



USAID
FROM THE AMERICAN PEOPLE

JORDAN

**MAXIMIZING THE VALUE OF COMMUNICATIONS:
A COMMUNICATIONS ASSESSMENT OF WATER COMPANIES IN JORDAN**

JORDAN WATER COMPANY (MIYAHUNA), AMMAN- JORDAN

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

Report no. 16

January 2012

This report was produced for review by the United States Agency for International Development. It was prepared by ECODIT for **Public Action Project for Water, Energy and Environment project**, Task Order No. EPP-1-05-06-00010-00.

AUTHORITY

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

This report “Maximizing the Value of Communications: A Communications Assessment of Water Companies in Jordan” ” is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this report are the sole responsibility of ECODIT and do not necessarily reflect the views of USAID or the United States Government.

PREPARED BY

Preeti Shridhar, Strategic Communications Consultant

PREFACE

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

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

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

This study is designed to conduct a communications assessment of Jordan Water Company, Miyahuna, and to examine how its communications department collaborates with other areas of the organization, to ultimately support the needs of its subscribers/customers in service delivery.

The objectives of the project as outlined by the Public Action for Water, Energy and Environment Project are to determine:

1. What kind of experience has the customer been receiving?
2. What kind of institutional culture is supporting/obstructing the proper flow of information internally and what is necessary to bring about a more cohesive and systemic change in how business is done?
3. What support do communications individuals need to enable them to deliver on their responsibilities?
4. What kind of skills and competencies exist within staff of these agencies?
5. Whether communications efforts are being tracked for results and sustained in other efforts?

A communications assessment involves the following steps

- Review and research of existing situation through background documents and reports
- Study and analysis of current communications practices
- Analyze existing communications vehicles
- Conduct executive interviews
- Identify key opportunities and challenges and make recommendations

The communications assessment findings serve as both a baseline and a springboard for developing an outstanding and targeted communications process that all involved

know will be effective because it is based on solid research findings. It is important to recognize that quality utility services, high levels of customer service and effective communication go hand in hand. Positive reputations are not developed solely through effective communication. Similarly, water utility that provides high quality services will not garner the support it deserves without an effective communication program that keeps its staff and community informed and allows for two-way dialogue and interaction.

TABLE OF CONTENTS

PREFACE	II
TABLE OF CONTENTS	IV
TABLE OF ACRONYMS.....	4
EXECUTIVE SUMMARY.....	VI
1.0 INTRODUCTION	1
1.1 PROJECT BACKGROUND AND OBJECTIVES	1
1.2 RESEARCH METHODOLOGY	15
2.0 KEY FINDINGS	4
3.0 DETAILED ANALYSIS.....	19
4.0 RECOMMENDATIONS:.....	21
5.0 CONCLUSION.....	34
6.0 ANNEXES	35
6.1 ANNEX A:	35
6.2 ANNEX B:	50

Acronyms and Abbreviations

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

AED	Academy of Educational Development
ASEZA	Aqaba Special Economic Zone Authority
AWC	Aqaba Water Company
BMP	Best Management Practice
GAM	Greater Amman Municipality
GOJ	Government of Jordan
JVA	Jordan Valley Authority
JEA	Jordanian Engineering Association
MoE	Ministry of Environment
MoE	Ministry of Education
MEMR	Ministry of Energy and Mineral Resources
MWI	Ministry of Water and Irrigation
NGO	Non-governmental organization
PAP	Public Action for Water, Energy and Environment Project
U.S.	United States
USAID	United States Agency for International Development
WAJ	Water Authority of Jordan
WDM	Water Demand Management
WEPIA	Water Efficiency and Public Interaction for Action Program
WSDs	Water Saving Devices

EXECUTIVE SUMMARY

Jordan is among the water-poorest countries in the world. Research done by the Public Action Project (PAP) indicates that while the public is aware of scarce water resources they are less aware of the extent of challenge, have little understanding of the real cost of water, and there is a lack of shared responsibility to find solutions for this crisis. It appears that the major utilities in Jordan do not have sophisticated customer care service units in place. Customers do not receive alerts when service is disrupted when supply runs low in summer. Most customer service functions focus on bill collection, setting up new subscribers and dealing with individual complaints. Research also suggests that there is a lack of coordinated communications between the different departments within the utility.

A communications assessment was undertaken of the two main water utilities in Jordan- the Jordan Water Company, (Miyahuna) and Aqaba Water Company (AWC) in Aqaba. This communications assessment provides the following:

- Understanding of public experience and kind of information they receive
- Identification of utility priorities and needs
- Overview of current communications efforts
- Establishes level of alignment with customer needs and key stakeholders
- Snapshot of department communication
- Review of internal communication processes

The communications assessment process included the following:

- Review of key external reports including Communications Strategy for Achieving Behavioral Changes in the Water, Energy and Environmental Sectors, KAP Household Baseline Survey, Best Management Practices for Jordan Utilities
- Review utility strategic plan and goals (2009 Annual Report for Miyahuna)
- Situation analysis of key external factors
- Executive interviews of the CEO and all major department-heads
- Interviews and meetings with select stakeholders and external agencies
- Comprehensive evaluation of current communications efforts-- messages, audiences, methods and feedback
- An inventory of current communications material, also referred to as the envelope test

Major findings

Executive interviews of the CEO and all major department-heads at Miyahuna Water and all the supporting reports from the company emphasized the following priorities and issues:

- Strong commitment to customer service
- A common belief that there is a high level of customer awareness on water scarcity
- Strong support for the need for more communications including efforts to encourage water efficiency

- High-level importance to reduce non revenue water and great pride in the accomplishments to date to meet the goal.

Issues and Opportunities

Some of the most significant opportunities and issues facing the utility were identified in the areas of customer service, water quality, future supply, and in particular Disi Water supply.

Customer Service

- Change in billing from quarterly to monthly billing caused significant increase in volume of customer complaints, and the customer service center has about 800 customers per day.
- Currently Miyahuna reports deficiency of 5000 readings/month, which further aggravates the situation.
- New options for customer service and bill payment need to be promoted - comprehensive communications and marketing campaigns are needed.
- There is a strong need to encourage preventive maintenance such as repairing leaks, cleaning roof tanks, maintenance of internal pipes,... etc.
- People continue to waste water and there are many opportunities to enhance customer communications and encourage behavior change.
- Customer service center provides limited information for customers on services and key messages; brochure rack not easily visible and hardly used.

Water Quality

- While water quality at Miyahuna is high, people have poor perception of water quality.
- This is partly because the utility's responsibility ends at the meter while many of the issues may be due to issues in the customers' homes including tanks or pipes and lack of public awareness of this.
- This poor public perception generates high volume of calls and complaints, most of which are not valid.
- It also creates low trust for Miyahuna.

Disi Water

- Several complexities of this project (change to 24/7 supply; potential conflicts and competition of source between Aqaba and Miyahuna; questions about water quality issues) and less than 20% public awareness of the project.
- Cost is an issue – lack of customer knowledge about impact on tariffs.
- No transparency about project and lack of communications and common understanding between different stakeholders.
- Strongly warrants the need for comprehensive communications.
- Water quality issues -mixing of water will cause major perception issues.
- Impacts on tariffs.
- Challenges to customer perception with 24/7 supply including internal leaks.

- Significant impacts of Disi for Miyahuna including the need for new meters estimated at JD 30 million; increase in non-revenue water, capital cost factors.
- Contradictions regarding supply between Ministry of Water and Irrigation (MWI) that states that supply will not be 24/7, while strong belief in Miyahuna that it will be continuous supply.

Communications Program at Miyahuna

A comprehensive review of the communications function at Miyahuna showed the following:

- At Miyahuna, the Communications Manager serves as part of the executive team.
- The department still needs to create a strategic communication plan and media plan.
- They use several external communications strategies
 - Customer newsletters
 - Brochures distributed at schools and key events
 - Targeted information on plants for women
 - Campaign on new law regarding swimming pools
 - Planned campaign on water quality
 - Proactive website
- Several efforts at internal communications including “Good Morning” e-newsletter
- Communications has also added a focus on water efficient behavior and social marketing.
- Campaigns target primarily youth and school programs only.
- Currently there are no social media efforts. These are being considered and are awaiting CEO’s decision.
- Among the key challenges identified is the lack of full understanding among all departments of the role of communications and how it can support the delivery of their services.
- Communications not always involved in key discussions with Water Authority of Jordan (WAJ) and other stakeholders.

The assessment of the issues and priorities of Miyahuna and the corresponding communications needs revealed the need for the following key areas of focus. A suggested priority level, implementation time-frame, and potential role assignments are also included:

Recommendations

Create annual strategic communications plan (high priority; 3 months; PAP/Miyahuna partnership)

- ▶ Support Miyahuna's Business Plan.
- ▶ Facilitate workshop with all major department-heads to create strategic communications plan.
- ▶ Multi-pronged communications process to emphasize utility goals & address needs of all audiences, with targeted messages and specific strategies to educate, motivate and achieve behavior change in each audience segment.
- ▶ Facilitated communications between utility, government and stakeholders on key issues.

Enhance communications with employees: (high/medium; 3 - 6 months; Miyahuna – PAP to facilitate)

- ▶ Post "Good Morning e-newsletter at various locations.
- ▶ Specific customer service training for key issues such as water demand management, Disi Water and its impacts, water quality issues, customer accessibility given new technology,... etc.
- ▶ Emphasize role of employees as Ambassadors of utility.
- ▶ Increase face to face opportunities for communications.
- ▶ Regular planning sessions at directors meetings with external facilitator. PAP can provide the technical experts/consultants to provide this facilitation.
- ▶ Quarterly e-mail from CEO to all employees.
- ▶ Continue all employee celebration efforts.

