exercise the contract Option Year which extended the period of performance a final year to November 23, 2015 with an additional \$2,143,644 in funding. The contract is obligated at \$16,168,017.

I.2. PURPOSE OF THIS REPORT

The purpose of this report is to present the fourth quarter activities and achievements of ISSP as well as a summary of the year four progress and achievements in the program period from January 1, 2014 to December 31, 2014. It further reports on activities envisioned for the next period from January to March 2015. This annual report has the following content: activities carried out for the year; planned activities for the following quarter; management, staffing and security; and training activities. The financial reporting for the year is submitted in a separate report.

I.3. PROGRAM OBJECTIVES

ISSP is designed to assist the Government of Jordan (GoJ) in alleviating an impending water crisis – a crisis arising from a growing mismatch between the nation’s need for water and its sustainable supply of that vital and exceedingly scarce resource. The purpose of ISSP is to identify and address key institutional constraints and needs of the water sector in Jordan, thereby increasing the resilience and ability of key institutions to adapt to changing resource availability and to enhance sustainable, consistent and competent management of Jordan’s scarce water resources. This program is focused on identifying realistic recommendations for the strengthening and support of Jordan’s water sector institutions and other related bodies, including the possibility of redefining the base functions of current institutions or proposing new institutions to achieve the desired results. ISSP is implementing a proposed water sector reform and restructuring package with associated strategies and activities that strengthen and support the sector’s management and technical operations through effective institutional development.

ISSP is a key part of USAID’s long-standing support to the water sector in Jordan and was developed under the USAID Water Resources and Environment (WRE) Office 2008 – 2012 Strategy in coordination with the Ministry of Water and Irrigation (MWI) and the Water Authority of Jordan (WAJ). It is being implemented in accordance with the National Water Strategy (NWS) and in close collaboration with the wide range of complementary USAID and other donor activities.

I.4. PROGRAM COMPONENTS

ISSP is implemented through two components complemented by cross-cutting thematic areas. Component 1: Institutional Development consists of a comprehensive Institutional Assessment, Water Valuation Study and Socio Economic Study followed by an Institutional Reform and Restructuring activity to execute a series of initial steps in transitioning the water management institutions based on the priorities and recommendations arising from the assessment.

Component 2: Institutional Strengthening follows from Component 1 and consists of the specific training, capacity building and management support activities that are agreed with USAID and the Government of Jordan (GOJ) to best facilitate and implement the recommendations for restructuring developed and approved under Component 1.

The entire program places a heavy emphasis on participatory approaches, stakeholder cooperation and donor coordination. The cross-cutting areas of communication and outreach, gender equity and monitoring and evaluation (M&E) are fully integrated into each component.

Component 1: Institutional Development is organized into the following specific activities:

- *Institutional Assessment (IA)*
- *Water Valuation (WV) Study*
- Socio-Economic Study of Groundwater in Jordan

Institutional Reform and Restructuring is organized into the following specific activities:

- Activity 1: Develop the National Water Policies Advisory Council
- Activity 2: Strengthen and Consolidate Water Resources Management and Planning in MWI
- Activity 3: Strengthen Water Delivery Management
 - Re-focus WAJ on core activity of bulk water supply development and delivery
 - Establish an Independent Water Utility Regulator
 - Fully Corporatize Water Utilities
 - WAJ Strategic Plan
- Activity 4: Strengthen JVA and Water User Associations (WUAs) in the Jordan Valley

- Activity 5: Legal Advisory Services

Component 2: Institutional Strengthening is organized into the following activities:

- *Groundwater Valuation Study*
- Miyahuna Strengthening
 - Business Planning and Management Update
 - Miyahuna Asset Management and Maintenance (AMM)
 - Strategic Communications Support for Operators
 - NRW Project Risk Mitigation Plan Implementation
 - NRW Associate FARAs
- *Tariff Index Study*
- Update to the National Water Strategy
- Support to Aqaba Water Company
- *Multi Sector Regulatory Study*
- *Public-Private Partnership (PPPs) Assessment*
- *National Strategic Wastewater Master Plan*

I.5. ISSP TEAM

The ISSP Team is led by International Resources Group (IRG) and includes core subcontractors ECO Consult, RTI International, ECODIT, Inc. and the Environmental Law Institute (ELI).

2. ACTIVITIES CARRIED OUT DURING REPORT PERIOD

This section covers activities carried out by the ISSP Team led by IRG throughout the fourth year of implementation from January 1, 2014 to December 31, 2014. During this period, the project was fully engaged on implementation of the package of reform and restructuring activities that had been agreed through the Institutional Assessment (IA) completed in Year 1. Formal commitment with the Ministry of Water and Irrigation was secured in March 2012 with the signing of the Program Implementation Letter (PIL) executed between the Minister of Water and Irrigation and the USAID Mission Director. This letter committed the Ministry to exert all best efforts to support and carry out the ISSP-led reform effort, specifically the IA recommendations, and committed USAID to support this effort through ISSP.

The five Institutional Reform and Restructuring (IRR) activities remain the main focus of ISSP's work. Most of the foundational Component 1 activities were completed in 2012. The IA was closed out and the Water Valuation Study was completed and approved. Development also took place for the new and final Component 1 activity—a national Socio-economic Study of Groundwater Wells in Jordan. In addition, the program continued to implement a series of complementary Component 2: Institutional Strengthening activities which contribute directly to ISSP's overall objective but are not directly connected to the IRR work. All work continues to be carried out in close partnership with the USAID, the GOJ Working Groups and key counterparts within each department, directorate and unit with which we work.

Many significant technical milestones were reached and accomplished in Year 4, featuring the following:

- The MWI By-law amendment that has been developed and supported by ISSP was passed which restructures the Ministry.
- Minister authorized the new MWI staffing to implement the new structure.
- Groundwater Management Tools installed at MWI & WAJ: GIS Database, Violations Management Application, Meter Reading Application
- Projects Follow-Up Database
- National Strategic Wastewater Master Plan

- Olive Mill Wastewater (Zibar) Report
- Water Authority of Jordan (WAJ) Strategic Review Report
- Draft Water Authority of Jordan (WAJ) 5-Year Strategic Plan: 2015-2019
- Bulk Water Supply Unit established
- Review & Analysis of Water Company Assignment Agreements Report
- Readiness Assessment for WAJ Operating Units & Yarmouk Water Company to Report on Key Performance Indicators
- PMU Regulatory Handbook (Part I & II)
- Jordan Valley Authority (JVA) Institutional Assessment (IA) Workshop Series
- Socio-economic Study national groundwater well field survey work completed
- Socio-economic Study of Groundwater Wells in Jordan Results Reports
- Miyahuna Risk Mitigation Plan

ISSP also supported GOJ counterparts to represent the water sector and cooperation with ISSP at international events. The Minister's Advisor for Human Resources and Administration at the Ministry of Water and Irrigation attended the *"IWA World Water Congress and Exhibition"* in Lisbon, Portugal from September 20-28, 2014. The event addressed many of the critical issues facing management and governance of Jordan's water sector including NRW, asset management, water scarcity and regulation. The WAJ Secretary General and ISSP's Senior Advisor to the WAJ Secretary General attended the *"MENA Water MEED"* in Abu Dhabi, UAE from September 28-30, 2014. The two main conference themes were: 1) Developing Asset Management Strategies for the Water Sector to achieve Operational Efficiencies and Cost Savings; and, 2) Developing Integrated Water Resource Strategies and Detailing Associated Private Sector Opportunities to Achieve Water Sustainability and Security. The Secretary General presented the ISSP Strategic Wastewater Master Plan and ISSP's WAJ Senior Advisor presented the progress of regulatory reform in Jordan.

2.1. COMPONENT I: INSTITUTIONAL DEVELOPMENT

The original Institutional Development activities of the program are: 1) Institutional Assessment (IA); and, 2) Water Valuation (WV) Study. Both of these final reports were formally approved and released for dissemination by MWI. The final activity for Component 1 is the Socio-Economic Study of Groundwater Use in Jordan. This is the first national survey of all groundwater wells and will be of strategic significance for the water sector as a whole, as well as for ISSP's work.

2.1.1. INSTITUTIONAL ASSESSMENT (IA)

The IA activity has been completed and is the basis for overall program implementation and the water sector reform PIL signed between the Minister of Water and Irrigation and the USAID Mission Director in March 2012.

2.1.2. WATER VALUATION (WV) STUDY

The WV Study was completed in Year 2 and its final report—*ISSP Water Valuation Study: Disaggregated Economic Value of Water in Industry and Irrigated Agriculture in Jordan* — was very highly received by JVA, MWI and WAJ as well as the donor community.

2.1.3. SOCIO-ECONOMIC STUDY OF GROUNDWATER USES IN JORDAN

The field work was completed in January 2014 for the eight basin offices; ISSP surveyed 2,570 licensed and/or operational wells in agricultural, industrial, drinking and touristic uses, including operating, non-operating and illegal wells. After completing the field work, ISSP worked intensively on editing the filled questionnaires, and rechecking with farmers on specific chosen questions for data verification.

ISSP also reviewed the GIS coordinates of visited wells and found some inaccuracy in the readings. As a result, ISSP conducted refresher field training for 5 of the field teams, using Department of Land Survey (DLS) point coordinates in the Abu Naser area in Amman. The teams were then sent back in to the field to resurvey GPS coordinates resulting in highly accurate and cross-checked readings for the visited wells. Throughout the process, ISSP verified the GIS coordinates of the visited wells and confirmed the high level of accuracy for the new GIS coordinates from the survey.

This verification and validation effort was rigorous and essential as there were some significant discrepancies in the wells coordinates currently in the records of both WAJ and MWI from those collected through the ISSP survey. A team from MWI and ISSP worked in the field to double-check the readings in comparison with the WIS



coordinates. After the checkup, it was proved that the new collected GIS coordinates are accurate. As this is one of the major results from the survey, ISSP finalized for the use of MWI and WAJ a location map of each visited well with all of the updated GIS coordinates. These maps show the new well location compared to the previous GIS coordinates and include topography features. These new coordinates is being used to update the current WAJ and MWI databases for the well locations.

Based on the collected information ISSP developed eight basins reports to include the following basins; Mafraq, Azraq, Amman-Zarqa, Aljezeh, Ramtha, Dier-Allah, Karak and Ma'an. ISSP



Steering Committee Meeting

continued its coordination with the Steering Committee for the survey to finalize the results reports so that the findings can be made public. All eight Basin Results Reports (Mafraq, Azraq, Amman-Zarqa, Aljezeh, Ramtha,

Dier-Allah, Karak and Ma'an) were presented to the Steering Committee on September 3, 2014. The Basin Results Reports present the data results of the survey for each basin.

For security reasons, ISSP could not present the results findings at each basin, rather this will be shared at a later planned event during the launch of the Socio-Economic Impact Assessment Report. It was significant for ISSP to verify the collected data; therefore ISSP collected some information from WAJ on the pump test data and production data from the Ministry of Agriculture, and worked closely with a Senior Agronomist for this purpose. The verified data has been organized in different categories for the analyses. The analysis of this data was presented in a separate report which includes basin-specific analysis as well as national analysis of the survey results. A copy of the analysis draft report was submitted to USAID for their comments, and now is being edited to finalize it and submit it to the MWI-WAJ Steering Committee.

2.2. COMPONENT I: INSTITUTIONAL REFORM AND RESTRUCTURING

The Institutional Reform and Restructuring component is to implement the overall sector reform and restructuring package that was developed from the IA and enacted in the PIL. Significant progress has been achieved this year in all activities. A detailed description of all IRR work is presented below by Activity.

2.2.1. ACTIVITY I: DEVELOP THE NATIONAL WATER POLICIES ADVISORY COUNCIL

No activity this year.

2.2.2. ACTIVITY 2: STRENGTHEN AND CONSOLIDATE WATER RESOURCES MANAGEMENT AND PLANNING IN MWI

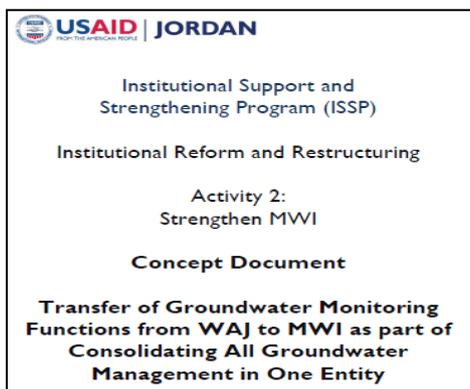
2.2.2.1. SUPPORT MWI RESTRUCTURING

On December 22, 2013, the Jordanian Cabinet of Ministers passed an amendment to the Ministry of Water and Irrigation (MWI) By-law. The By-law amendment established a new organizational structure for MWI representing a core pillar of ISSP's institutional reform program to strengthen and consolidate water resources management and planning in MWI. ISSP worked closely with the Ministry on the restructuring process and will continue to provide technical assistance and training for the transition to the new structure as well as to build capacity for new or evolving roles and responsibilities, particularly related to strategic planning and groundwater monitoring and management.



MWI Roles & Responsibilities Official Regulations Document

ISSP provided significant technical assistance to the Restructuring Committee throughout Year 4 to support the development of a new organizational structure and the required roles and responsibilities for each Directorate, Department and Division in the new structure. Defining those responsibilities will boost efficiency and productivity as well as clarify roles. The official document was approved and signed by the Minister in March.

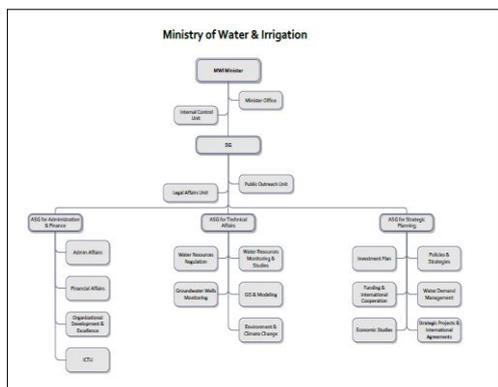


Transfer of Groundwater Monitoring Functions from WAJ to MWI Document

Also as a response to an informal request from MWI to revisit the issues around the transfer of groundwater management and monitoring functions to MWI, ISSP prepared an internal Concept Paper about such a transfer, based on the work to date examining this issue, which was submitted to the MWI SG for further action.

In the 4th quarter, the MWI Minister announced the staffing of the newly developed structure of MWI which makes adoption of the MWI By-law amendment official. Accordingly, ISSP continued close side-by-side technical assistance to begin the formal transition to the new structure and team. ISSP has reviewed the mandates, roles and responsibilities for the Directorate and then each Department and Unit and will use this as the basis for a Capacity Building Plan in the start of Year 5. This is part of ISSP's ongoing support to MWI to support the restructuring process and build capacity of certain key departments that are newly created, particularly to strengthen strategic planning responsibilities.

Throughout the 4th Quarter, ISSP has been supporting MWI in executing and transitioning to the new MWI organizational structure. In particular ISSP will focus on technical assistance, particularly



MWI Organizational Structure

in areas where new responsibilities have been added or where systems and procedures would benefit from closer links with WAJ and JVA. This work is also being coordinated closely with GIZ, as they also provide a range of institutional support to MWI.

2.2.2.2. SUPPORT MWI PLANNING

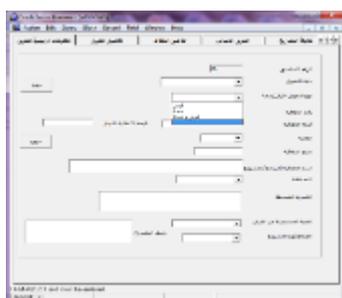
The new MWI structure established a Directorate for Strategic Planning and Management under the authority of a new Assistant Secretary General for MWI. Three new departments were created and/or restructured in order to support a better planning process within the water sector: Policies & Strategic Planning Department, Investment Planning Department and the Funding & International Cooperation Department. ISSP began its support to each in the 4th Quarter by examining the procedures, tools and any training courses that would be needed to enable them to function effectively.

ISSP also built on its ongoing work with the Funding and International Cooperation Department. This department will be the sector’s representative in all communications with MOPIC and will be updating the donors with projects status, and financing needs. They also follow up all the details of the financing conditions and reports on funded projects status as well as providing any reports needed to WAJ and JVA.



Donor Agreements Database 2013-2014

Funding Department – MWI

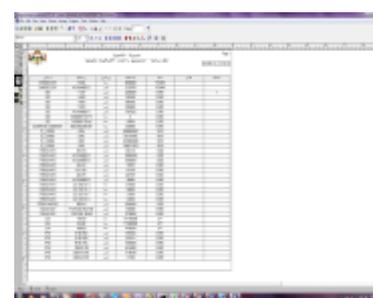


(Key Funding Information Window) – Donor Agreements Database 2013-2014
Funding Department – MWI

In Year 3, ISSP develops a GIS Oracle Database to manage donor community agreements significantly improves their ability to reference and track donor funding agreements.

In Year 4, 1st Quarter, ISSP tested the system and designed five reports to cover the needs of the different

entities such as WAJ and PMU. Data entry was also completed along with a cleaning process to verify the available data for more



Donors Agreements General Report – Donor Agreements Database 2013-2014 – Funding Department – MWI

than 105 donor agreements with ISSP supervision and coordination. ISSP also developed a test module to fill in the disbursement activities to be uploaded directly by the financial department in WAJ. This step (which came as a direct request from the financial staff themselves and got approved by the funding department in MWI) will enable the Ministry to receive more accurate and on-time data related to a very sensitive issue facing the agreements today.

During the 2nd and 3rd quarters, the three-month testing period was completed. Report formats were finalized and approved and additional records were added. Data entry and data cleansing continued and a final excel sheet of all the updated donor data was migrated into the funding system.

For the 4th quarter, the focus shifted to develop and update the final required reports to be generated from the system. A status report identifying the critical missing data was generated in order to develop a plan and support the department to acquire this data and uploaded into the system during the coming year. New staff was assigned to manage and operate this department under a new Assistant Secretary General. ISSP held several briefings to review and explain the development stages and the funding system concept and an additional testing period was established for the new staff.

2.2.2.3. PROJECT FINANCING SUPPORT

In May, a projects follow-up database in Excel was completed for all the sector's projects and presented to the Minister and all Secretaries General and their seniors in an official meeting. The database (Excel Matrix) included all projects details, progress status, funding information and financial progress. An analysis of the sector's current situation for projects' values and donors' involvement was also presented. In this meeting, ISSP proposed an institutionalization approach of creating a centralized unit with small divisions in each entity. This was approved by the Minister and work started on institutionalizing the effort that has been made.

Working groups were formulated in both WAJ and JVA, and work started on both entities to institutionalize the task. As a result, at JVA, a Projects Follow-up Division was established under the Planning Unit and the head of division was officially appointed in October. Side by side assistance was conducted to improve the capabilities of the appointed staff. For WAJ's, two employees were unofficially appointed to take responsibility for the task, one at PMU and one at WAJ Technical Affairs. The two employees received on-job training on how to follow up the task.

In June, a Discussion Paper "Framework for Critical Improvements to the Project Cycle" was submitted to the Minister, SGs, and PMU Director proposing a general framework with clearly defined functions, interrelations, and specific roles of MWI, WAJ/PMU, and JVA in the project cycle

process. The project cycle framework included planning, financing, project implementation, and project monitoring functions. The three SGs sent back their comments with an approval to the framework proposed.

It was also agreed, upon request from WAJ and PMU, that this Excel database be converted into a more user-friendly Oracle system. In the 3rd quarter, ISSP began developing this new Oracle system to replace Excel and become the permanent tool for projects monitoring in the sector. Process flow, permissions, requirement, and restrictions were all taken into consideration while developing the new tool. Throughout development, all involved parties were consulted and shown the screens under development for feedback. These included: Secretaries General, WAJ ASGs for water and wastewater, PMU Director and four of his team members, and JVA and WAJ working groups, which both included representatives from Finance and Tenders Departments, technical staff of site engineers and project managers in addition to directors of technical departments.

In the 4th quarter, the pilot Oracle system was first installed at JVA to test its workability, bugs, and the ease of use and flow. After two months of continuous testing and improvements, the system was installed at WAJ Technical Affairs and at PMU, and on job training was conducted for the two employees on how to use the system. The server is currently maintained and managed at the ISSP office in the Ministry with the Projects Financing Specialist as the administrator for all three users (WAJ, JVA, and PMU). The application was also installed in the Minister's computer and his advisor's computer where they can see the reporting and queries screens. The second phase of the system enhancement will start in 2015 after users had tested the system and added their requirements.

2.2.2.4. DATA MANAGEMENT STRENGTHENING & SUPPORT

In Year 4, ISSP continued to strengthen groundwater data management. Further work was carried out to improve the GIS Database, Licensing Archival Database. ISSP added two new GIS-based Oracle applications for groundwater data collected and violation management in the eight Basins Management field offices. ISSP developed an interface for the GIS Database, along with the 2 applications, with the Water Information System (WIS) in MWI. Building on this work, ISSP continued its data management support to improve data sharing and data quality coordination as well as to improve efficiency, optimize performance and productivity, and to provide a better basis for decision making.

2.2.2.4.1. GIS DATABASE

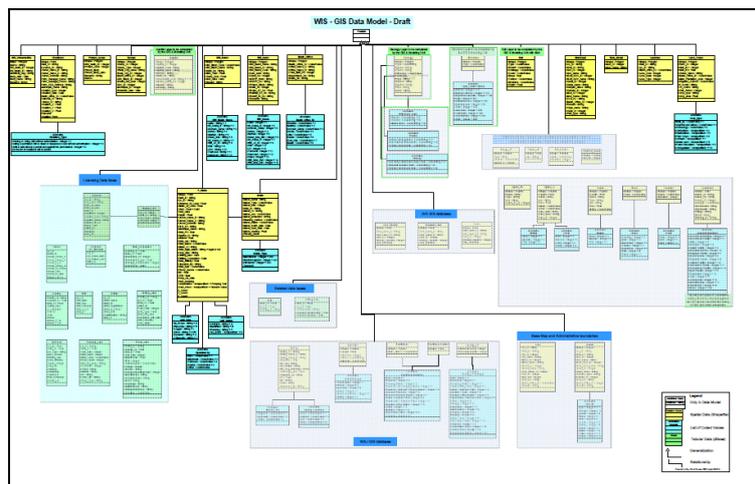
ISSP started the implementation phase of MWI GIS Database after submitting the Development of GIS Database Report. The 2nd phase was launched in the 2nd quarter. Two approaches were used to

support GIS institutionalization in MWI; the first through direct sessions with GIS administrator staff to build, populate and implement the database while the other was through providing on-the-job training on how to run a GIS unit with a focus on the following:

- Approaches in maintaining and developing a unified/centralized GIS data, specifications and standards;
- Approaches to maintain and update GIS data;
- Integration of GIS services with other departments;
- Analysis of GIS data to support decision makers and daily work needs;
- Approaches in coordinating and supporting GIS data exchange.

Accordingly, the GIS Data Structure, Data Model, and Layers were defined, reviewed and updated based on daily work sessions with the concerned parties. Data available with ISSP technical team were submitted and installed and draft assignment agreements and letters were also submitted to the GIS unit in order to build the required communications and start data exchange process with all related agencies under ISSP supervision.

The database is finalized and considered functional, and will be available for use to all related MWI and WAJ departments during the next quarter in which on the job training will continue to support the implementation of this activity.