Expand e-communications: (high priority; 3 – 12 months or more as indicated; Miyahuna, PAP, additional resources may be required)

- ▶ Web site (several enhancements such as easy to access "shortcuts" with quick links for easier navigation, menu bars on key topics such as customer service, demand management, water quality, Disi Water, more multi-media content, links to new electronic features described below, possible in 3-6 months with current resources; major enhancements and features will take 6 months or more and additional resources).
- ▶ Mobile applications (currently being explored and will be implemented within 3 months with current resources; major enhancements including mobile web and other features will take 6 months or more and additional resources).
- ▶ E-mail blasts or direct marketing using electronic email to target large audiences or a specific demographic group (3 to 6 months – options available in Jordan and their costs will need further study).
- ▶ Automatic e-alert systems that notify customers by sending them an e-mail or an online mailbox message when the website is updated or their bill is posted online or other criteria are met (3 to 6 months – options available in Jordan and their costs will need further study).
- ▶ Multi-media- interactive web games (6 months or more and additional resources).

- ▶ Videos on topics such as water quality, water conservation, impacts of Disi Water, tips on preventive maintenance for customers (3 to 6 months, Miyahuna/PAP).
- ▶ Social media (within 3 months, Miyahuna/PAP).

Communications Training: The key to the success of the training sessions mentioned below is for Miyahuna to create plans and programs that they can start implementing (high priority; 3 to 6 months PAP to provide/facilitate training with some of the above).

- ▶ Strategic communications planning – facilitated workshop with the goal to develop Miyahuna’s strategic communications plan (3 months).
- ▶ Media Training (3 months – create Miyahuna’s media plan and policy).
- ▶ Social Marketing Training (3 to 6 months; medium to long term water conservation communications implementation).
- ▶ Social media Training (3 to 6 months – launch Miyahuna’s social media sites).

Research and evaluations: A dedicated research and evaluation component effort should be part of the utility’s strategic communications plan to capture baseline data and determine progress in selected areas of the communication effort. Surveys, customer satisfaction surveys, intercept interviews, evaluation of program accomplishments, and other tools should be planned and implemented regularly. In addition, major areas of the strategic communication plan, such as internal communications, must be evaluated each year.

In addition to the above recommendations that focus on several areas of communications and programs, the following are specific recommendations for specific areas of focus. The following tables provide more details on the tactics and the time needed for implementation for each tactic.

Water Quality – High Priority; Most strategies below can be implemented by Miyahuna				
Main messages:				
<ul style="list-style-type: none"> ▪ Miyahuna water high quality ▪ Customer responsibility for tanks and pipes ▪ Actions/behaviors to take personal responsibility (specifics to be listed) 				
Communications Tactic	Target Audience	1-3 months	3-6 months	6 + months
Play water quality video at customer service center	All customers	x		
Create water quality brochure	All customers		x	
Provide brochure to chemists to distribute when called	Customers with complaints		x	
Distribute brochure at all customer locations	All customers	x		
Distribute brochure on water quality along with meter readers	All customers	x		
Create interactive water quality computer game	Utility kids			x
Add water quality information to social media page	Youth, utility kids, all customers,	x		
Add information display board at customer service center	All customers		x	
Expand tours to water quality center; conduct taste tests	Media groups; key stakeholder groups; utility groups	x		
Comprehensive water quality campaigns that should be customized to meet the needs of the Jordan community. Some examples of successful ones used in the US include Only Tap Water Delivers ¹ , I Heart Tap Water, ² Think Outside the Bottle ³	All			x
Promote accolades on water quality awards, copy of water quality report and other honors that speak to the high quality of water	Media Key stakeholders All	x	x	x

¹ Only Tap Water Delivers

<http://www.awwa.org/Government/Content.cfm?ItemNumber=3846&navItemNumber=3847>

² I Heart Tap Water

<http://uhs.berkeley.edu/tapwater/campuscampaign.shtml>

³ Think Outside the Bottle

http://www.adropoflife.tv/tap_water_challenge_org_kit.pdf

Customer Service – High Priority: Most strategies below can be implemented by Miyahuna. PAP can facilitate implementation.

Main messages:

- Miyahuna is dedicated to highest level of customer service
- There are several options for customers to meet their needs including bill payment locations, online services and more
- Information on e-services and promotion of website
- Information on how customers can provide feedback

Communications Tactic	Target Audiences	1-3 months	3-6 months	6 + months
Use the back of the bill for key customer service information such as customer care messages, website, key numbers, bill paying options, how to check their bills online, Facebook page, online services and more	All customers	x		
Create and distribute refrigerator magnet to all customers at customer service center with key contact information	All customers		x	
Create and distribute sticker for water meters through meter readers with key customer service information	All customers		x	
Create customer brochure with key customer service information and new services; distribute brochure at all customer locations	All customers	x	x	x
Distribute brochure along with meter readers	All customers			x
Train call center and customer service representatives to provide key customer service messages such as new services and programs being offered and company announcements	Internal employees	x		x
Add customer service information to social media page	Youth, utility kids, customers,	x		
Add information display board/customer roll-up poster at customer service center about services offered	All customers		x	
Provide information on customers bill to let them know of delay in reading so they don't worry and show up at customer service center	Customers with complaints	x		
Comprehensive advertising campaign in collaboration with cellular companies on new services being offered	All			x
Work with media on new and expanded opportunities for customer service	Media Key stakeholders All	x	x	x
Promote new and expanded opportunities for customer service to internal employees and staff through all means	Internal employees	x	x	x

Key Topic: Disi Water: High Priority; Miyahuna, in partnership with PAP and other key agencies

Main messages:

- Miyahuna is dedicated to highest level of customer service
- The real cost of water – details and transparency in messages related to the cost factors, how those will be distributed, and who will pay
- Other impacts of Disi water – quality, quantity, service, etc.
- Impacts to Miyahuna and how they will impact the customer
- You can be part of the solution – actions and steps customers can take to conserve and ensure long-lasting success (linked to broader demand management messaging)

Communications Tactic	Target Audiences	1-3 months	3-6 months	6 + months
Regular media briefings	All customers	x		
Brochure on Disi water, key messages and impacts	All customers		x	
Distribute brochure along with meter readers	All customers			x
Web site information on details of impact of Disi water	All customers	x		
Social media information on Disi water	Youth, all customers	x		
Customer newsletter main article on Disi water; ongoing stories on progress and updates	All customers		x	
Internal newsletter to employees on Disi water; ongoing stories on progress and updates	Internal	x		
Add information display board/customer roll-up poster at customer service center about Disi Water	All customers		x	
Provide information on customers bill to let them know of delay in reading so they don't worry and show up at customer service center	Customers with complaints	x		

Demand Management/Water Conservation: Short and long-term Priority

Main messages:

- Water is one of the most precious resources in Jordan
- Instill conservation behavior as a long-term way of life
- Focus on a comprehensive social marketing campaign to emphasize behavior change; provide easy actions that promote the how-to's of conservation
- Key messages on preventive maintenance, how to find and fix leaks, etc.
- Explore partnerships with other agencies such as energy utilities to offer incentives and rebates for conservation
- Educate key audiences on Jordanian plumbing code
- Advocacy messages emphasizing the viability of conservation as a source

Communications Tactic	Target Audiences	1-3 months	3-6 months	6 + months
Use the back of the bill for key messages	All customers	x		
Create and distribute refrigerator magnets to all customers at customer service center with key messages	All customers		x	
Develop key information on website; provide interactive game to encourage conservation behaviors; create web-based self-audit that can help people assess their water use and make changes; offer incentives for participation	All customers		x	x
Create targeted brochures with specific messages; Target and distribute to key audiences	All customers, Women, Youth, Large -users			x
Internal messages in employee newsletter, web pages to promote conservation; contests for employees to encourage water efficiency	Internal employees	x		x
Add conservation messages to social media page; offer contests for participation	Youth, utility kids, all customers,	x		
Add information display board/customer roll-up poster at customer service center with key messages	All customers		x	
Promote BMP's for efficient water use	Large use customers			x
Provide information on customers bill to let them know of their consumption, how it compares to typical consumption and how they can track their consumption from last year	Large use customers			x
Key advocacy programs and efforts to promote the importance of water conservation as an alternative source	CEO, Key Executive Staff, Key decision makers, Govt and Ministry Officials, Stakeholders, Media	x		

Comprehensive ongoing media strategy to promote efficiency and water conservation	Media Key stakeholders All	x	x	x
Comprehensive communications to educate on plumbing code changes	Developers & builders, Retailers, End-use customers, Early adopters		x	x
Long- term consideration -- develop and implement comprehensive incentive program	All customers			x

I.0 INTRODUCTION

1.1 Project Background and Objectives

Jordan is a small country with limited natural resources and is among the most water-poor countries in the world. The country is currently exploring ways to expand its limited water supply and use its existing water resources more efficiently. Jordan has stood face to face with water shortages for more than two decades. The annual amount of water available per capita is less than one-third of the international water poverty line. This ongoing water shortage has caused drastic over-pumping of groundwater aquifers that has resulted in a major decrease of available water. Global climate change may lead to greater strain on already limited resources.

Over the past few years it is becoming clear that Jordan's water future will be bleaker. Global warming will reduce rainfall even further, and the country is expected to get hotter. This will increase demand for water for all sectors. Jordan's population is also expected to grow rapidly and will reach 7 million before the end of this year.⁴

The government of Jordan is currently developing all affordable sources of renewable water, including treated wastewater and sea water desalination plants. Among the major sources of supply being developed include providing water for Amman from the Disi aquifer, the proposed Red Sea-Dead Sea Conveyor, and a desalination plant being considered for the city of Aqaba. These sources are costly, unlikely to supply significant quantities of water before 2014, have significant customer and utility service impacts and in the long run place additional, irreparable stresses on aquifers. They also validate the need for significant customer communications and customer service.

Current research done by the Public Action Project (PAP) indicates that while the public in Jordan is aware that Jordan has scarce water resources they are less knowledgeable about the extent of the shortage. Since water is currently heavily subsidized, the public is unaware of the real cost of water and is unwilling to pay higher costs for water. There is also a lack of shared responsibility for the challenge and a current expectation that the problem is the government's problem and their responsibility to meet the supply needs for the future.

Why conduct an assessment?

With the challenges facing the water sector and all the customers of Jordan, it is critical to get a sense of the customer's role and understanding of these issues and how it will impact their future. This assessment will help determine:

- The kind of information being provided to the customers

⁴ Embassy of the Hashemite Kingdom of Jordan.