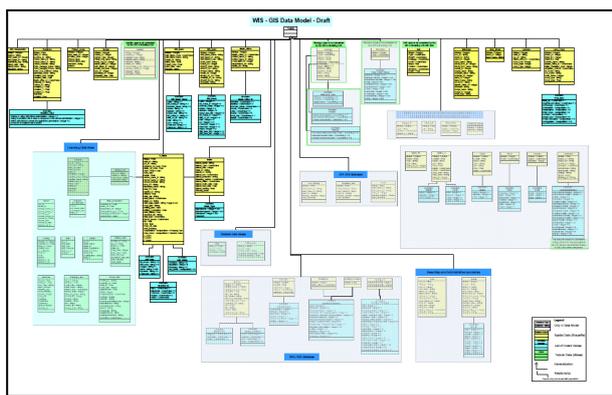


Final GIS Data Model

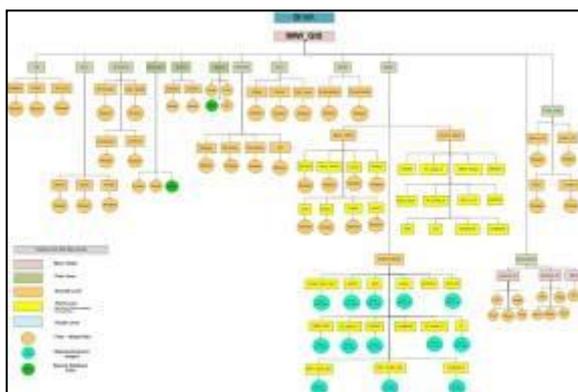
Also in the 2nd quarter, GIS training continued with a one week GIS Introductory Training for WAJ Engineers. This served as an orientation program ahead of a joint MWI-WAJ training program led by ISSP on how to run a GIS unit. Two training courses were conducted as part of the planned on-the-job training to build GIS management capacities for 9 participants from WAJ and MWI. The first course focused on Data Usage through Mapping Projections, both theoretical and practical, with

emphasis on projections used in Jordan. The second concentrated on Data Management using a new versioning software called (SVN).

The above approach and activities to support GIS institutionalization were presented to and approved by H.E. the Minister in May. As such, ISSP will continue to directly facilitate sessions with GIS administrator staff to build, populate and implement the database within MWI. In addition, ISSP will provide on-the-job training on the key aspects of running a successful GIS unit. The training provides key skills on how to develop and maintain centralized and up-to-date GIS data, specifications and standards, integrate GIS services with other departments, and exchange analysis and data.



GIS Data Model



GIS Data Structure

In the 3rd quarter, ISSP worked with the Ministry of Water and Irrigation (MWI) to establish a GIS Unit to strengthen the use and quality of GIS data. To support this unit, ISSP developed, installed, tested and certified the new GIS database for MWI that is the new repository for all MWI GIS data needs and related projects; an enhanced tool to cover licensing and monitoring functions, as well as to

improve the abilities of the field employees who will apply and benefit from this tool.

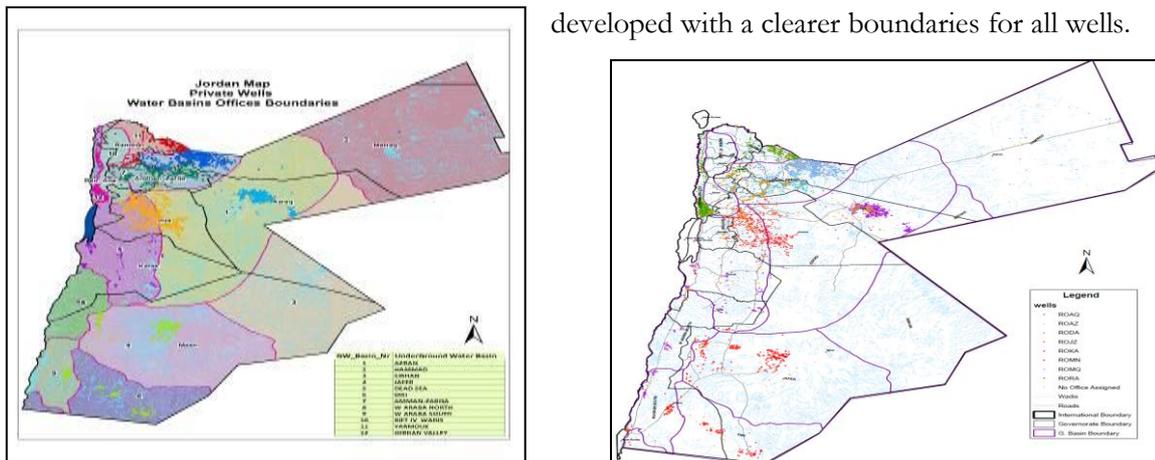
It will provide MWI with an intelligent, spatially enabled database so that job planning, any equipment inventory, and workflow analysis become an automated procedure integrated into one system. The GIS database is linked directly

to the water basin offices so that data is now being

updated on a regular basis and will mitigate data entry errors. This information will be uploaded into the sector's Water Information System (WIS) on a regular basis as well, which is critical for sector planning. ISSP further developed all procedures and position descriptions for the new GIS Unit and delivered a series of training courses and side-by-side technical assistance.

The 4th quarter saw these tools begin to be used in day-to-day work. The GIS tool was used to identify the private wells locations and the administrative boundaries of the basin offices where GIS

maps indicated that some wells are not tied to any boundary. Yet incorporating the socio economic study results and using the GIS tool, a new map was developed with a clearer boundaries for all wells.



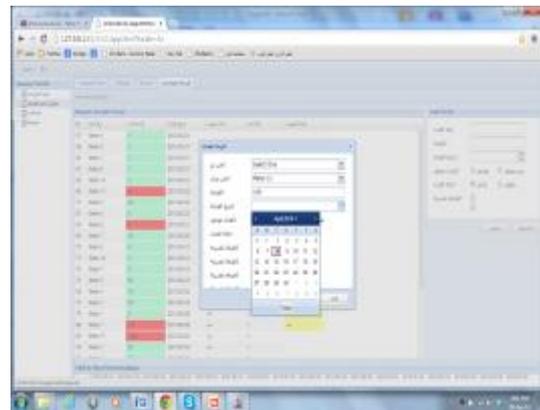
New Boundaries for Basin Offices

In the 2nd quarter, ISSP finalized the Licensing System Development Report and the ISSP team worked to enhance the day-to-day use of the system. Training was provided for staff and more reports were developed and installed in the system to incorporate their various needs and support. Also, a data cleansing process started this quarter to validate the remaining of the data entered by ISSP into the system, this process will finalize during next quarter in which ISSP will also develop a data validation process for WAJ to implement over a year, where all the records both (hard copies, and system generated) will be reviewed and cross checked which will ease the ground for trusting the system and replacing the old hard copies. ISSP also started documenting the licensing processes in order to review and improve their current activities to enhance the use of the system and communication level between the different related departments such as Field Basins’ offices, WIS, Subscribers, Finance and MWI.

In the 3rd quarter, ISSP developed a draft Standard Operating Procedures (SOP) Manual for the Licensing Department. This Manual fully updates department procedures and processes to integrate the Licensing Archival Database system which ISSP delivered last year. It details their current procedures, includes the Licensing System manual, an Imagelinks manual for the digital archiving of written records, and the processes for linkages to other systems and departments.

In the 4th quarter, ISSP continued its support for the data cleansing process, which eventually will build more trust in the data entered and therefore making the system more reliable making it the main source of data. BY the end of the quarter, all data was validated from ISSP team as well as WAJ team.

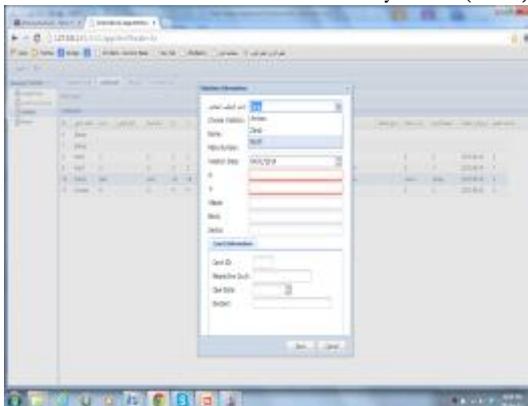
2.2.2.4.2.METER READING & VIOLATION MANAGEMENT SYSTEM



Meter Reading Entry Screenshot

ISSP has developed two GIS applications as a follow-on to the work with the Licensing Department: 1) Meter Reading; and, 2) Violation Management Systems. Both applications were developed in direct response to critical needs observed by the ISSP team related to the process of wells management and control of illegal use. They are an important first step to organize and improve data flow and management within the offices and related departments at central WAJ. The system structure was presented and discussed fully with HE MWI Minister and WAJ SG and related ASG's at the May 18th briefing. The Minister was enthusiastic about both applications and approved the proposed Meter Reading & Violation Management Databases developed to organize and enhance groundwater data management in the field offices.

These tools will now upgrade the current manual process. Further, ISSP is standardizing procedures across the eight basin offices for generating, processing, keeping and storing well records data. The new process will significantly enhance the integrity of the collected data and the validity of this data within the Water Information System (WIS) of MWI.



Violation Entry Screenshot

Coordination meetings were regularly held between Basins Offices' staff and GIS Unit staff in MWI to integrate the functionalities of the two applications and how the GIS tool in MWI will be used to enhance data

sharing and communication. Accordingly Amman-Zarqa and Jiza Basin Offices started populating these tools with their data to serve as pilot areas.

The below screen shots from this application provides an idea of the system and the information it will be monitoring and managing.

Current Reading	Reading date	Meter serial number	X7 Number	Customer Name	Well Id.	License No.	Sequential Nr.
حالة القراءة الحالية	تاريخ القراءة الحالية	رقم العداد الحديدي	رقم الاشتراك	اسم المشترك	رقم البئر	رقم الرخصة	الرقم المتسلسل
Number	Date	Number	Number	String	String	String	Number
3520	3/31/2014	2156780	213455	محمد	AF1100	1100	1
1200	3/30/2014	3145566	213466	حسن	AL1200	1200	2

Meter Status	Meter Existing	Average Consumption	Consumption	Previous Reading	Previous Reading date	Reading status
حالة العداد	العداد موجود	معدل الاستهلاك	كمية الاستهلاك	القراءة السابقة	تاريخ القراءة السابقة	حالة القراءة
Number	Number	Number	Number	Number	Date	Number
1	1	45	40	3480	12/30/2013	1
2	2	90	-100	1300	12/31/2013	2

1= Good	Existing	Calculated field	1=Real Reading
2= Damaged	Not Existing		2=Estimation

Abnormal Reading

Abnormal Consumption

Violations date	Violation Type	Tanker plate Number	National _Id	Customer Name	Well Id.	License No.	Sequential Nr.
تاريخ المخالفة	نوع المخالفة	رقم اللوحة	الرقم الوطني	اسم المشترك	رقم البئر	رقم الرخصة	الرقم المتسلسل
Number	Date	Number	Number	String	String	String	Number
				محمد	AF1100	1100	1
				حسن	AL1200	1200	2

Address Code (PK)	Court Ruling Number	Court ruling date	Concerned Court	Court ruling	Staff who registered the violation	Violation serial number
العنوان الجغرافي	رقم ملف القضية	تاريخ قرار المخالفة	المحكمة المعنية	قرار المحكمة	محرر المخالفة	رقم سجل / تسلسل المخالفة
String	Number	Number	Number	Number	Date	Number
023400602300046						
021700101000120						

Meter Status	Meter Existing	Average Consumption	Consumption	Previous Reading	Previous Reading date	Reading status
حالة العداد	العداد موجود	معدل الاستهلاك	كمية الاستهلاك	القراءة السابقة	تاريخ القراءة السابقة	حالة القراءة
Number	Number	Number	Number	Number	Date	Number
1	1	45	40	3480	12/30/2013	1
2	2	90	-100	1300	12/31/2013	2

Well Id.	License No.	Sequential Nr.
رقم البئر	رقم الرخصة	الرقم المتسلسل
String	String	Number
AF1100	1100	1
AL1200	1200	2

1= Good	Existing	Calculated field	1=Real Reading
2= Damaged	Not Existing		2=Estimation

Abnormal Consumption

Plot Nr	Sheet Nr.	Sector Nr.	Sector Name	Block Nr.	Block Name	Village Nr.	Village Name	Address Code (PK)	Customer Name
رقم القطعة	رقم اللوحة	رقم الحي	اسم الحي	رقم الحوض	اسم الحوض	رقم القرية	اسم القرية	العنوان الجغرافي	اسم المشترك
Number	Number	Number	String	Number	String	Number	String	String	String
46		23		6		234		023400602300046	محمد
120		10		1		217		021700101000120	حسن

In the 3rd quarter, ISSP continued to develop and update the two GIS applications. A briefing for the Minister and related SG's and ASG's in September presented and discussed the subsequent modifications to improve data management, validation and verification. Approval from the Minister was received at this briefing.

In the 4th quarter, a major focus was given to the groundwater data management cycle. A framework was developed for system integration to create a seamless data transition covering the full cycle of groundwater data starting from licensing a well through monitoring and data reading and collection from the field through the billing process. This cycle also included the legal implications and the interface with legal departments in the water sector. ISSP also will develop a full database for the legal departments on the basis of water sector legal process to close the groundwater data cycle and improve the legal activities in the water sector in general. A connection was also built into the field systems. Additional emphasis was given to the transfer of data into the MWI system in order to improve the development of the water budgets and data records in the Water Data Bank.

Impacts & Benefits

Timeliness / Efficiency – Process Improvements

1. WIS data for Water Budgets
 - > WIS will receive data on monthly & quarterly basis rather than yearly as follows:
 - Agricultural: quarterly
 - Others: monthly
2. Subscribers Department – Data for Billing
 - > Once linked to billing system, Subscribers Department will receive data directly through online connection.
 - No data entry required
 - Collection period reduced
3. Reports
 - Generated instantly
 - Customizable

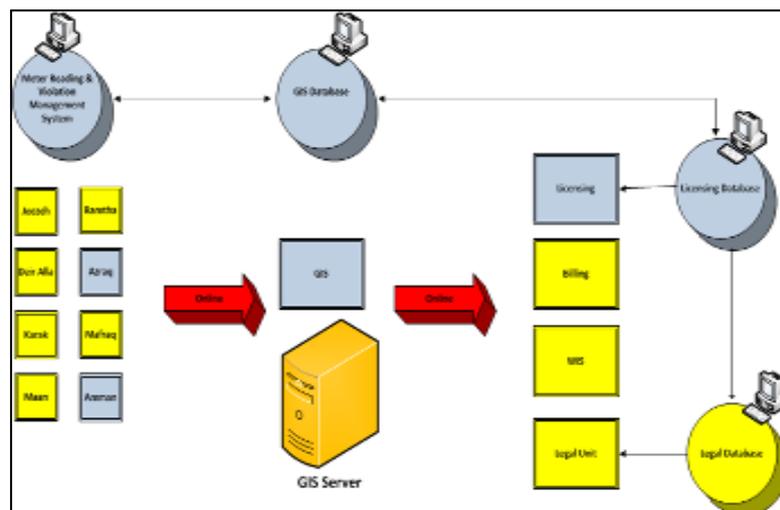
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Impacts & Benefits

Data Quality

1. One source of data
 - > Online connection w/ Licensing & Billing
 - > Direct access by WIS
 - > Direct access by WAJ Legal Unit
2. Data validation capacity – set system parameters
 - > Data entry time limit
 - > Data editing restrictions
 - > Tracking for all data edits
3. Email Notification to Management
 - > Late and/or missing Data Entry notifications to managers
 - > Data edit log

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Schematic for Databases and Data Sharing Model

Several upgrades, modifications and updates were required to enhance the use of the developed systems; Licensing Database, Meter Reading & Violation Management System and GIS database. A focus was given to quality control and validation parameters which will allow minimum human interaction and therefore minimum human error,

such as edit logs, tracking and email notifications. Another set of interventions was designed to connect the systems and insure seamless data transition especially between these developed systems with WIS and the Billing Process. Such integration also required an authority matrix which will be

defined and implemented appropriately to organize data sharing, followed by system manuals and reports redesigned and updated in the following year.

2.2.3. ACTIVITY 3: IMPROVE WATER DELIVERY MANAGEMENT

Activity 3 focuses on improving water delivery management through supporting the major entities which are responsible for water delivery in Jordan. The activity is categorized into:

2.2.3.1. REORGANIZE WAJ TO FOCUS ON BULK WATER SUPPLY

2.2.3.1.1. BULK WATER UNIT

After approving the bulk water supply policy paper and implementation plan by MWI, ISSP focused on strengthening WAJ in bulk water supply and delivery. ISSP had started implementing the approved training plan for phase 1 of bulk water implementation plan in 2013 by providing certified training for all bulk water operators. This year, ISSP continued this training by holding the last training for 15 operators from 5 different governorates: Balqa, Zarqa, Karak, Tafilah and Ma'an.

In the 2nd quarter, ISSP held a Certification Ceremony for all of those who successfully completed the training and received CAQA certification. The ceremony was convened by the MWI Minister, WAJ Secretary General, and USAID Deputy Mission Director who distributed certificates for 63 Water Distribution Operators – Level I & II and the Water Utility Management training participants from Water Authority of Jordan (WAJ) who passed the Jordan Water Operators Certification Program implemented by Arab Countries Water Utilities Association (ACWUA).

During this year, ISSP technical team focused their work to re-engage WAJ on the main reform milestones, most importantly establishing a Bulk Water Supply Unit. Following a series of briefing meetings with the SG and WAJ leadership to discuss the issues around establishing the Bulk Water Supply Unit, the unit was included in the new WAJ structure which was published in the 4th quarter. The bulk water unit was established under the Assistant SG for Bulk Water and Governorates Operation which places it at an appropriate organizational level. This is a major ISSP milestone and a key component input for achieving the package of ISSP institutional reform and restructuring commitments.

2.2.3.1.2. DEVELOP THE NEW WAJ STRATEGIC PLAN

During this year, ISSP started to work with WAJ on developing their new 5-Year Strategic Plan. The plan will replace the previous plan which was prepared in 2008 and expired in 2013. WAJ established two committees to work with ISSP on this task. A steering committee to provide the oversight on plan preparation and overall strategic directions, and a working group to do the actual daily work with ISSP on collecting and analyzing data and developing the detailed plan.



In the 1st and 2nd quarter, ISSP and the working group developed a Situational Analysis. Then in the 2nd quarter, ISSP convened a two-day “**WAJ Leadership Retreat**” in Aqaba which brought WAJ senior leadership and key stakeholders together to discuss the findings and results of the Situational Analysis and to agree on the new Mission, Vision and Strategic Objectives for WAJ which will be the strategic framework for the plan.

This retreat was attended by the WAJ Secretary General, WAJ Assistant Secretary Generals, WAJ Strategic Plan Steering Committee and working group members, Water Utilities CEOs and key advisors. The leadership retreat was highly successful and was highly praised by all participants as it gave them a rare opportunity to all come together in the same room, and all attendees were actively involved in the discussion which concluded with a consensus on the Vision, Mission and the Strategic Objectives of WAJ.

Based on the key outcomes and agreements from the Leadership Retreat; ISSP developed an interim deliverable for WAJ, the Strategic Review Report, to lay out the proposed new framework for the WAJ Strategic Plan update. The final Strategic Review Report was presented to and approved by the WAJ SG and members of the Steering Committee in the 3rd quarter.

Through the 3rd and 4th quarter, ISSP then worked on developing the detailed strategic plan approaches for achieving the new strategic objectives. Along with the Working Group, an action plan which includes all approaches and projects that will have to be implemented in the next 5 years was assembled, tied to WAJ’s budget and expected resources. The action plan was compiled with the final draft of the WAJ 5-Year Strategic Plan Draft which was submitted at the end of the 4th quarter for WAJ Steering Committee review and comments.

2.2.3.1.3. BULK WATER METERS ASSESSMENT



In the 4th quarter, ISSP started a comprehensive assessment of water supply system bulk meters which will be implemented through the 2nd quarter of 2015. This assessment will examine the water supply system on the national level, and will include a review of all bulk water supply system maps and schematics, as well as site inspections of all meters



at points of water transfer between bulk supply and retail distribution and between governorates. This will help WAJ to determine meters accuracy and their operational condition; it will also include collection of inventory data for each meter necessary to develop a comprehensive bulk water meter database.

2.2.3.2. DEVELOP REGULATORY FUNCTION

In the 1st quarter, ISSP developed an Action Plan for the Water Utility Regulatory arm of PMU, which laid out the priorities and processes for PMU to slowly start taking on the full range of responsibilities identified in the approved Rules of Procedure.

The action plan included building the capacity of WAJ administrative units and Yarmouk Water Company to fully report on Key Performance Indicators (KPIs). To effectively undertake this task, ISSP undertook a preliminary assessment to assess WAJ administrative units and Yarmouk Water Company readiness to report on KPIs. The study included site visits to all WAJ units (Maan, Karak, Tafila, Balqa, and Zarqa) and the governorates run by Yarmouk Water Company. The study indicated areas of improvement which will help PMU to build WAJ units' capacity with recommendations on how to phase in the same kind of performance monitoring procedures for the operating units over time.

In the 2nd quarter, ISSP began work on developing a KPI database for the WURU/PMU. This database includes all collected variables from different utilities and will enable PMU to produce historical trends and comparisons between utilities. This includes a database of all of the reported performance indicators (PIs) from the water companies over time. It will also have the ability to calculate KPIs and generate warnings when KPIs fall outside of certain parameters.

The database was completed and installed in the 4th quarter. It is now in the testing period with PMU staff. ISSP will finalize and deliver the final database in early 2015.

2.2.3.3. SUPPORT CORPORATIZATION

2.2.3.3.1. REVIEW OF ASSIGNMENT AGREEMENT

ISSP undertook an initial review of the Assignment Agreements for the purpose of identifying issues for consideration in updating these agreements. The team conducted several meetings with water companies' management to discuss areas of improvement. A report was then finalized and submitted to PMU in the 3rd quarter.

2.2.3.3.2. TAFILAH OPERATIONAL PERFORMANCE PROJECT

In the 3rd quarter, ISSP started working with WAJ to support the Administrative Units in order to start to build their capacity to function as water companies, and not government operating units. ISSP launched an Operational Performance Pilot Project in Tafilah (TAU) with the objective to improve the overall operational performance of the administrative unit through targeted technical assistance in key areas of performance management, cost recovery and technical capacity.

The work started by undertaking a operational assessment for the TAU to determine areas of operation that can be supported and enhanced to increase the efficiency of operations in TAU. A report was prepared discussing current conditions and listing recommended actions in areas of bulk water operation, customer service, water distribution, maintenance management, GIS, and assets management.

The outcomes of the assessment were shared with WAJ SG and WAJ assistant SG for bulk water and governorates operation to agree on the set of actions to be undertaken by WAJ and ISSP and to get WAJ approval on the proposed action plan.

Through the 4th quarter, the following interventions were successfully implemented:

- Assessed bulk meters and coordinating replacement of inoperative bulk source water meters with WAJ. Established regular monitoring system for water production efficiency and NRW estimations.
- Operational training on reading bulk water and electricity meters.
- Developed practical templates for recording, aggregating, and analyzing operational data. Templates automatically calculate several standard performance indicators based on raw data inputs for each well and facility.
- Supporting WAJ and TAU to transfer customer billing from Karak to Tafileh.
- Supporting TAU on rolling out Hand Held Units (HHUs) in meter readings and door step billing.
- Refresher training for GIS staff (hardware, software, and GIS data types) and further detailed and advanced training on GIS



tools, tables, joins and relates, arc- catalog interface, arc -map interface, displaying GIS data –symbolology, editing of GIS data, and GIS analysis tools; update and expand data layers.