- What kind of experience the customer is receiving?
- What kind of institutional culture is supporting the flow of information internally?
- The snapshot of all communications and help identify what is working and where there are gaps
- The level of alignment between the utility, key stakeholders and customers
- Internal and external intelligence

The assessment will help answer the following questions. Do your employees have the information they need? What's the most effective way to reach your customers and really get their attention? Are there any barriers preventing your organization from achieving its goals?

A communications assessment, or audit, determines and improves the value of communications both within an organization as well as to key outside audiences.

Following the assessment, the recommendations will include both short-term actions that can be implemented fairly quickly and long-term commitments that can create the culture of the organization that helps support its goals.

I.2 Research Methodology

A typical assessment involves a series of steps that begin by broadly identifying the major areas of communications within the company. We then identify communications successes and weaknesses in order to focus communications planning on the most actionable areas with the highest potential rewards for the organization and its audiences. We refer to our needs-based analyses as communications assessments because our process focuses on identifying and enhancing value.

The approach for this assessment usually involved the following steps

- **Review and research of existing situation through background documents and reports:** Documents reviewed included the Communications strategy for achieving behavior and policy change for water, energy and environment (PAP, 2011); Best Management Practices, Miyahuna Water and Aqaba Water annual reports, Utility websites, and more.
- **Study and analysis of current communications practices:** Knowing the specific practices associated with strategic communications are the first step to assessing an organization's performance and capacity with respect to those practices (see communications checklist annex A).
- **Analyze existing communications vehicles:** Conduct an inventory and assemble samples of the communications vehicles distributed to various target audiences and evaluate them for effectiveness, accessibility and timing. An inventory is also called an envelope test and helps answer:

- Are the key messages of the utility being captured and communicated?
- Who are the key audiences?
- How frequently is the communication occurring?
- Is the utility perceived as a credible source in the communications?
- What are elements of branding that are being used?
- What is the distribution mechanism?

Description	Main messages	Target Audiences	Frequency	Distribution Strategy	Pull/Push ⁵	Department Group	Source of message

- **Conduct executive interviews:** conduct interviews with executives to ensure that the communications assessment reflects their issues/concerns for the organization's success — beyond those of the communications department. One-on-one interviews with executives should explore their view of the role/purpose of employee communications in the organization; how they visualize ideal communications; how do they collaborate with the communications department; what they expect each team member to know about the company; communications strengths and weaknesses; and major company goals that are communications sensitive. Interviews should be conducted with senior management of the overall organization.

Identify key opportunities and challenges and make recommendations: It's time to put the results into action! This critical finale to the assessment process is the ultimate benefit of a communications assessment — delivering recommendations based on the stakeholder needs.

The communications assessment findings serve as both a baseline and a springboard for developing an outstanding and targeted communications process that all involved know will be effective because it is based on solid research findings.

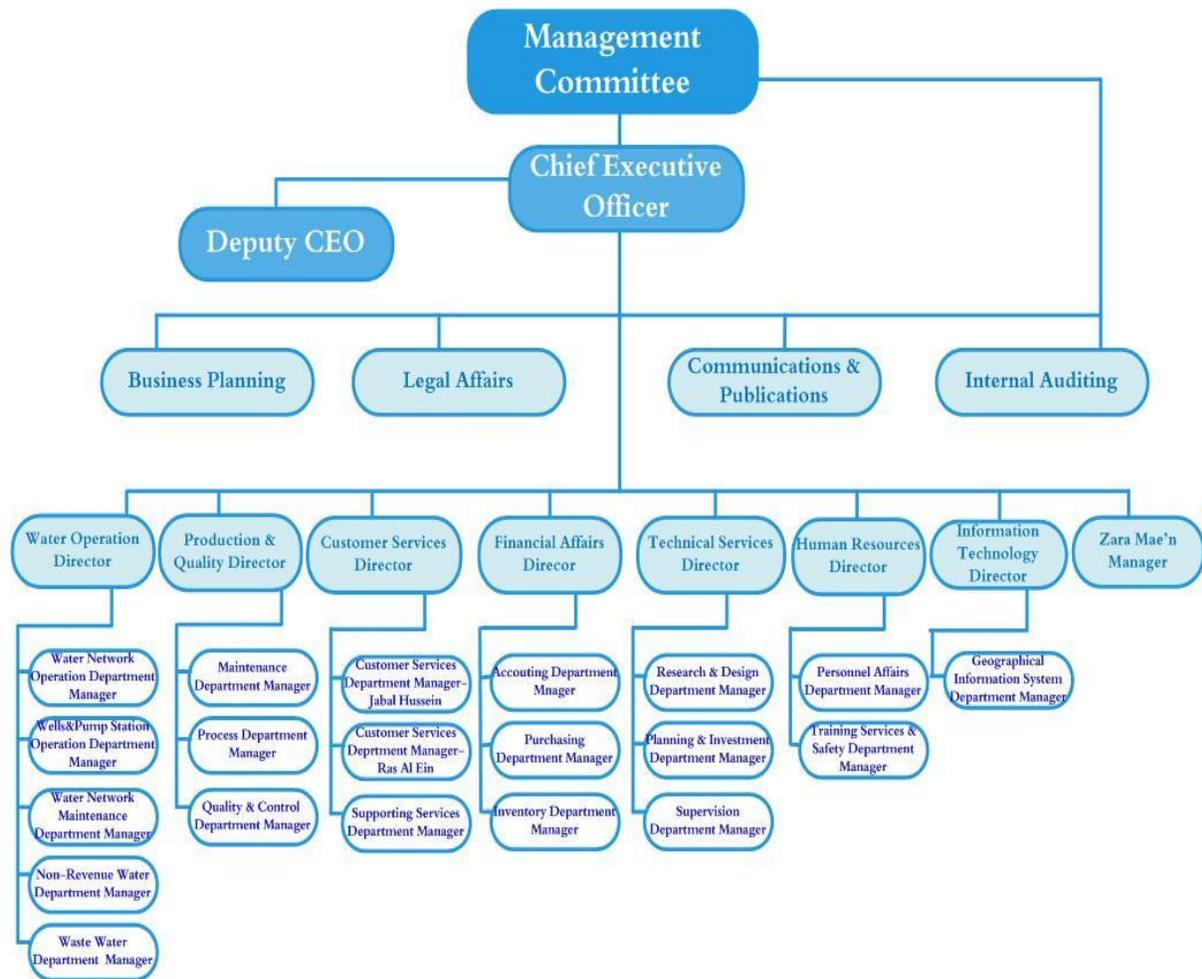
⁵ Pull marketing is designed to draw the customer to you. Ultimately, you are providing something to *pull* people towards the service you are providing or the change you are encouraging. Push marketing are strategies where social marketers “push” products in a top-down fashion through the distribution channel to create availability and stimulate demand.

2.0 KEY FINDINGS

Miyahuna Water – Background and History

In 2005, and after the expiration of the management contract between the Water Authority and LEMA Company, a coalition of French, British and Jordanian companies, the Ministry of Water and Irrigation and the Water Authority of Jordan conducted an analytical study in cooperation with the donor states and a technical consultancy establishment to identify the best alternatives and available options to manage the water services in Amman. The study recommended entrusting the management of water and sewage services in Amman to a national private company with financial and administrative independence operating on commercial basis. The result was the creation of Jordan Water Company, Miyahuna in January 2007, as an independent limited liability company fully owned by the Water Authority of Jordan operating under the private sector laws and regulations to take over the management of the water and sewage services in Amman. The Water Authority granted Miyahuna the right to manage the services in Amman with full ownership of revenues and additional resources generated from the sewage tax at 3% of the rental value of the real estate properties. In addition, the Water Authority transferred to Miyahuna the complete management of operations, maintenance and investments resulting from the expansion in the provision of water and sewage services in Amman. Investment responsibilities are clearly defined in the Assignment Agreement allocating responsibilities between Miyahuna which is responsible of investments in network extensions and normal capital maintenance projects and the Water Authority of Jordan (WAJ) that handles the investments of big projects of network rehabilitation and major infrastructure construction needed to keep pace with the accelerated expansions in Amman.

Miyahuna Water Organizational Structure



While Miyahuna organizational structure along with processes such as the CEO's weekly meeting with Directors offers the options for open lines of communications between various functions and departments, in reality there appears to be a disconnect and lack of coordination between the departments. It appears as if key issues are not collectively identified and worked on collaboratively. Also, despite the fact that there is a direct reporting relationship between the communications manager and the CEO and that communications is part of the executive team, the urgent and key issues impacting the utility are not reflected in the primary communications programs that are currently being implemented. There is also a disconnect between the customer service function and communications and the business planning department and the other key departments. Short-term recommendations include externally facilitated meetings with the CEO and executive staff. In the longer-term, the utility should consider a more substantial organizational overhaul and restructuring.

Analysis of on-site interviews

The following is an overview of communications from the utility's perspective as identified by the consultants during the on-site interviews. This section is not a verbatim report of responses to the consultants' questions. Rather, it contains comments that appear to identify significant beliefs, concerns and suggestions of participants. It also highlights key issues identified by each department critical to their operations and the services they provide that may have an indirect influence on communication needs. Many of these comments led to recommendations in this communication assessment report.

Jordan Water, Miyahuna, Meeting with Chief Executive Officer, Engr. Munir Oweis, December 5, 2011.

- The CEO of Miyahuna Water reported a strong commitment to communications. He reiterated the importance of communications to the utility and emphasized his belief that there is a high level of public awareness in Jordan about water issues. However, he also stated that communications needs are likely to grow in the future and the utility would need additional assistance and resources to accomplish these. One of the options that utility has considered is future outsourcing of some of the communications work with oversight and management from the communications department.
- Specifically he stated the need for effective communications to help manage future demand as the utility continues to struggle with rationing. The need for programs that engage the customer and increase participation will be vital.
- When asked about the core priorities of Miyahuna, he stated a strong commitment to customer service with an emphasis on making sure the customers are happy. To do so he stated that water should be delivered as expected by customers, bills should be delivered on time and leaks and other issues should be fixed. He also shared that there has been a significant recent decrease in customer complaints with a maximum of five to seven per week. He stressed his personal orientation towards excellent customer service and that his direct line is accessible by customers. He reported that while previously he would have received several customer calls and may not have been able to schedule the current meeting, he has seen a significant decline of customer calls and complaints in recent times. He attributed part of this to the ability of Miyahuna to meet its core priorities and the high quality of services it provides. He mentioned that a majority of the recent complaints received were about illegal connections.
- He stated that among the greatest strengths of the utility is the ability to be responsive to the ever-changing and challenging situations and yet continue to keep a high commitment to the customer. He said that Miyahuna has faced one crisis after another for the past 30 years and despite that has been successful. Miyahuna has successfully handled the ongoing challenge of greater demands on the scarce resource. Despite the fact that the population of Amman has almost doubled in the last 10 years and that there have been no additional

resources, the utility has managed. He felt that even the recent shortage and crisis was handled very well. Miyahuna has also been very successful in decreasing non-revenue water to almost 33%.

- Some of the major priorities and projects that have significant impact on Miyahuna is the Disi water project. He stated that extra water from Disi is much needed and it is the responsibility of the government to ensure that a continuous source of water is provided to Amman. But is also very expensive water. Miyahuna has significant capital investment needs in order to brace up for this new resource. The new source would significantly add to the costs to keep non-revenue water levels down and it would be more cost effective to plan for that earlier than later. Also, with the new rooftop continuous supply, water meters would need to change since the current meters will not work. That itself will cost JD 30 million. These funds need to come from the government and major donors since Miyahuna does not have the resources. The availability of Disi water would also prompt an initial increase in demand on water use but this will subside with the high price of this water. Customer communications emphasizing water efficiency would be important at that time.
- He emphasized the importance of good communications with Water Authority of Jordan (WAJ). Currently Miyahuna provides WAJ with quarterly plans, performance indicators every six months and senior staff including the CEO has regular meetings with WAJ.
- Regarding internal and employee communications he shared that he has weekly meetings with directors where together they discuss key issues. In addition he has monthly meetings with utility managers. Departments also have regular meetings with their staff to keep them informed.

Jordan Water, Miyahuna, Meeting with Communications Manager, Eng. Jumana Al-Ayed, December 5, 2011.

- The communications manager mentioned that the department was started when Miyahuna was created. While initially they started with just the manager, over the years they have garnered respect and currently there are a total of three staff members in the department, including the manager.
- The communications manager is part of the executive team and attends the weekly meetings with the CEO. She also coordinates utility-wide communications and utilizes a range of tactics to implement the programs.
- She stated that while initially the emphasis was on customer awareness, she believes that there is a high level of awareness of water issues and scarcity among the Jordanian public. Since 2010, her department has a social marketing focus and is emphasizing behavior change.

- As a result, Miyahuna’s communications department undertakes various campaigns targeted at different audiences. Some examples include, successful youth education and utility outreach campaigns focusing on water efficient use; campaigns targeting women with key messages on plants and watering; a recent successful campaign that promoted the installation of ground level tanks; a campaign about the new law regarding private swimming pools; and an upcoming planned campaign about water quality. This report includes an inventory of various communication tools being used (Annex B).
- She mentioned that a variety of implementation tactics are employed as part of the communications strategy. These include a customer newsletter distributed as a bill insert twice a year; regular updates on the website; participation in various events; brochures on various topics distributed through utility, youth camps, cultural centers, national events and fairs, information provided at the 11 offices including the two in malls, etc; proactive media when applicable; joint activities with NGO’s; and currently under consideration are the use of SMS text messages and social media (still awaiting approval from the CEO).
- The communications department also created a plan in 2010.
- Regarding internal and employee communications, they have “Good Morning,” a daily electronic newsletter. The newsletter features key news items, events and more. They also send out a quarterly hard copy employee newsletter that includes utility news, events, bill average, important statistics, photos of key events, employee features, department features, often a conservation message and more. The utility hosts several seasonal activities such as Ramadan contests for employees and their families. This is also an opportunity for the CEO and other management to meet with employees from all departments and functions.
- One of the major advantages that the communications department enjoys is that the manager attends the weekly meetings with the CEO and the directors. This enables her to find out about key issues and priorities and be able to devise communications around those.
- One of the key challenges the communications manager identified was the lack of integration of the communications function with some of the other core businesses. The manager shared the fact that despite the utility’s commitment to communications, there is still a lack of recognition of the importance of communications and the need to include communications at every level of the organization. The need to involve communications at the start of a project or issue is still not widely understood. People still assume that the water business is all about pipes and there is a lack of universal understanding that it is about service.
- Another challenge voiced by the communications manager related to media relations. The communications manager is not the spokesperson for the utility. The CEO or the Technical/Operations Director is most often the media contact.

- The communications manager also mentioned that as the utility conducts external negotiations with authorities such as WAJ, Greater Amman Municipality (GAM) and other government organizations, the communications department is not involved. Only the CEO, Customer Service Director and Technical Services Director are part of these discussions.
- When asked about coordination with the customer service function she said that there was good coordination between the two departments, particularly during the launch of a major communications campaign. The utility conducted a customer satisfaction survey recently and the communications group is currently reviewing the results. However, the communications department was not involved in providing the customer service/call center staff with talking points on key issues.
- She mentioned Disi water as part of the future for customers of Miyahuna. However, she also stated that the responsibility regarding Disi lies with WAJ.

Jordan Water, Miyahuna, Tour of Customer Service Center and meeting with Customer Service Manager Mr Murad Ghuzlan, principle person in charge of greeting customers, December 5, 2011.

- The tour was led by the Center's principle person in charge of customer greeting, Mr Murad Ghuzlan.
- The center has 11 customer service stations, the first is dedicated to illegal water use, stations 2 – 9 are customer service, and windows 10 and 11 are for collection.
- Within the center there are two administration desks (they call them Diwan) for tracking incoming and outgoing mail.
- A dedicated internal call center is also available on-site to follow up on visiting customer complaints with two staffers.
- Daily average no. of visitors to the center mounts up to 800 with a rate of 55 – 65 visitors for customer care representative.
- Working hours for center employees are either 7:30 – 15:00 on a 6 day/week basis or 7:30 – 16:00 on a 5 day/week basis.
- There is a collection room at the back offices specifically for handling incoming bill payments from banks and post offices as well as payments the Jabi brings back to office (the Jabi is an employee whose job is to cut off service from homes with outstanding bill amounts but can also collect payments on-site as not to cut off the water).

- Also located at the back offices is a dedicated team to follow up on installation of new water meters and the re-connection of those that were disconnected due to outstanding payments.
- The biggest concern expressed by employees was relevant to the change of bill cycle into monthly which had a tremendous effect on the workflow; a) it raised average customer service time from 7 minutes previously up to 20 – 25 minutes, and b) it added more pressure on the meter readers who are not sufficient in number to cover all subscribers –they reported a deficiency of 5000 readings per month.

Jordan Water, Miyahuna, Meeting with Information Technology Director-Mr. Naser Bataineh, December 6, 2011.

- The IT director mentioned that one of the greatest priorities for Miyahuna was the reduction of non-revenue water. One of the key IT functions to help support this goal is the G.I.S. system and that has been the key focus area for the IT department.
- Currently about 70 to 80% of the water system has been updated with the G.I.S. capabilities while for the sewer system the implementation is in the 40 to 50% range.
- The IT department at Miyahuna supports the communications department. The utility's website is supported by IT and offers several features such as web streaming, ability for the customers to sign-up and offer suggestions, view their bills online and more.
- They also have web analytics that can provide the information on the number of web users. There are currently 2,261 subscribers to the utility's web system.
- He also mentioned the new call-center that has integrated state-of-the art technology.
- He also talked about a comprehensive Intranet site that offered employees with a range of services including a daily electronic newsletter.
- He shared several challenges and ideas that he felt could greatly increase efficiency, customer service and overall customer communications.
- One of the primary challenges he identified was the need for a strategic planning process rather than just a business plan. This would set the stage to re-engineer all systems and processes and establish an integrated system for the utility. For example, to better meet customer needs and for better customer service, Miyahuna needs asset management maintenance to be integrated with the customer service function. A comprehensive systems approach is needed prior to mere implementation of applications. This would make processes more effective and ultimately lead to better customer service and communications.

However, lack of budget is a major constraint and this hinders a holistic technological approach.

- Other challenges related to information with the customers that he mentioned were that not all departments provided information in time to be updated on the web.
- He believed that customers had expressed an interest in more e-services such as electronic bill payments – IT had not seen the latest customer survey but felt this was a customer priority.
- He also said that they were looking into mobile applications for the web and other e-services.
- He mentioned that currently IT was not involved in the social media plan for the utility. They were currently waiting on the CEO's decision on whether or not to move forward with social media.
- He said that the IT department is very proactive in sending people for training and working to implement the most current technologies. Currently he is getting his staff trained in multi-media inter-active applications such as those that could be used for interactive web-based games.
- He also expressed a great deal of interest in employing web subscription features that would provide automatic customer notification via emails when web pages were updated and for email blasts to customers on major issues.

Jordan Water, Miyahuna, Meeting with Technical Services Director-Eng. Jiries Dababneh, December 6, 2011.

- The technical services department is responsible for the project management of the core businesses of the company, namely water, wastewater and sewer.
- The technical services director emphasized that the ultimate goal is to provide better services for the customers. The customer's experience is shaped by the services that this department provides and their interaction with the customer service department.
- He stated that one of the key responsibilities of his department is to ensure high quality of water to the customers. He also stated that their responsibility regarding water quality ends at the water meters. He acknowledged that unfortunately the customer's perception of the quality of water is very poor. He shed light on the fact that prior to the formation of Miyahuna, there were two bad incidents regarding water quality and customers still remember those. As a result 60% of the people in Amman do not use tap water for drinking. However, he does not believe that that is a problem or an issue to be dealt with since drinking water is such a small percentage of the consumed water.