- On-job GIS training on general map preparation for base maps and water networks, on creating features, documentation of existing meter reading routes - as an initial trial for reading route documentation, identification of new customers on GIS, digitization of distribution zones, link available customer data with available GIS meter information, and integrating GIS tools into new customer application procedure.
- Supporting TAU on program of customer meters replacement

2.2.4. ACTIVITY 4: STRENGTHEN WATER USER ASSOCIATIONS (WUAs) IN THE JORDAN VALLEY

In the 1st quarter, ISSP supported the Jordan Valley Authority (JVA) to hold the “Irrigation Water Tariff Workshop” in order to consult with farmer’s on proposed irrigation water tariff increases. The workshop was convened by the JVA Secretary General and over 100 people attended, with more than 80 farmers representing the entire Jordan Valley. Despite the often contentious discussions, the workshop was highly successful in that agreement was reached with nearly all participants to tariff increases which were then publicly announced in the papers in February.

In the 2nd quarter, ISSP worked with the JVA to apply its Capital Investment Plan model to JVA’s infrastructure planning. ISSP conducted a specialized training course to JVA Heads of Financial, Operation & Maintenance Departments on Capital Investment Planning (CIP). The training included the basics of CIP, projects’ data collection and modeling. The 17 trainee from the different operational departments were split into four working groups and collected data for four different capital investment projects. Live models were prepared and results were prioritized based on their financial ranking. ISSP team updated the list of planned capital investment projects in coordination with JVA ASGs. The updated list covered projects with no available funding. ISSP team continued data collection with the support of JVA employees for the purpose of preparing the updated investment plan and prioritizing the planned projects. The collected data was populated into the model for the purpose of prioritizing these projects. Some issues were observed when the model was run and these will be addressed by the developers next quarter.

ISSP team start collecting the data of irrigation networks infrastructure to produce a comprehensive



asset registry database for JVA’s irrigation networks. The database will contain the irrigation network components, their approximate location and

physical condition. The purpose of this database is to ease the maintenance process, increase its efficiency and perform as a base for tender documents preparation. The assets were registered; however their physical conditions could not be fully covered, especially for the assets that are currently managed by the WUAs. The final database will be submitted to JVA to obtain their approval, train them on updating it and institutionalize it.

In the 2nd quarter, a comprehensive training needs assessment for the WUAs and WUAs Support Unit in JVA was conducted in April. ISSP's expert, Sam Johnson, met the heads of WUAs in Karameh area and the WUA Support Unit in JVA to assess their current strengths and weakness areas. The mission was concluded by a presentation to JVA's SG and ASGs to summarize the results and discuss the way forward. The main conclusion was to develop a training center in the Middle Jordan Valley that shall cover the training needs of the WUAs in order to improve their performance and guarantee their sustainability.

Through the 2nd and 3rd quarter, ISSP's Legal Consultant prepared the different legal documents needed to regulate the relationship between the WUAs and JVA in order to ensure good WUAs governance and sustainability; these documents are mainly WUAs Articles of Association (AoA), Articles of Mother Association, and a Memorandum of Understanding (MoU) between JVA and Jordan Cooperative Corporation (JCC) that governs the relationship between the two entities in terms of WUAs support and follow up. The AoAs and MoU are under negotiation between ISSP, JVA and the different entities.

In the 3rd quarter, ISSP team concluded the Institutional Assessment of JVA with detailed recommendations and timeline in four main pillars: Expand WUA Coverage and Build Capacity, Transfer Retail Water Management Responsibility to WUAs, Restructure JVA and Build JVA Capacity. These pillars were presented and discussed with JVA SG and SGAs in several presentations and mini workshops that were finally concluded by a series of workshop that gathered the different local and international stakeholders. The series of three workshops over two days were held at the end of the 3rd quarter to present and discuss the results, findings and recommendations from the JVA IA with the key stakeholders.

This “***Jordan Valley Authority Institutional Assessment (IA) Results Workshop Series***” consisted of the following:

- *JVA Retreat*: Institutional Assessment Results Review was opened by the SG and USAID. This internal JVA meeting worked through the details of the IA findings and results and their implications for JVA mandate, management and priorities. It

was also attended by the WAJ SG and MWI SG and their contributions were valuable as the JVA discussed its evolving role in the water sector.

- *Irrigation Management Workshop*: Water Users Associations and the JVA – Evolving Roles, Responsibilities and Rights brought together the JVA and representatives from all of the Water User Associations (WUAs) to work through the recommendations to make WUAs independent and self-financing as part of the transfer of irrigation retail management to them. The discussion was contentious at times as many WUA representatives still do not understand the overall principles and preconditions for independence.
- *Donor Coordination Meeting*: Evolving Roles, Responsibilities and Needs in the Jordan Valley. Donors and implementing partners in the JV met to discuss their respective programs in the context of the JVA IA findings to ensure that current and planned assistance remains consistent with the new priorities and recommendations for JVA going forward. This meeting was opened by Amb. Lewis Lucke and convened by H.E. Eng. Sa'ad Abu Hammour.

2.2.5. ACTIVITY 5: LEGAL ADVISORY SERVICES

ISSP Legal Consultant visited Amman in the 2nd quarter to move forward on compliance and enforcement issues, building on the workshop held at the end of 2013. ISSP continued to follow-up on this work throughout the quarter, meeting with the MWI Legal Advisor and the Minister's Advisor to discuss MWI plans and needs to strengthen compliance and enforcement within the water sector as the new WAJ Law amendments which much more stringently criminalize illegal water use are put in place. Options for ISSP assistance include support to the WAJ Legal Department as well as support to an MWI workshop to bring together relevant professionals from the water sector and the justice sector to discuss the new provisions around illegal use and identify ways to improve compliance and enforcement around these.

Also ISSP worked closely with the Ministry and WAJ to support the national campaign launched by the Minister of Water and Irrigation to close down illegal wells and illegal network connections as well as to prosecute these water theft crimes. ISSP has been focusing its support on the Basins Offices to improve their procedures and systems to improve the monitoring and reporting of these violations.

In the 4th quarter, this work was showcased at the “*Water-Judicial Workshop: Illegal Water*



Enforcement”. Jordan has now become the 2nd most water poor country in the world. Exacerbating natural water scarcity is widespread theft of water from illegal wells and illegal connections to the water networks. A new amendment to the WAJ Law has now significantly strengthened penalties for water theft, providing a perfect opportunity to address the overall process of monitoring, recording an

prosecuting water violations. As a result, ISSP brought together the Attorney General and members of his staff with over 100 WAJ personnel for the first time ever to tackle the serious challenges Jordan faces in combatting the theft of one of its most precious resources. Over 120 participants learned about the legal responsibilities for WAJ staff as they collect the “evidence” of these water crimes. The judicial staff learned of the very real challenges in the field that WAJ and utility company staff face in detecting and recording violations. The meeting was convened by H.E. WAJ Secretary General and the District Attorney of Amman, with opening remarks by Amb. Lucke. The entire event was marked by respectful, productive and engaged dialogue among all parties. Everyone agreed that this is only the first step. The workshop was also attended by H.E. MWI Secretary General, H.E. JVA Secretary General, PMU Director and all relevant Assistant Secretary Generals, Managers, Advisors as well as all concerned staff from the field operations.

Immediately following the workshop, ISSP COP, Legal Advisors (from ELI) and Organizational Development Manager held a follow-up meeting with the Attorney General and the Deputy Attorney General, which was then joined by the Chief of Public Prosecution. The meeting helped to clarify several issues related to the prosecution process, water violation process, capacity building needs for stronger prosecution of water violations and major limitations of the field work in the basins and utility companies. ISSP will continue to work in close coordination with the Attorney General’s office and WAJ to develop new procedures, forms and roles and responsibilities to improve the enforcement process for water violations. The Prosecution Office confirmed their strong support of ISSP and WAJ efforts to strengthen water sector violation management process.

Throughout the 4th quarter, work began to improve the process by which inspectors collect and present evidence for groundwater violation. The ISSP legal advisors reviewed the existing practice, including the Notices of Violation that inspectors use and will consult with staff in the basins and WAJ headquarters to determine (1) what information inspectors collect, (2) how they present the

information to the court, and (3) the perceived weaknesses in the Notices of Violation that are prepared.

2.3. COMPONENT 2: INSTITUTIONAL STRENGTHENING

Institutional Strengthening activities are all of the activities that ISSP is undertaking that directly support the program's overall objectives, but that are not specifically a part of implementing the institutional reform and restructuring activities developed from the IA. These activities have been developed because they address a compelling need from our counterparts, and are complementary to the core ISSP objectives.

2.3.1. MIYAHUNA STRENGTHENING

Through this year, ISSP continued to support Miyahuna on key areas to improve operational and planning aspects including Business Plan Update, Strategic Communications, Asset Management and Risk Mitigation Plan.

2.3.1.1. BUSINESS PLAN UPDATE

ISSP worked with the Business Planning Unit on updating the company business plan for 2015. The work started in the 1st quarter by supporting Miyahuna Project Managers on updating the business plan projects' status. The updated project charters were reviewed and approved by Miyahuna CEO and directors.

ISSP carried out a short online survey to identify needs for each of the projects listed in the business plan. The result identified specific needs such as: improving clarity on roles and responsibilities of the Business Planning Unit, needing more information about budgeting and finance issues related to their work, and interest in continuing to share their challenges and possible solutions through regular Project Manager Meetings. Results were shared with Miyahuna management for their action.

In the 2nd quarter, Miyahuna established a strategic planning committee to work side-by-side with ISSP on finalizing the updated business plan. The committee had weekly meetings to work on updating directorates' plans and projects. This committee presented the updated Business Plan to the planning committee in the 3rd quarter and the plan was approved. ISSP reviewed the final plan document in the 4th quarter and provided some comments which were taken into consideration. Miyahuna then worked on updating the final plan in Arabic which completed by the end of the 4th quarter.

Also in the 4th quarter, ISSP developed and delivered a Business Plan Manual for Miyahuna to support institutionalizing the process of developing and updating the business plan. The manual

contained the process which was adopted by ISSP to develop and update the Miyahuna business plan including all required templates, forms, and actions timeframe. The Manual was prepared in close cooperation with Miyahuna.

2.3.1.2. STRATEGIC COMMUNICATIONS SUPPORT FOR OPERATIONS

During the 1st quarter, ISSP reviewed options for continuing the SMS pilot program at Miyahuna to provide text message updates to employees on important company news, and any emergency information. The ISSP recommendation was to use an existing contract Miyahuna has for customer text messages. Each Director agreed to designate a person who can provide message to the Business Planning Unit to send out to all employees. ISSP worked with the Business Planning Unit to institutionalize the SMS system.

ISSP also continued discussions with Miyahuna on establishing means for all employees to have access to the daily employee newsletter. ISSP continued to provide on-site advice when opportunities arise for improved internal communication on operational issues.

2.3.1.3. MIYAHUNA ASSET MANAGEMENT AND MAINTENANCE (AMM)

ISSP proceeded with the procurement of remote analysis for the predictive maintenance module throughout 2014 in order to pilot this capability for O&M management. ISSP issued a RFP to get offers to install oil analysis and full spectrum vibration analysis equipment to feed into the PdM module in the CMMS systems. A technical committee was established to review technical proposals. The committee included two personnel from Miyahuna to ensure that offers meet Miyahuna requirements.

The oil analysis procurement resulted in noncompliant technical offers and was dismissed. Also, the full spectrum vibration analysis procurement technical committee identified significant weaknesses in the proposals. The request for clarifications and resolution of deficiencies remained nonresponsive to requirements and specifications set forth in the RfP documents. As such, the decision was made to cancel the procurement.