- Since the formation of Miyahuna, there have been only about three legitimate water quality incidents all related to contractors.
- Another important priority for his department and related to customers is the response time for services. The utility has established targets (current response time is approximately 30 minutes) and is continuously working to improve these.
- He also talked about construction and excavation projects that his department oversees that often have an impact on customer service and perceptions. Miyahuna tries to minimize the impacts and make these better but communications to customers on these is usually the responsibilities of the municipality. Miyahuna rarely does proactive mitigation though they provide street signs and information during the projects. On rare occasions there are civil suits because of these and the insurance usually handles those.
- He said that one of the major milestones in the recent history of Miyahuna was the change from pumping to gravity.
- The next major milestone that he emphasized that would impact the utility and customers at every level was Disi water. He shared the complex dimensions of this upcoming project and how it would affect the utility and the customers in different ways.
- One of the questions faced is the mixing of water that this project would require. There is a lot of uncertainty that is around this issue and the impacts would be at multiple levels – from operations to customer perception and understanding. Right now there is no information provided to Miyahuna from the Ministry, leave alone to the customers.
- The other massive impact of this project will be price. Disi water is very expensive. Not only is there an increased cost but the cost equation that is currently part of Disi water is linked to many variables such as fuel costs, electricity costs, etc. As a result the cost of Disi water would keep increasing and the question has yet to be answered as to who will pay for this. The project has been established as a build operate and transfer project and ultimately the customers will have to pick up the tariffs for this. Yet there has been no communications to date on these impacts to the customer because to date even Miyahuna does not have the information.
- He strongly believes that this will need a strong communications campaign that needs to be transparent at every level. For instance, he believes that the customers are not even aware of the real cost of fuel and given the complexities and the variability of this project it will need a long-term dedicated communication and social marketing effort that needs to start now.
- He also shared the challenges of the traditional communications tools that are currently available. He mentioned that the percentage of people who read

newspapers is dramatically decreasing; very few people watch the TV news; while 5 years ago there were two radio stations and it was possible to get your message out through those outlets now with the proliferation of more than 30 stations it is impossible to reach your audiences. He said that Petra news agency was still an option but several more comprehensive efforts were needed.

- In his opinion less than 20% of the customers are aware of Disi water.

Jordan Water, Miyahuna, Meeting with Business Plan Director-Eng. Nizar Awad & Eng. Rabha AL-Kilani, December 6, 2011.

- In the 1990's, the government decided to contract out the operation and management of the water and wastewater services in Amman. The contract was signed with LEMA for 5 years but extended until the end of December 2006. The business planning unit shared that in 2007 when Miyahuna was created and took over from LEMA the former consulting group; there was an existing 5-year business plan that was effective from 2007-2011. The plan included the six pillars listed below that govern the philosophy of the utility and communications was emphasized as a major emphasis.
 - Managing water scarcity
 - Establishing customers confidence
 - Meeting the demands of growth
 - Building planning and technical capability
 - Partnering with GAM
 - Enhancing Miyahuna's capabilities
- However, that plan is not a living document and is not being followed. Currently a new plan is being created and the development of the new plan involves various stakeholders such as Program Management Unit (PMU), WAJ, and each of the departments. But it does not include the community and a citizen task force is not part of the process.
- The director stated that the O&M function at the utility was well established and followed through. However the capital needs are not being met and resources to plan for these are non-existent.
- He also emphasized that Disi water is the next big change and challenge that is upcoming. It will mean a huge change in the strategic philosophy for Miyahuna and all its customers.
- Some of the challenges it brings includes lack of clear information and all the facts, particularly in the communications between WAJ and Miyahuna.
- He believed that customers are aware of Disi water but see it in terms of a 24/7 supply of water rather than the current rationing. However, he said that it brings other challenges and lack of understanding of various other issues, both internally as well as externally.

- Among these he emphasized the lack of customer information regarding tariffs.
- He also said that customer confidence in water quality is a big issue.
- He also believed that the change to Disi water will create other challenges for Miyahuna as their service area could potentially expand to Madaba and maintaining service levels will be a challenge then.
- Regarding the current change in billing from quarterly to monthly, he acknowledged the short-term challenges it has created. However he supported the view that it was better for the financial health of Miyahuna and also would be less of an impact to the poorer sections of the population.
- He stated the need to emphasize greater Internet communications with the customers and to use the call-centers as a source of information dissemination with the public.
- Overall he believed that there is a need to build trust with the customers.

Jordan Water, Miyahuna, Meeting with Human Resources Director-Eng. Naser AL-Nabulsi, December 6, 2011.

- The Human Resources Director mentioned that there are 1528 employees at Miyahuna.
- The main emphasis of the department is health and safety of the employees and interpersonal issues.
- The department is also responsible for training. He mentioned that all customer service staff get trained before they get on the job. Their training also includes health, safety and inter-personal communications. There is also annual training that is provided to them.
- The director was not sure of the exact number of employees who had the use of Internet by employees and how many could access the daily employee newsletter. However, he did state that 30% of Miyahuna employees did not have a High School certificate.
- He mentioned that when each and every employee needed to be alerted on something they would use official notifications to do so and these are usually posted. Currently about 90 memos are posted every year.
- He stated the importance of employee feedback and mentioned that they had recently conducted an employee satisfaction survey. He offered to make copies of that available to PAP.

- A review of the employee satisfaction survey indicates that 72% of the employees indicated that they were satisfied with their work. 59% indicated high levels of satisfaction with incentives, 75% with their work environment, and 82% believed that Miyahuna operated with transparency. One of the areas identified for greater improvement was the need for a clear communications policy and recommendations included formulating a clear communications plan and communicating that to employees; and creating a comprehensive employee training program.

Jordan Water, Miyahuna, Meeting with Miyahuna's Customer Service Director—Eng. Mohammad Malkawi, December 7, 2011.

- The Customer Service Director provided some history and some key milestones that have influenced the culture and priorities of Miyahuna Water. He shared that until 1999 the company was part of the government sector at which point management was transferred to an international management contract.
- One of the major changes that took place in 2000 was that all 65,000 meters of the users were replaced. This was a 1,722,500 JD project and prior to this all billing was manual.
- Another major issue at that time and related to the metering was unaccounted for or non-revenue water. It was at about 55% then and an ambitious target was established to reduce that. Non-revenue water for Miyahuna is currently at 34%.
- Another major change that was implemented was to change from pumping to gravity based distribution. Many of the pipes were old and had problems with corrosion. Now the pipes have been changed to polyethelene and that eliminates the problem.
- The current system allows the meter readers to read the meters instantly with their hand-held units.
- He talked about the recent change in billing from quarterly to monthly. Since they started monthly billing beginning of this year 2011, they recruited 104 employees, upsizing customer services staff by 28%. However the workload nearly tripled by moving to monthly billing instead of previously quarterly, and the 28% increase in staffing has been insufficient. He shared that while it has created some short-term challenges and a barrage of recent customer complaints, several process improvements are in place to help with this. These include:
 - Ability to read and print the bill on the spot rather than having to go back for another visit to provide the bill
 - Trained meter readers with systems that have increased the productivity of the routes they follow and the number of households they are able to cover

- An increase in the number of meter readers from 37 to 77 for the company
- He shared that overall the percentage of customer complaints has decreased over the years – it is currently at less than 0.04% of what it used to be. In fact a recent customer survey has shown that more than 75 -80% of the customers are satisfied. However, the total numbers tell a different story since the rate of growth of customers of Miyahuna has been at the rate of 22,000 to 25,000 per year. And if this trend continues there will be an increasing number of customers with concerns and this will continue to impact the utility.
- He also expressed a major challenge of the lack of increase of staff resources to meet with the new demands. In 2000, Miyahuna had 1650 employees. Now after almost 12 years the company has a total of 1570 employees and a much larger customer base.
- He mentioned the strong rate of response for customer service that Miyahuna enjoys – approximately 80% of the customers are served in less than 6 minutes.
- He mentioned some of the other successes that Miyahuna has accomplished recently including the fact that water service is restored within 48 hours of complaints, and shut-off rate is at its lowest and collection rate is at its highest.
- He also emphasized excellent service when it comes to new connections.
- Among the biggest future challenges he emphasized was the impact of Disi water on some of the key operations. These include the need to change all the meters in order to be able to read continuous flow.
- The other challenge that he expects from Disi water is the impact to non-revenue water. He expects that Disi will result in an increase in the percentage of non-revenue water.
- From a public perception he believes that there are many opportunities to create customer awareness and behavior change. One of the biggest hurdles he identified was the lack of preventive maintenance by the customers. They do not bother to check their pipes for leaks, take care of their tanks, etc. There is a definite need for a strong campaign to encourage these changes.
- Another challenge is continued wastage of water. For example, despite the fact that people know that water is limited resource in Jordan, people still tend to wash their cars with their hoses. He expressed concern that these types of behaviors are likely to increase with Disi water when people experience a continuous source of supply. He emphasized that strong communications is necessary to address these.
- Miyahuna also has many ways to help customers pay their bills. People can use Post-Offices, many banks and many mall locations. There is a trend and shift in the customer uses of the various payment channels. In 2010, 51% paid at

Miyahuna offices, 20% at Post Offices and 4% through banks. In 2011, 48% paid at Miyahuna offices, 24% at Post Offices and 4% at banks.

- Some of the new services that Miyahuna has embarked upon include e-payment options for customers. They have recently signed an agreement with the mobile phone company Orange and are under discussions with Zain. They also have a new agreement in place with Visa and Mastercard where the customers will not have to pay an additional charge.
- Comprehensive marketing campaigns to inform customers of these services and to get them to adopt these would be very useful.

Jordan Water, Miyahuna, Meeting with Miyahuna's Zay Station's Quality Control and Assurance Manager, Eng. Majeda Alzoubui, December 7, 2011.

- The Water Quality Director explained that the primary function of this division was to ensure that high quality levels of water are monitored and distributed to the customers of Miyahuna.
- The three main areas related to water quality include Treatment, Quality and Maintenance.
- Miyahuna prides itself on having one of the best qualities of water. In fact the company was recently awarded an international water quality award.
- Miyahuna is also one of the first to recently present a water safety plan to the WHO that establishes management tools to institute a holistic safety approach from the watershed to the tap.
- In addition, the employees of the water quality section are seen as ambassadors of the company. When they respond to customer complaints and conduct site visits, they receive numerous commendations and are greatly appreciated.
- However, given that Miyahuna is responsible for the quality of water until it reaches the customers water meter, there is a significant lack of knowledge about the responsibility of the customers and as a result perception of the lack of water quality.
- As a result a significant number of the calls for service are for issues that are not related to actual water quality issues that are Miyahuna's responsibility. For example in 2010 of the 241 complaints received, less than 5% were real quality issues. Most of the others were either based on customers' perceptions and some were related to internal pipe or tank problems of the customers.
- As much as possible the chemists who visit the customers try to educate them on solutions on how to address their issues.

- Miyahuna has a 15 minute video on water quality that is currently available on its website.
- Zay station also encourages tours from utility groups, a media tour on World Water Day and offers other opportunities for group tours. These offer a great way to educate the community on where their water comes from, water operations and quality.
- There is a strong need to create customer awareness that the quality of water is safe and to encourage customer knowledge and actions to take care of the infrastructure within their homes to ensure that their water is as pure as the water they receive.
- This effort will greatly increase efficiency at every level in the organization – from the number of calls to the number of site visits, most of which could be avoided with greater customer knowledge. This would also greatly enhance customer perception and trust.
- In terms of long term concerns about water quality, there is concern that Disi water will raise a lot of customer concerns initially. From the change in taste of water due to blending, to real concerns about the increase in turbidity to perception issues related to the radium content, additional long-term customer communication to support the addition of the Disi water source will be critical.

3.0 DETAILED ANALYSIS

Whether the changes are due to diminishing resources or increased service costs, the need to communicate with customers is of utmost importance. Utilities in today's rapidly changing world use effective communication as a management tool to help them achieve their goals and lay a foundation that supports success for all their customers. Strategic, planned communication is achieved through the commitment of government agencies and company leaders, adequate resources and personnel, careful research and planning, creative implementation, and evaluation of results.

Internal communications with employees is also important. Everyone at the utility is a communicator and must accept a portion of responsibility for that role. Employees who are informed and involved take greater pride in their performance and perform more effectively.

It is important to recognize that quality utility services, high levels of customer service and effective communication go hand in hand. Positive reputations are not developed solely through effective communication. Similarly, a water utility that provides high quality services will not garner the support it deserves without an effective communication program that keeps its staff and community informed and allows for two-way dialogue and interaction.

The bottom line analysis shows that effective communications can save the utility money – both in terms more better operations as well as increased efficiencies and reduced customer complaints. In addition, good communications are the key to gaining public support and trust. This is particularly important now as the country braces for key resource issues that will affect the future of the entire community. Also, during these times of critical resource constraints, strategic communications can be the key to a sustainable future for the kingdom.

Strategic communication forces a utility to examine how its communication funds are used, and whether there are measureable results from the effort.

Guiding Principles for the Miyahuna Water Company's Communication Effort

- **All communication efforts must be tied to the utility's business plan.**
To be effective, communication efforts must be driven by the company's mission and goals, and be designed to support high quality water services. Communications should focus on the customers.
- **Strategic communication requires research and evaluation to be woven throughout the communications effort.**

No plan will be successful without research and evaluation components. While this assessment provides a starting point, research component of the utility's strategic communications plan should capture baseline data that can be used to determine progress in selected areas of the communication effort. In addition, major areas of the strategic communication plan, such as internal communications, must be evaluated each year.

- **Strategic communication and public relations is a management function.**
An effective communication and public relations program must have the support at the highest level of the organization and should be a planned, systematic effort based on two-way communication with stakeholders. At all levels, it is imperative that communication occur consistently and information be presented with clarity. A variety of communication vehicles should be used to connect with key audiences.
- **Internal communication must be a priority.**
No communication effort will be successful if employees do not become ambassadors for the utility. Employees have the ability to make or break the image of the company. Employees who did not reflect the values of the organization and are negative, non-responsive or unable to provide timely and appropriate answers to community requests will quickly undermine any communication effort. Employees should be provided with the information, tools and training needed to support them in their roles as "Ambassadors." The communication effort should focus on engaging stakeholders to take action.
- **Technology should continue to be used and enhanced to support an efficient, timely and effective system of communication.**
The utility should continue to embrace new technologies that directly influence communications in today's world. E-mail, voice mail, web sites, electronic surveys, an employee Intranet, and social media can all be used advantageously to improve and expand the utility's communication infrastructure.

4.0 RECOMMENDATIONS:

The assessment of the issues and priorities of Miyahuna and the corresponding communications needs revealed the need for the following key areas of focus.

Create an annual, strategic communication plan.

Effective communication should be planned to support the utility's strategic directions and should constitute a comprehensive and effective communications effort. It should focus on both informing people and involving them. Regular formal and informal research, knowing the system, understanding the problems, seeking stakeholders' opinions, evaluating what works and what doesn't, and determining how the system can improve are all important components of the communication effort.

The consultants' review of the communications department showed that it is responsible for a wide variety of tasks and projects. Nevertheless, communication efforts can be refined and targeted to better meet the information needs of the utility's key issues and various audiences.

The greatest need identified by the consultants is for an annual, strategic communication plan. For communication to be effective with the upcoming opportunities and challenges that are ahead for Miyahuna, its customers and the country as a whole, it must be a planned, systematic, comprehensive, two-way process designed to create better understanding of the role, objectives, accomplishments and needs of the organization. Experience demonstrates that effective communication programs are based on research.

The communication plan should be tied directly to the utility's strategic and business plan and take into account all of its major audiences (i.e., customers, key stakeholders, business leaders, community members, and news media), the information they need and want to know, and the channels of communication that will be used to reach them. Without a plan, it is difficult to create an open dialogue, deliver the messages that are important to these audiences, and build support. An effective strategic communication plan includes multi-step communications process of research, planning, communication and evaluation, and addresses the following questions for every action or activity the utility undertakes:

- Who needs to know?
- Why do they need to know?
- When do they need to know?
- How are we going to tell them?
- What do we want them to do with the information they receive?

Without a written communication plan, adopted and approved at the beginning of each

year by the CEO, strategic communication that reflects the utility's priorities and delivers key messages to target audiences may be lost in the day-to-day communications that can overwhelm large utilities. A strategic communication plan can dramatically increase the efficiency and effectiveness of the utility's communication efforts because all projects are considered in terms of whether or not they support the utility's strategic directions. It also provides a vehicle for reporting on progress and demonstrating accountability through evaluation criteria built into the plan.

A well-defined communication plan builds understanding and staff involvement in utility communication efforts, and encourages telling the utility's story in "one clear voice." However, it must be remembered that a plan is just that-it should be dynamic and not viewed as set in concrete. It will need to be revised and adapted as objectives are accomplished and new communication challenges arise.

It is important that consideration be given to the budgetary and personnel resources that will be needed to successfully implement the strategic communication plan. The recommendations provided in this report are extensive and comprehensive and the utility must prioritize by need and importance how communication resources are expended. Staffing and budget allocations for the communications department should be evaluated annually to ensure program effectiveness.

The following table provides guidelines that can be used in the creation of a strategic communications plan.

Strategy	Identify the vision	The communications vision is aligned with, but distinct from, the organization's overall mission.
	Choose goals and outcomes	Goals and outcomes are well defined, measurable, and help guide a defined plan of action.
	Select target audiences	Audiences are specific (not the general public) and include key decision makers or individuals with influence on the issue.
	Develop messages	Messages are specific, clear, and persuasive, reflect audience values, and include a solution or course of action.
	Identify credible messengers	Messengers are seen as credible by the target audiences, and can be recruited and available to the cause.
	Choose communications mechanisms/outlets	Outlets (e.g. both in the air (media) and on the ground) are chosen for their access and availability to target audiences
	Scan the context and competition	Risks and contextual variables that can affect communications success are identified and factored into planning when possible.
Implementation	Develop effective materials	Materials are developed in attractive, accessible, and varied formats for maximum exposure and visibility.
	Build valuable partnerships	Linkages exist with internal and external stakeholders who can help align with and carry the message.
	Train messengers	Internal and external messengers are trained in key messages and are consistent in their delivery.
	Conduct steady outreach	Outreach and dissemination to audiences through multiple outlets is regular and sustained.
	Monitor and evaluate	Activities and outcomes are regularly monitored and evaluated for purposes of accountability and continuous improvement.
Support and Integration	Support communications at the leadership level	Management understands and supports communications as an integral part of organizational viability and success.
	Earmark sufficient resources	Fundraising regularly includes dedicated resources for communications practice.
	Integrate communications throughout the organization	Communications is seen as an integral part of every organizational project or strategy.
	Involve staff at all levels	Communications is not seen as an isolated function; most if not all staff members have some knowledge and/or participation in communications efforts.

Create individual communication plans for implementing any major initiatives or changes in utility practices and programs.

In addition to the annual, strategic communication plan, specific communication plans should be developed in detail for any major changes, initiatives or projects that the utility is planning or is likely to face. The current assessment has revealed the following major areas of focus and ideas and tactics for each have been presented below.

The communications department should work closely with those departments responsible for these areas.

Whenever possible, the utility should try to seek input before making changes, and communication following any changes should be delivered in a timely manner. When input is sought from task forces or committees, communication follow-through in reporting back to those groups is imperative to building trust and credibility.

Although it may seem time-consuming to develop individual plans, good communication planning usually takes much less time than dealing with controversies that arise due to poor communication.

The subsequent table provides suggested marketing and communication strategies for each of the areas and short and long-term implementation options for each. While some tactics can be implemented fairly easily and quickly, others would require longer term planning. We advise the utility to carefully consider and prioritize both the short-term and long-term strategies and adopt a comprehensive approach to communications.