2.3.1.4. NRW PROJECT RISK MITIGATION PLAN IMPLEMENTATION

At the end of the 1st quarter, ISSP launched support to Miyahuna on executing the Risk Mitigation Plan issued to the company by USAID to determine Miyahuna's eligibility to receive direct funds from USAID for a Non-Revenue Water (NRW) Reduction Program. The assessment listed the following issues:

1. Accounting policies and procedures specifically related to project accounting;
2. Written cash management procedures;

3. Written procedures to separate procurement and tendering from accounting and asset management;
4. Written plan defining the procurement process, addresses staff training needs and identifies a compliance officer;
5. Written procedures for the Management of Ordering Goods and Services Process; and,
6. Organizational chart and positions descriptions for main executive and management roles.

From the 2nd through the 4th quarter, ISSP worked closely with Miyahuna on each area. All relevant policies were updated in accordance with the requested measures. At the end of the 4th quarter, a follow-up consultation was held with USAID to review all of the updates and measures put in place at Miyahuna through ISSP support. USAID announced that all appeared on track to proceed with a significant funding agreement to Miyahuna for NRW reduction, following successful completion of the second audit by USAID in early 2015.



2.3.1.5. NRW ASSOCIATE FARAS

As discussed above, USAID has been working with Miyahuna to establish a NRW Reduction Program to be funded through a Fixed Amount Reimbursement Agreement (FARA), a relatively new contract mechanism that allows USAID to provide assistance directly to Miyahuna. ISSP was assigned by USAID to provide technical assistance to Miyahuna in developing the technical scopes for the associate FARAs, the sub-agreements that specify the specific activities and contract terms for each discreet activity which will be implemented under the general umbrella FARA that covers the implementation of all NRW projects. The umbrella FARA is the overall agreement which includes the general terms and implementation conditions for the NRW project.

Throughout the 3rd and 4th quarters, ISSP worked with Miyahuna on the first associate “quick win” that could be used to effectively and easily launch the program. ISSP coordinated with USAID and Miyahuna to develop the specific scope. It was agreed to focus on procurement of equipment that could immediately help Miyahuna address NRW through maintenance mobile workshops and other leak detection equipment. ISSP worked extensively on ensuring that the proposed Associate FARA had appropriate specifications and pricing. This quick win associate FARA was finalized and submitted to USAID at the end of 2014. Both the umbrella FARA and the quick win associate FARA will be signed in early 2015.

ISSP also worked during this time on developing the second associate FARA to cover NRW works in District Zone (DZ) 27. The ISSP team conducted several meetings with Miyahuna NRW team to finalize the detailed list of milestones and cost estimates for the associate FARA. ISSP will continue this work into 2015.

2.3.2. SUPPORT TO AQABA WATER COMPANY

During the 2nd quarter, a series of meetings were held with Aqaba Water Company (AWC) to determine priority areas for ISSP support. Following these consultations it was agreed that ISSP would develop a program of support on Internal Communication and management.



ISSP conducted an in-depth assessment to identify areas of concern and develop an action plan for improved internal communication. The action plan was discussed and agreed with AWC senior management. ISSP delivered a briefing memo to AWC containing the results of the assessment and recommended action including actions to be implemented by ISSP.

Under this plan, ISSP conducted leadership training for AWC senior management in the 4th quarter. The two half-day training was held in Aqaba and focused on leadership areas that improve communication between management and employees. Following to this training, ISSP will send an action plan template to all attendees and will follow up on completing the plan and communicate it with AWC management.

2.3.3. STRATEGIC WASTEWATER MASTER PLAN

In the 1st quarter, ISSP held the ***“Strategic Wastewater Master Plan (WWMP) Results Workshop”*** which was convened by H.E. Secretary General of the Water Authority of Jordan (WAJ) on behalf of the Minister of Water and Irrigation. The meeting was also launched by USAID/Jordan Director of the Water Resources and Environment (WRE) Office. The purpose of the workshop was to publicly present the results and outcomes of the National Strategic Wastewater Master Plan developed by ISSP in close collaboration with WAJ and the water utilities. A corollary study, Olive Mills Wastewater Zibar Study was also presented along with an overview of the upgrades to wastewater Geographical Information System (GIS) data layers for Jordan developed from the WWMP analysis work. More than 120 participants from the water sector, various government

ministries, civil society, academia and the private sector attended the workshop and it was widely covered in local TV and print media.



Throughout the 2nd and 3rd quarter, ISSP continued to build on the success of the Strategic WWMP through ongoing support to the water sector as they aligned all ongoing and future assistance on the Strategic WWMP, especially to integrate the approved plan with other donors' work. This work included a series of donor coordination meetings. These resulted in the ISSP Strategic WWMP being responsible for directly leveraging millions in other donor funding to meet critical WW services needs across the country.

In the 3rd and 4th quarter, ISSP then started working closely with WAJ to take the more general project priorities laid out in the WWMP and enter them into the ISSP Capital Investment Plan (CIP) model. This involved extensive work to develop the costing criteria for WWTP and networks operation with WAJ technical department. ISSP team finished the data entry for the 12 governorates and is working on finalizing the results report which is expected to be delivered in the first quarter of 2015.

2.4. CROSS-CUTTING THEMATIC SUPPORT

Cross-cutting thematic support under ISSP deals with approaches and mechanisms that support and facilitate the overall ISSP objectives and are not specific to a component. Primarily this support will involve integrating gender throughout ISSP's technical work and leveraging outside mechanisms or other donor program efforts in pursuit of shared objectives for institutional reform and restructuring.

2.4.1. DONOR COORDINATION

Donor coordination is a key element of ISSP and continues to be an integral part of program activities as the team works very hard to support other donors and coordinate their respective plans for assistance to the water sector with ISSP's reform and restructuring program.

Some illustrative examples of this are detailed below:

- The JVA IA Workshop Series included a Donor Coordination Meeting, *"Evolving Roles, Responsibilities and Needs in the Jordan Valley"*. Donors and implementing partners in the JV

met to discuss their respective programs in the context of the JVA IA findings to ensure that current and planned assistance remains consistent with the new priorities and recommendations for JVA going forward.

- ISSP team participated throughout the OECD/GWP-Med's work on the Jordanian Policy Dialogue and attended their 3rd Consultation Workshop which launched their major report on Water Governance in Jordan.
- ISSP supported the work and attended a full-day meeting on the Jordan Water Project (JWP), led by Stanford University, which is developing an integrated water resources management model for the sector.
- The COP and ISSP held several meetings throughout the year with various scoping missions from a range of donors including: GIZ (climate change adaptation); European Bank for Reconstruction and Development (EBRD) (tariff support or institutional support); Oxfam (host communities impacted by Syrian refugee crisis support program); KfW (various, especially wastewater infrastructure); and, JICA (wastewater infrastructure).
- ISSP met with a representative from the USAID Development Credit Authority (DCA) to explore opportunities and/or options for the use of DCA in Jordan, particularly in the agricultural sector.
- ISSP COP supported the Ministry and the USAID-funded Water Reuse and Environmental Conservation (WREC) Project on consultations for the new environmental protection law draft.
- ISSP and GIZ also held periodic coordination meetings.

2.4.2. GENDER

Previously, there has been little opportunity to explicitly integrate gender into ISSP activities.

However, in an effort to more closely examine opportunities and identify where ISSP could better address gender, IRG/Engility fielded a gender consultant to undertake a comprehensive “***Gender Programming Review***”. From this, an ISSP Gender Note was developed demonstrating how gender programming is already integrated into ISSP activities and highlighting areas for further consideration in order to capitalize on any further opportunities for gender programming. IRG/Engility then developed an ISSP Gender Toolkit.

To discuss the ISSP Gender Toolkit, an internal training was carried out in July titled, Gender Integration and Tools. The training served to identify and address the gender inequalities during strategy and project design, implementation and monitoring and evaluation. Following the training, all staff now have a much clearer sense of how important a role gender awareness can play across the wide range of ISSP work from operational support to sector planning and policy reform.

2.5. CHALLENGES

Jordan's water sector continues to face some very severe challenges as it struggles to adjust to the impact of the Syrian refugees in host communities across Jordan. For ISSP, however, this situation has only served to focus the government's attention on the need to have strong planning and management systems to better address these challenges. As such, while the sector itself is in a challenging position, the program has not been unduly affected. Further, the ongoing stability of leadership within the water sector has negated some of the most intense challenges faced by ISSP in the past.

The most significant challenges faced by the program in Year 4 was the delay in learning whether the Year 5 Option would be exercised. As such, ISSP had to divert some resources to plan for closeout over the summer, instead of focusing fully in technical implementation.

2.6. POTENTIAL ISSUES OR PROPOSED CHANGES

The ISSP scope of work was modified slightly as part of the contract extension in November; however, the overall objectives and project components remain the same. All SOW additions and changes were integrated into Year 5 work planning, consistent with the technical proposal submitted by ISSP for the extension.

2.6.1. POTENTIAL CHANGES

There are no changes to the ISSP scope of work anticipated in the final year of implementation.

3. ACTIVITIES PLANNED FOR NEXT QUARTER

This section details activities that will be carried out during the next quarter, January to March 2015.

3.1. COMPONENT 1: INSTITUTIONAL DEVELOPMENT

Component 1 was originally intended to be completed by Year Three, however the Socio-economic Impact Assessment of Groundwater in Jordan was then added to Component 1 and this activity will continue through Year 5.

3.1.1. INSTITUTIONAL ASSESSMENT (IA)

The Institutional Assessment is completed. There will be no activities in the coming quarter.

3.1.2. WATER VALUATION (WV) STUDY

The Water Valuation Study is completed. There will be no activities in the coming quarter.

3.1.3. SOCIO-ECONOMIC IMPACT ASSESSMENT OF GROUNDWATER WELLS IN JORDAN

In the coming quarter, ISSP will hold a Steering Committee meeting to present and discuss the Socio-Economic Impact Assessment of Groundwater Wells in Jordan Analysis Report. Once the report is approved a lunching event will be organized to publish the report.

Meanwhile ISSP is working on the Policy & Management Implications Report, which will examine policy implications and groundwater management improvements needed to more effectively address issues highlighted from the survey results. The final report will be submitted for review and discussion in the coming quarter.

3.2. INSTITUTIONAL REFORM AND RESTRUCTURING (IRR)

ISSP implementation will continue side-by-side with working groups to move each activity forward.

3.2.1. ACTIVITY 1: DEVELOP THE NATIONAL WATER POLICIES ADVISORY COUNCIL

ISSP could potentially be able to re-engage on this activity. ISSP support to MWI to finalize a new update to the National Water Strategy should finish in the coming quarter. Once approved within the water sector, MWI will reconvene the Council to present the strategy for discussion, with the support of ISSP.

3.2.2. ACTIVITY 2: STRENGTHEN AND CONSOLIDATE WATER RESOURCES MANAGEMENT AND PLANNING IN MWI

ISSP will develop the Implementation Plan and a Capacity Building Plan for MWI as part of its support for MWI to implement its new Organizational Structure. The Meter Reading Application will be updated and reinstalled in the 8 basin offices across Jordan

ISSP will begin to support MWI with a range of technical assistance to the new Strategic Planning Directorate. Work will continue to finalize the update to Jordan's National Water Strategy. Work will also begin to support MWI's work on the annual water budget.

The Project Financing System will complete its testing phase. The ISSP Steering Committee will be convened to discuss the more general planning framework which was presented in the ISSP Discussion Paper presented in the 3rd quarter. Actions shall be taken upon the feedback of the committee on priorities that need support. ISSP will push and support the establishment of the Project-Follow-up Division in WAJ, and the centralized Unit responsible for all sector's projects monitoring. In addition, ISSP will focus on strengthening the role of project monitoring in the sector by supporting the units/divisions established for this task, and enhancing the communication channels between all entities involved. Phase 2 of the Oracle System enhancement will start in February with more reporting and query options and extra screens for project planning and monitoring activities.