- **Demand Management/Water Conservation:**
Comprehensive Communications and Social Marketing Campaign to inform the community on the scarcity of water resources in Jordan, motivate them to be part of the solution and take action, and bring about long term behavior change.
- **Water Quality:**
Despite the fact that Miyahuna provides high quality water to its customers, there is little awareness of this fact and in contrast a high perception that the quality of water is poor. Not only does this translate to a lack of credibility and poor public trust in the utility, it also results in significant operational inefficiencies at various levels – from customer calls and complaints to the time the water quality staff spend taking care of bogus complaints. Plus, a huge part of this problem is the customer’s personal responsibility and a comprehensive communications campaign can promote much-needed proactive and preventive behaviors.
- **Customer Service:**
Focused communications on several services related to greater access and customer service functions can help streamline several key functions of the

utility, reduce the demands on current resources, and pave the way for better long-term communications and access. This will also help the utility take advantage of the changing culture and integration of technology in many of the service functions. For example, even as the utility experiences a growth in their customer base, comprehensive marketing can shift the load from the customer service counters to the other services such as online services and e-marketing. Additionally, a well established internal flow of information will ultimately empower the front-line staff and those with direct customer interaction to provide better service to the customers and will result in higher quality of customer service.

- **Disi water supply:**

While the common belief is that Disi water will provide a 24/7 water supply for Amman, there are multiple challenges and issues that are connected to this new source of supply that few people are aware of. From the true cost of this new source, to challenges related to water quality, taste perceptions, demand management, infrastructure needs, and communications needs to start now with key stakeholders and customers on the benefits and impacts.

Key Topic: Demand Management/Water Conservation:

Main messages:

- Water is one of the most precious resources in Jordan
- Instill conservation behavior as a long-term way of life
- Focus on a comprehensive social marketing campaign to emphasize behavior change; provide easy actions that promote the how-to's of conservation
- Key messages on preventive maintenance, how to find and fix leaks, etc.
- Explore partnerships with other agencies such as energy utilities to offer incentives and rebates for conservation
- Educate key audiences on Jordanian Plumbing Code
- Advocacy messages emphasizing the viability of conservation as a source

Communications Tactic	Target Audiences	1-3 months	3-6 months	6 + months
Use the back of the bill for key messages	All customers	x		
Create and distribute refrigerator magnet to all customers at customer service center with key messages	All customers		x	
Develop key information on website; provide interactive game to encourage conservation behaviors; create web-based self-audit that can help people assess their water use and make changes; offer incentives for participation	All customers		x	x
Create targeted brochures with specific messages; Target and distribute to key audiences	All customers - Women - Youth - Large users			x
Internal messages in employee newsletter, web pages to promote conservation; contests for employees to encourage water efficiency	Internal employees	x		x
Add conservation messages to social media page; offer contests for participation	Youth, utility kids, all customers,	x		
Add information display board/customer roll-up poster at customer service center with key messages	All customers		x	
Provide information on customers bill to let them know of their consumption, how it compares to typical consumption and how they can track their consumption from last year	Large use Customers			x

Water Quality – High Priority; Most strategies below can be implemented by Miyahuna				
Main messages:				
<ul style="list-style-type: none"> ▪ Miyahuna water high quality ▪ Customer responsibility for tanks and pipes ▪ Actions/behaviors to take personal responsibility (specifics to be listed) 				
Communications Tactic	Target Audience	1-3 months	3-6 months	6 + months
Play water quality video at customer service center	All customers	x		
Create water quality brochure	All customers		x	
Provide brochure to chemists to distribute when called	Customers with complaints		x	
Distribute brochure at all customer locations	All customers	x		
Distribute brochure on water quality along with meter readers	All customers	x		
Create interactive water quality computer game	Utility kids			x
Add water quality information to social media page	Youth, utility kids, all customers,	x		
Add information display board at customer service center	All customers		x	
Expand tours to water quality center; conduct taste tests	Media groups; key stakeholder groups; utility groups	x		
Comprehensive water quality campaigns that should be customized to meet the needs of the Jordan community. Some examples of successful ones used in the US include Only Tap Water Delivers ⁶ , I Heart Tap Water, ⁷ Think Outside the Bottle ⁸	All			x
Promote accolades on water quality awards, copy of water quality report and other honors that speak to the high quality of water	Media Key stakeholders All	x	x	x

⁶ Only Tap Water Delivers

<http://www.awwa.org/Government/Content.cfm?ItemNumber=3846&navItemNumber=3847>

⁷ I Heart Tap Water

<http://uhs.berkeley.edu/tapwater/campuscampaign.shtml>

⁸ Think Outside the Bottle

http://www.adropoflife.tv/tap_water_challenge_org_kit.pdf

Customer Service – High Priority: Most strategies below can be implemented by Miyahuna. PAP can facilitate implementation.

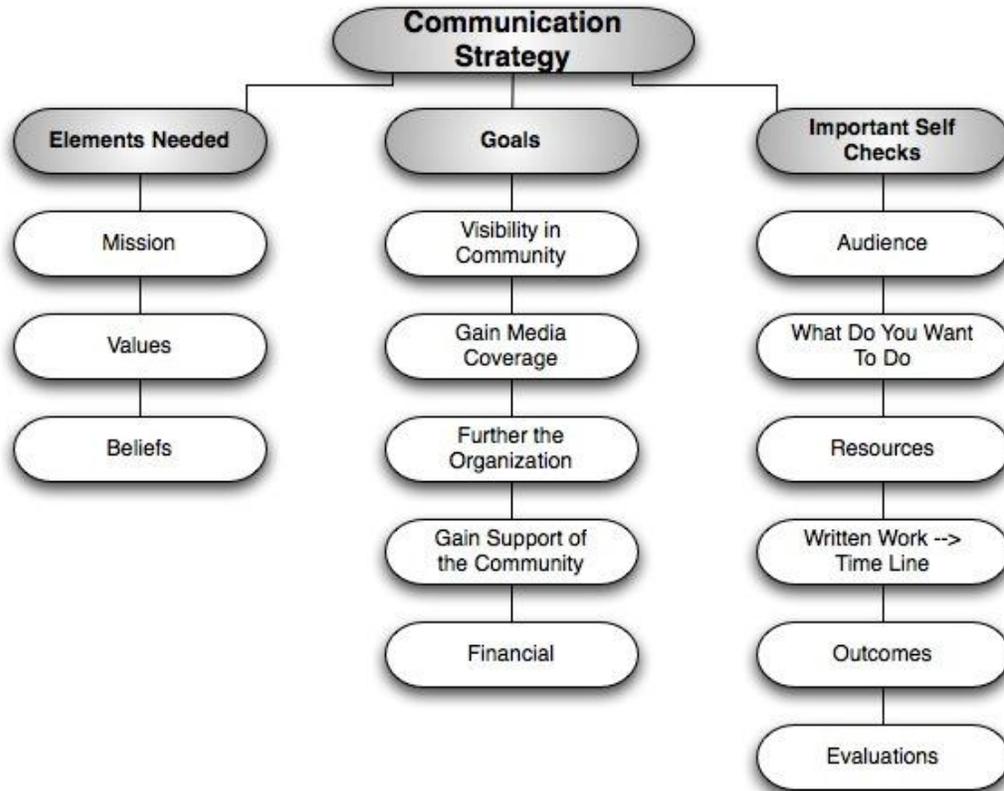
Main messages:

- Miyahuna is dedicated to highest level of customer service
- There are several options for customers to meet their needs including bill payment locations, online services and more
- Information on e-services and promotion of website
- Information on how customers can provide feedback

Communications Tactic	Target Audiences	1-3 months	3-6 months	6 + months
Use the back of the bill for key customer service information such as customer care messages, website, key numbers, bill paying options, how to check their bills online, Facebook page, online services and more	All customers	x		
Create and distribute refrigerator magnet to all customers at customer service center with key contact information	All customers		x	
Create and distribute sticker for water meters through meter readers with key customer service information	All customers		x	
Create customer brochure with key customer service information and new services; distribute brochure at all customer locations	All customers	x	x	x
Distribute brochure along with meter readers	All customers			x
Train call center and customer service representatives to provide key customer service messages such as new services and programs being offered and company announcements	Internal employees	x		x
Add customer service information to social media page	Youth, utility kids, customers,	x		
Add information display board/customer roll-up poster at customer service center about services offered	All customers		x	
Provide information on customers bill to let them know of delay in reading so they don't worry and show up at customer service center	Customers with complaints	x		
Comprehensive advertising campaign in collaboration with cellular companies on new services being offered	All			x
Work with media on new and expanded opportunities for customer service	Media Key stakeholders All	x	x	x
Promote new and expanded opportunities for customer service to internal employees and staff through all means	Internal employees	x	x	x

Key Topic: Disi Water				
Main messages:				
<ul style="list-style-type: none"> ▪ Miyahuna is dedicated to highest level of customer service ▪ The real cost of water – details and transparency in messages related to the cost factors, how those will be distributed, and who will pay ▪ Other impacts of Disi water – quality, quantity, service, etc. ▪ Impacts to Miyahuna and how they will impact the customer ▪ You can be part of the solution – actions and steps customers can take to conserve and ensure long-lasting success (linked to broader demand management messaging) 				
Communications Tactic	Target Audiences	1-3 months	3-6 months	6 + months
Regular media briefings	All customers	x		
Brochure on Disi water, key messages and impacts	All customers		x	
Distribute brochure along with meter readers	All customers			x
Web site information on details of impact of Disi water	All customers	x		
Social media information on Disi water	Youth, all customers	x		
Customer newsletter main article on Disi water; ongoing stories on progress and updates	All customers		x	
Internal newsletter to employees on Disi water; ongoing stories on progress and updates	Internal	x		
Add information display board/customer roll-up poster at customer service center about Disi Water	All customers		x	

The following communications chart can be utilized to create specific strategies and connect these to relevant factors. For specific campaigns that Miyahuna implements, it is recommended that they use this chart to guide the details of their implementation.



Enhance communication with employees.

The internal framework of communication is the infrastructure that supports all external communication efforts. A strong emphasis should be placed on furthering internal communications throughout the utility. As frontline communicators, employees should receive important information before the public. The utility should stress the role of employees as communicators and ambassadors for the utility, and support them in this effort by providing timely information, a clear, consistent message, and training when appropriate.