3.2.3. ACTIVITY 3: IMPROVE WATER DELIVERY MANAGEMENT

3.2.3.1. REORGANIZE WAJ TO FOCUS ON BULK WATER SUPPLY

3.2.3.1.1. BULK WATER UNIT

Work will start next quarter to assess the capacity and critical needs of the WAJ central control room to determine priorities for improvement.

3.2.3.1.2. DEVELOP THE NEW WAJ STRATEGIC PLAN

ISSP will work with WAJ to finalize and issue the final plan.

3.2.3.1.3. STRATEGIC WATER INFRASTRUCTURE MASTER PLAN

Work will start in the coming quarter on the Strategic Water Infrastructure Master Plan. Work will include water policy and planning priorities analysis and compilation into a national plan for water systems which will help determine investment priorities for WAJ in developing and managing their water infrastructures and thus improve service delivery to customers through high efficiency systems.

3.2.3.1.4. BULK WATER METERS ASSESSMENT

Field work should be completed in the coming quarter to assess all operative water supply wells and 50 bulk meter point with the middle region systems. The team will start developing the bulk meter verification database and updating bulk water schematics.

3.2.3.1.5. WATER QUALITY COMMUNICATION

ISSP will start assisting WAJ to develop and design communication materials and tools to better inform the public of the quality of drinking water in Jordan, and of the advanced treatment and monitoring processes applied at WAJ to maintain high quality water.

3.2.3.2. DEVELOP REGULATORY FUNCTION

The final Performance Indicator (PI) database will be delivered and installation will be finalized on PMU PCs including historical data. A user manual will be developed and submitted to PMU as a reference for database operation. The interim report on detailed regulatory assessment for three priority utilities will be delivered covering Yarmouk, Zarqa and Madaba. Work on remaining utilities will then begin to cover Balqa and southern governorates. A final detailed regulatory readiness will be prepared by the end of the quarter.

3.2.3.3. SUPPORT CORPORATIZATION

3.2.3.3.1. TAFILAH OPERATIONAL PERFORMANCE PROJECT

ISSP will finalize implementation of Tafilah operational performance project. Work will also begin on a Subscribers Survey (SS) for Tafilah to update all customer records and then to link the customer database to the GIS database which will improve the billing efficiency by designing proper routing system and will utilize customers' information in different areas of operations. ISSP will also follow up with TAU to initiate the HHU billing.

3.2.4. ACTIVITY 4: STRENGTHEN WATER USERS ASSOCIATIONS (WUAs) IN THE JORDAN VALLEY

ISSP expects to receive JVA comments and subsequently finalize the JVA Institutional Assessment delivered in Year 4. Following this, the JVA IA Roadmap will be developed. Work will continue to improve the conditions for further transfer of irrigation management responsibilities. ISSP will finalize the new template Articles of Association (AoAs) for WUAs. ISSP will also begin a review of JVA IT systems, software applications and technical support. Finally, work will begin on a comprehensive upgrade to JVA's existing Land Registry System in Oracle, which is linked to several other key management information systems within JVA.

3.2.5. ACTIVITY 5: LEGAL ADVISORY SUPPORT

Work will continue to upgrade the process and capacity related to WAJ's role in improving compliance and enforcement related to illegal groundwater use. ISSP will support WAJ in creating a joint steering committee between the Water Authority, the related water companies and the prosecution office to enhance communication and exchange of knowledge, technical and legal experience with regular meetings and work sessions and shall support the secretariat of the this committee, also it will develop a new form for Notice of Violations based on the workshop results, data collected, law provisions and best practices in this field, with a draft procedure for violation management starting from the moment a violation get detected until prosecuted.

3.3. COMPONENT 2: INSTITUTIONAL STRENGTHENING.

3.3.1. MIYAHUNA STRENGTHENING

3.3.1.1. BUSINESS PLAN UPDATE

ISSP will finalize the Business Plan Update and will help Miyahuna in publishing and communicating the English and Arabic plan.

3.3.1.2. NRW PROJECT RISK MITIGATION PLAN IMPLEMENTATION

ISSP team will follow with Miyahuna on the results of the second audit to be undertaken by USAID. ISSP will provide any needed support in financial and management processes to facilitate the smooth implementation of the NRW reduction program.

3.3.1.3. NRW ASSOCIATE FARAS

ISSP will continue the work on preparing associate FARAs and planning for the signing ceremony of this important activity.

3.3.2. SUPPORT TO AQABA WATER COMPANY

The action plan template for AW leadership will be sent to AW directors. ISSP will follow up on completing the action plan and communicate it with AW senior management. ISSP will conduct a training needs assessment for AW to determine training priorities. A training plan will be developed and shared with AW management.

3.3.3. STRATEGIC WASTEWATER MASTER PLAN

ISSP will finalize the ranking sheets for the WW projects in the 12 governorates within the CIP and will finalize the final report on nationwide wastewater projects ranking.

3.4. CROSS-CUTTING THEMATIC SUPPORT

No cross-cutting thematic support is anticipated in the upcoming quarter.

4. PROGRAM MANAGEMENT

4.1. PROGRAM MANAGEMENT

There were no major issues or changes related to Program Management in Year 4. The only significant item was the challenge in waiting for word on whether the Option year would be exercised as this has a direct effect on program planning where certain technical activities had to be put on hold until the program had a better sense of the overall timeframe for implementation.

4.2. COMMUNICATIONS AND OUTREACH

ISSP team members continue to participate in related public events and meetings organized by GOJ counterparts, other donors and other projects. The ISSP English & Arabic website information has been updated to reflect current activities and is being regularly updated with the latest news and announcements.

ISSP Program Assistant attended the USAID/Jordan Knowledge Management Portal (KaMP); a web-based repository of development information resources designed to improve sharing of data and information between the USAID/Jordan Mission, local implementing partners and development organizations within Jordan.

4.3. DONOR COORDINATION

Donor coordination is a key element of ISSP and continues to be an integral part of program activities as the team works very hard to support other donors and coordinate their respective plans for assistance to the water sector with ISSP's reform and restructuring program. Donor coordination is addressed in detail in Section 2.4.1 above.

4.4. DELIVERABLES

Below is a list of project deliverable produced, submitted and/or approved in Year 4. The list indicates the quarter in which the deliverable was submitted along with the approval status from USAID and/or the GOJ (if required).

Deliverable	Quarter Submitted	Approved
Assessment Report for Upgrading the Training Center of WAJ	Quarter 11	Quarter 13
National Strategic Wastewater Master Plan	Quarter 12	Quarter 12
Olive Mills Wastewater (Zibar) Study	Quarter 12	Quarter 12
JVA IA Functional Assessment Report	Quarter 13	Quarter 15
Framework for Critical Improvements to the Project Cycle	Quarter 14	Approved

Jordan Valley Authority Institutional Assessment Report: Legal Assessment for Water User's Associations (WUAs)	Quarter 14	Quarter 15
Water Authority of Jordan (WAJ) Strategic Review Report - Amended Report with WAJ Comments	Quarter 14	Quarter 15
ISSP Quarterly Progress Report 13 (January – March 2014)	Quarter 14	Quarter 14
ISSP Quarterly Financial Report 13 (January – March 2014)	Quarter 14	Quarter 14
Readiness Assessment for WAJ Operating Units and Yarmouk Water Company to Report on Key Performance Indicators	Quarter 14	Quarter 15
ISSP Quarterly Progress Report 14 (April – June 2014)	Quarter 14	Approved Quarter 15
ISSP Quarterly Financial Report 14 (April – June 2014)	Quarter 14	Approved Quarter 15
Discussion Paper Framework for Critical Improvements to the Project Cycle	Quarter 14	MWI Quarter 14 JVA Quarter 15 WAJ Quarter 16
8 Basins Survey Results Reports for the Socio-Economic Impact Assessment of Groundwater Wells in Jordan	Quarter 15	Pending Approval
Review and Analysis of Water Company Assignment Agreements Report	Quarter 16	Pending Approval
Water Authority of Jordan (WAJ) Strategic Plan	Quarter 16	Pending WAJ Approval

4.5. MONITORING & EVALUATION

ISSP is strengthening its M&E systems and support. ISSP's Program Assistant received training through the new USAID-funding Monitoring & Evaluation Support Project (MESP) and will take on primary responsibility for ISSP's M&E system.

4.6. SECURITY

The ISSP COP contains to closely monitor security in Jordan. In Year 4, there were no significant local security issues and the project security level remained steady. Even with the rise in the power of ISIS in Iraq and Syria, the situation in Jordan remains calm and stable.

On September 23, the United States and regional partners, including Jordan, commenced military action against the ISIL terrorist organization in Syria. The U.S. Embassy is closely coordinating with Jordanian authorities, but at this time the Embassy has no specific information on increased potential for threats against U.S. citizens. Earlier, on September 21, the Jordanian authorities announced the arrest of 11 people suspected of planning terrorist attacks in Jordan, underscoring the latent risk of Islamist extremist activity in the country. The suspects allegedly have links to ISIL. This highlights Jordan's attractiveness as a target for IS and affiliated groups. However, the travel security risk rating for Jordan remains LOW and has not changed. As such, there has been no indication of any need to

raise the security threat level for the program, however, the situation is being closely and actively monitored.

Occasional protests, sometimes violent, continue to occur periodically in Ma'an. ISSP travel policy continues to keep the Desert Highway off limits through Ma'an, unless explicit approval is obtained from the COP and all travel to Aqaba is via the Dead Sea Highway instead.

ISSP staff are regularly reminded to remain aware of their surroundings, avoid any demonstrations and report any incidents to the COP. On October 8, ISSP COP attended a security briefing meeting with Embassy RSO. The RSO stated that given the ongoing nature of the situation, the Embassy recommends that U.S. citizens in Jordan maintain a heightened level of vigilance. U.S. citizens are likely to see an increased police presence at public and diplomatic buildings throughout Jordan. The Embassy will continue to monitor the situation and will provide further advice as available.

4.7. LONG-TERM STAFF

The ISSP program added some new staff members as well as some new positions over the year under the project extension. At the same time some staff members departed the project. Overall, the staffing structure for the project has changed little. The ISSP team is comprised of a combination of personnel from IRG and each of the ISSP subcontractors. As ISSP is now in its final year of implementation, no changes in long-term staff are expected.

4.8. SHORT-TERM STAFF

ISSP used a mix of international and local targeted short-term technical assistance (STTA) throughout the year to support all program activities. There has been a gradual shift over the life of the project to a much heavier reliance on local consultants.

ANNEX A: PROJECT TRAINING, CONFERENCES AND WORKSHOPS

PROJECT TO DATE – CHRONOLOGICAL

Date	Title	Type	Number of Attendees
2011			
March 2, 2011	Institutional Assessment (Kick-Off)	Workshop	55
March 3, 2011	Water Valuation (Kick-Off)	Workshop	40
March 29 – April 2, 2011	IWA (Efficient 2011)	Conference	3
April 20, 2011	Institutional Assessment Consultation (IAC)	Workshop	56
June 19, 2011	Institutional Assessment Results (IAR)	Workshop	93
September 22, 2011	IA Discussion Meeting	Workshop	19
November 20-23, 2011	2 nd Arab Water Forum (AWF) – Aqaba CEO	Conference	1
2012			
January 28, 2012	Business Planning for Miyahuna	Workshop	15
March 7, 2012	Water Management Policy	Workshop	49
April 4, 2012	Licensing & Water Protection Process Improvement	Workshop	28
June 11, 2012	Jordan Valley Water Forum Launch	Conference	1
June 24 – July 5, 2012	ArcGIS Desktop 1&2	Training	28
July 17-19, 2012	ArcGIS Desktop 3	Training	5
July 30, 2012	Distribution of IA Final Report and Water Management Policy	Workshop/ Business Iftar	60
August 6-8, 2012	Administrator Training for the Capital Investment Plan Model	Training	16
September 11, 2012	MWI HR & Restructuring Committee Members (on how to develop an organizational structure, staffing charts using visio)	On-Going Training	5
September 12, 2012	Miyahuna Staff Internal SMS Messaging System for Major Issues	Training	5
September 25-26, 2012	MWI HR & Restructuring Committee Members (on how to develop an organizational structure,	On-Going Training	5

Date	Title	Type	Number of Attendees
	staffing charts using visio)		
October 5-6, 2012	JVA Perspective & the Future Role of WUA's	Conference	2
October 15, 2012	Water Law Reform	Workshop	70
November 1-14, 2012	MWI HR Training (one how to implement the excellence standards and develop the performance report as part of KAA)	On-Going Training	2
November 14, 2012	Miyahuna Asset & Maintenance Management	Workshop	15
December 9, 2012	"The Miyahuna Project Management & Directors Business Planning Training" Miyahuna CEO, Directors, Zara Ma'in, WTP Managers	Training	9
December 10, 11, 16 & 17, 2012	"The Miyahuna Project Management & Directors Business Planning Training" Project Managers Group 1	Training	13
December 12, 13, 18 & 19, 2012	"The Miyahuna Project Management & Directors Business Planning Training" Project Managers Group 2	Training	12
December 20, 2012	"The Miyahuna Project Management & Directors Business Planning Training" Miyahuna CEO, Directors and Project Managers	Training	34
December 30, 2013	Survey & Assessment of WUAs Orientation and Interviews – Transfer Authorities (JV North Directorate-North JV)	Workshop	15
December 31, 2013	Survey & Assessment of WUAs Orientation and Interviews – Non-Transfer Authorities (JV North Directorate-North JV)	Workshop	15
2013			
January 7, 2013	Survey & Assessment of WUAs Orientation and Interviews – Member Farmers (JVA Southern JV Directorate)	Workshop	17
January 8, 2013	Survey & Assessment of WUAs Orientation and Interviews – Non-Member Farmers (JVA Southern JV Directorate)	Workshop	16
January 8-20, 2013	The Water Law Training & Study Tour Part I Washington, DC (MWI, WAJ, PMU & JVA Staff)	Study Tour & Training	9
January 16, 2013	Workshop for Farmers Members in the WUAs at North (JVA North Directorate)	Workshop	13
January 17, 2013	Workshop for Non-Farmers Members in the WUAs at North (JVA North Directorate)	Workshop	12
February 7, 2013	O&M Directors of JVA in the JV-Follow up & Feedback	Mini Workshop	9

Date	Title	Type	Number of Attendees
February 19, 2013	Presenting the WUAs Findings to USAID Representatives	Working Session	10
February 25, 2013	Water Valuation Study Results	Workshop	124
February 28, 2013	Presenting the WUAs Findings to JVA	Working Session	25
March 3, 2013	Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator	Training	5
March 4, 2013	Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator	Training	6
March 6, 2013	Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator	Training	6
March 10, 2013	Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator	Training	8
March 11, 2013	Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator	Training	7
March 26, 2013	IA-JVA Consultation Workshop with WUAs & JVA Seniors (JVA Guest House at the JV)	Workshop	30
March 26, 2013	Regulatory Training – Module 2 Overview of Regulation	Training	8
March 26, 2013	Consultation Workshop with WUA & JVA	Consultation Workshop	12
March 27, 2013	Regulatory Training – Module 2 Overview of Regulation	Training	8
April 1, 2013	Regulatory Training – Module 2 Overview of Regulation	Training	7
April 3, 2013	Regulatory Training – Module 2 Overview of Regulation	Training	7
April 6, 2013	Miyahuna Project Management Presentation for Miyahuna Business Plan	Workshop	41
April 7, 2013	Regulatory Training – Module 2 Overview of Regulation	Training	8
April 9, 2013	Mini Workshop to present the Survey Findings to JVA Directors in JVA	Mini Workshop	7
April 9, 2013	Regulatory Training – Module 2 Overview of Regulation	Training	8
April 9, 2013	CMMS/PdM User Orientation – Zai WTP	Training	4
April 10, 2013	CMMS/PdM User Orientation – Zai WTP	Training	4
April 16, 2013	CMMS/PdM User Orientation – Zara Ma'in WTP	Training	4

Date	Title	Type	Number of Attendees
April 19-20, 2013	Miyahuna EMT Retreat	Workshop	15
April 23, 2013	CMMS/PdM User Orientation – Ain Ghazal/Water Maintenance	Training	4
April 24, 2013	CMMS/PdM User Orientation – Ain Ghazal/Water Maintenance	Training	4
April 25, 2013	CMMS/PdM User Orientation – Ain Ghazal/Water Maintenance	Training	4
April 30, 2013	CMMS/PdM User Orientation – Ain Ghazal/Vehicles Maintenance	Training	4
May 8, 2013	Regulatory Training – Module 3 Regulatory Technical	Training	6
May 12-16, 2013 May 19-23, 2013	OMT – Water Distribution Operator Level I Technical Training & Certification of the proposed BWS Unit	Training	10
May 12, 2013	Regulatory Training – Module 3 Regulatory Technical	Training	7
May 14, 2013	Regulatory Training – Module 3 Regulatory Technical	Training	6
May 16, 2013	Regulatory Training – Module 3 Regulatory Technical	Training	8
May 20, 2013	Regulatory Training – Module 3 Regulatory Procedure	Training	6
May 21, 2013	Regulatory Training – Module 3 Regulatory Procedure	Training	7
May 22, 2013	Regulatory Training – Module 3 Regulatory Procedure	Training	6
May 23, 2013	Regulatory Training – Module 3 Regulatory Procedure	Training	7
May 27, 2013	Regulatory Training – Module 3 Regulatory Procedure	Training	6
May 29-June 8, 2013	The Water Law Training & Study Tour Part II South Africa (MWI, WAJ, PMU & JVA Staff)	Study Tour & Training	9
June 2-7, 2013 June 9-13, 2013	OMT – Water Distribution Operator Level I Technical Training & Certification of the proposed BWS Unit	Training	10
June 22-27, 2013 June 29 – July 2, 2013	OMT – Water Distribution Operator Level I Technical Training & Certification of the proposed BWS Unit	Training	10
August 17-22, 2013 August 24-28, 2013	OMT – Water Distribution Operator Level II Technical Training & Certification of the proposed BWS Unit	Training	10

Date	Title	Type	Number of Attendees
August 18 & 21, 2013	WAJ Licensing Staff Training (on how to use the newly created database, generate reports and analyze data)	On-Going Training	4
September 9, 2013	MOPIC Presentation for the Multi Sector Regulatory Assessment	Working Session	6
September 10, 2013	MWI Funding Directorate (on how to use the newly developed database, populating data)	On-Going Training	2
September 7-12, 2013 September 14-19, 2013	OMT – Water Distribution Operator Level II Technical Training & Certification of the proposed BWS Unit	Training	10
August 20-21, 2013	Socio-Economic Impact Assessment of Ground water Wells in Jordan – Surveyors Training (IPSOS)	Training	24
August 29, 2013	Briefing JVA on Preliminary Findings of the IA-Future Role of WUAs	Working Session	22
September 4, 2013	Continuing the Briefing JVA on Preliminary Findings of the IA-Future Role of JVA	Working Session	22
September 9, 2013	MOPIC Presentation for the Multi Sector Regulatory Assessment	Working Session	6
September 18, 2013	SES Azraq Launching	Working Session	70
September 28 – October 3, 2013 October 5-10, 2012	OMT – Water Distribution Operator Level II Technical Training & Certification of the proposed BWS Unit	Training	10
September 29 – October 10, 2013	OMT - Water Distribution Operator Manager Training - Technical Training & Certification of the Proposed BWS Unit	Training	20
September 29 - October 10, 2013	OMT - Utility Management Course	Training	20
October 2, 2013	Socio-Economic Impact Assessment of Ground water Wells in Jordan – Surveyors Training (IPSOS)	Training	24
October 8, 2013	Water Users Associations (WUAs) Workshop	Workshop	100
October 10, 2013	Strategic Wastewater Master Plan Working Session	Working Session	30
October-December 2013	GIS Training - Ongoing Training	Training	13
November 3, 2013	SES Amman & Zarqa Launching	Working Session	52
November 4, 2013	SES Deir Alla Launching	Working	6

Date	Title	Type	Number of Attendees
		Session	
November 4, 2013	Presenting JVA/IA Findings	Working Session	JVA Senior Staff
November 6, 2013	Future of Water Utilities Companies/Water Companies; WAJ Training Center and Miyahuna Business Plan Working Session	Working Session	25
November 4-6, 2013	WAJ Engineering Orientation	Training	42
November 25-28, 2013	Senior Management Development in Strategic Water Planning Course	Training	4
December 17-18, 2013	Compliance & Enforcement Workshop	Workshop	50
2014			
February 10, 2014	JVA Irrigation Water Tariff Increase	Workshop	124
February 20, 2014	Strategic Wastewater Master Plan Workshop	Workshop	120
February 23-24, 2014	JVA Technical Staff - Capital Investment Planning Model (CIP)	Training	17
February 23 - March 8, 2014	Operators and Maintenance Training – Level 1	Training	15
March 6, 2014	JVA Technical Staff - Capital Investment Planning Model (CIP)	Training	17
April 3-4, 2014	WAJ Engineers GIS Assessment	Training	9
April 13-14, 2014	WAJ Strategic Plan Steering Committee	Training	6
April 14, 2014	Certification Ceremony of Occupational Licenses for Water Operators	Workshop	105
April 15-16, 2014	WAJ Strategic Plan Working Group	Training	10
April 13-17, 2014	GIS Introductory Training for WAJ Engineers	Training	9
April 24-26, 2014	WAJ Leadership Retreat/WAJ Strategic Plan	Retreat	30
May 5, 2014	GIS on the Job Training Mapping Projection Using SVN	Training	15
May 6, 2014	Licensing System Training	Training	2
June 5, 2014	Funding Training Reporting Migration System	Training	2
June 17, 19, 22, 26, 2014	WAJ Strategic Plan Working Group	Training	10
June 23, 2014	GPS Training	Training	17

Date	Title	Type	Number of Attendees
June 23-24, 2014	WAJ Strategic Plan Steering Committee	Training	7
September 3, 2014	SES Steering Committee Meeting to Present the 8 Basins Survey Results Reports	Working Session	22
September 20-28, 2014	IWA World Water Congress & Exhibition/Portugal – Majed Al-Qutaishat, MWI	Conference	1
September 24, 2014	JVA IA Results Workshop Series - JVA Retreat: Institutional Assessment Results Review	Workshop	37
September 25, 2014 (Morning)	JVA IA Results Workshop Series: Irrigation Management Workshop: Water Users Associations and the JVA – Evolving Roles, Responsibilities and Rights	Workshop	43
September 25, 2014 (Afternoon)	JVA IA Results Workshop Series: Donor Coordination Meeting: Evolving Roles, Responsibilities and Needs in the Jordan Valley	Workshop	36
September 28-30, 2014	MENA Water MEED/Abu Dhabi – Iyad Al-Qassir, ISSP WAJ Advisor	Conference	1
October 27, 2014	Water – Judicial Workshop: Compliance & Enforcement in the Water Sector	Workshop	106
November 12-13, 2014	Tafileh Water Administration Unit Staff Visit to Aqaba Water Company	Training	5
December 21-22, 2014	Aqaba Water Company Leadership Training	Training	16
Anticipated – 1st Quarter (January – March 2015)			
January 11-13, 2015	Arab Water Week	Conference	
Ongoing	Field Training on how to use the meter reading & violation management system	Training	
	Launching SES Impact Assessment Report	Working Session	
	Policy Implication Working Session	Working Session	

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