We recommend the utility consider implementing several strategies for enhancing employee communication: These include:

- Consider posting “Good Morning” the staff e-newsletter at all locations so that those without computer access can get the news.
- Provide specific training and list of key points and frequently asked questions to front line customer service and call center employees prior to any key issue that can result in an increase in customer calls and questions. These include

situations such as summer water crisis, change in billing systems, future changes in metering, etc. Include communications department as part of the trainers for this.

- Emphasize the role of employees as Ambassadors for the Utility. One excellent way to create employee "ambassadors" is to include a communication component as part of employee training. This provides an opportunity to stress the importance of relating accurate information and facts to the public and a chance to do some "myth busting" of employee and community perceptions of the utility. Reinforce employees' efforts by highlighting good ambassadorship in the employee newsletter and other publications, or by recognizing an "Ambassador of the Month" at manager and staff meetings.
- Increase opportunities for face-to-face communications. The printed word is an efficient way to provide information, but changing perceptions and behaviors – and building trust and employee morale - requires two-way communication. Research shows that employees prefer face-to-face communication from direct supervisors over memos and newsletters. We suggest that those who plan and run meetings create opportunities for discussion and interaction. An opportunity to dialogue and ask questions promotes better understanding of issues and problems and, in turn, creates better ambassadors for the utility.
- Consider getting external facilitator (PAP Technical expert or external consultant) to facilitate director meetings once a month to help focus on key issues and as a step towards future planning and prioritizing. This can also help identify key communications issues.
- Send quarterly e-mail to all employees from the CEO. Topics should highlight key issues of importance, recognition of key successes and employee contributions. Copies of e-mails should be posted (and /or distributed through their paycheck) for those who do not have access to computers.
- Continue to celebrate staff contributions and efforts. Miyahuna does a great job with events and celebrations and it is important to continue to take the extra time to say "thank you." Often employees shy away from formal recognitions, but the small day-to-day acknowledgments of their efforts can make the difference between a motivated or disgruntled staff. While the utility should continue any formal recognition programs, managers and supervisors should also be encouraged to recognize staff members in a more informal way on a regular basis.

Continue to expand and promote the utility web site, other e-communication and multi-media options.

The utility's web site is a communication device. Although it currently contains a substantial amount of information, it is still not viewed by customer as a primary source of information at this time.

As more and more people within the utility purchase personal computers and gain access to the Internet, the utility web site should become more of a communication and

marketing tool, particularly for the younger generations. The utility must stay current in this area in order to remain competitive in the education marketplace.

The web site should also be evaluated in the context of how it delivers the utility's key messages. Users should be asked to suggest the types of information they find most useful by responding to an online survey or e-mailing responses.

The information on the site should be constantly updated. While it is fairly easy to get people to visit a web site once, the challenge is getting them to return regularly for new information. The website's potential as a supplementary communication channel will continue to grow each year.

The web site should also be used for "myth busting" and to counter the rumor mill. Whenever an important issue is up for discussion, or the utility learns of misinformation that is out in the community, accurate, factual information should be posted in a prominent spot on the web page for easy access. Utility newsletters and other publications should promote the web site as a source of information when people have questions.

The web site should evaluate new applications such as automatic alert systems. In addition, the utility should consider listservs and e-mail blasts (direct marketing using electronic email to target large audiences or a specific demographic group), mobile version of the web site, prominent social media presence and promotion of all of these options through the web site and other communication methods.

The utility should continue to produce videos on various stories related to water – from where the water comes from, to key messages promoting conservation, to water quality, how to take care of leaks, and more. These should be shown at the customer service center, posted on the web site, on You Tube and on the utility's social media pages.

Provide communication training for staff:

The communications manager has attended social marketing training and embraced the area. However, this training could be very useful to other key decision-makers in the utility, especially if a comprehensive demand management effort is developed and implemented in the near future. Following are the various types of training that are recommended for Miyahuna's communications and senior staff.

Strategic Communications Planning:

Comprehensive workshop and training designed to help the utility create a comprehensive strategic communications plan. In addition to the communications department, top management and key decision makers from all the departments need to attend this training so that the goals of the strategic communications plan are aligned with the business plan.

Media Training:

From creating a media policy to basic media training on what constitutes a news story and how to write a news release or media alert for a special event, to working with the television media, to proactive media strategies to help the utility tell its story to the public.

Social Marketing Training:

While Miyahuna's communications manager has taken social marketing training this would be useful for other decision makers and stakeholders, especially before developing and implementing a comprehensive demand management program. Training will include main concepts of social marketing and begin applying them to the utility's program right away. Topics include the social marketing process, audience segmentation and strategy development with the social marketing mix, developing a preliminary strategy for Miyahuna's program; participants will receive in-depth instruction in all aspects of creating a campaign, from research and strategy development to creating messages and materials.

Social Media Training Workshop Courses:

Basic and advanced training workshops to train the team on how to engage in social media network conversations for the utility with the communities. Social Media training will include a multiple social media networks such as Twitter, Facebook, and YouTube; traversing the global net-waves. Training will also include website presence as it pertains to social media network integration and how to integrate social media with the utility website for maximum effectiveness. The training will also discuss how social media network portal marketplaces and communities require a proper amount of listening to understand the conversation of customers, stakeholders and all other voices in these social media communities and the value of the customers input.

Research and evaluation

Research and evaluations components need to be part of the strategic communications efforts. While this assessment provides a starting point, research component of the utility's strategic communications plan should capture baseline data that can be used to determine progress in selected areas of the communication effort. Surveys, customer satisfaction surveys, intercept interviews, evaluation of program accomplishments, and other tools should be planned and implemented regularly. In addition, major areas of the strategic communication plan, such as internal communications, must be evaluated each year.

5.0 CONCLUSION

While Miyahuna Water is committed to customer service and communications and understands the importance of demand management as it looks to the future of water in Jordan, there are many opportunities that can be tapped and actions that can be put in place. Many of these, as mentioned above, can be done fairly soon and with little investment. With a focused emphasis on communications for both the short-term and long-term, long-term and sustained shifts in customer perceptions and behaviors can be achieved.

This analysis reiterates the premise that effective communications can save the utility money – both in terms of more better operations as well as increased efficiencies and reduced customer complaints. In addition, good communications are the key to gaining public support and trust. This is particularly important now as the country braces for key resource issues that will affect the future of the entire community. Also, during these times of critical resource constraints, strategic communications can be the key to a sustainable future for the kingdom.

6.0 ANNEXES

6.1 Annex A:

Communication Checklist

This quick-to-complete checklist was used as part of the assessment to review the list of communications efforts and material used by the utility.

Please check one response for each question.

Always Frequently Occasionally Never

1. A utility newsletter is sent to customers on a regular basis.

Always Frequently Occasionally Never

2. An employee newsletter is sent to all employees on a regular basis.

Always Frequently Occasionally Never

3. Efforts are made to acquaint new customers with the range of utility services:

Always Frequently Occasionally Never

4. Key management and utility employees and staff respond quickly to questions and concerns.

Always Frequently Occasionally Never

5. Customers have opportunities to voice ideas and concerns about utility and services through:

Advisory committees

Emails

Letters

Public meetings/forums

Web

Monitored blogs/social media

Other

6. Partnership and outreach programs include:

Business/civic partnerships

Schools

Other stakeholders

Volunteer groups

Other

7. Key messages for customer services staff is communicated via the following methods:

Scripted talking points and Frequently Asked Questions (FAQ's)

Regular training

One-time training

Other

8. Specific departments are encouraged to arrange special events to encourage customers to learn more about their utility.

Always Frequently Occasionally Never

Please check as appropriate.

11 Two-way communications with employees is achieved through:

Message from the CEO

Email

Meetings

Memos

Newsletters

Web messages

Other

12. Who is authorized to speak on behalf of the utility to the media? Check all that apply

CEO

Key management staff

Communications Manager

Other

13. Do you have a media policy?

Yes No

14. Do you have regular communications including media training for key executive management?

Yes No

15. A customer survey is conducted on a regular basis.

Yes No

6.2 Annex B: Miyahuna Communications Material Inventory

Description	Main messages	Target Audiences	Frequency	Distribution Strategy	Pull/ Push ⁹	Department	Source of message
Children's story on the importance of water conservation	We need to conserve water or we won't have any left 12 water conserving behaviors featured in the story	Children 6-12			Pull		Miyahuna
Children's coloring book that teaches water conserving behaviors	7 water conserving behaviors featured in the book	Children			Pull		Miyahuna
Leaflet for households that features a number of water conserving behaviors and how much can be saved through each	Jordan is very poor in water, we need to conserve now 19 water conserving behaviors featured	Households (all members of the family)			Pull		Miyahuna
School classes schedule for children with water conservation tips	4 water conserving behaviors written on the back of the schedule	School children			Pull		Miyahuna
Police tickets book mock-up for children so that a child can write tickets to anyone who practices non-conserving behaviors	It is wrong and immoral to practice behaviors that waste water 5 wrong behaviors and 5 correct ones are taught to kids	Children			Pull		Miyahuna
Exercise leaflet for children on water related information and water conservation	18 different pieces of information on water scarcity and water conservation behaviors in a form of multiple choice questions	Children			Pull		Miyahuna

⁹ Pull marketing is designed to draw the customer to you. Ultimately, you are providing something to *pull* people towards the service you are providing or the change you are encouraging. Push marketing are strategies where social marketers “push” products in a top-down fashion through the distribution channel to create availability and stimulate demand.

Booklet with details on the water cycle beginning with water sources and ending with consumption	Educate audience in water related issues by providing information on water sources in Jordan, where it comes from and the stages it goes through before it eventually reaches the end consumer	Households (adults)			Pull		Miyahuna
Booklet with details about the water meter provided by the water utility Miyahuna.	Description of the water meters provided Measurements of cabinets for water meters Measurements for manhole to install water meters inside Instructions to keep the water meter clean and in good condition Do not cut the seal on the water meter	Households (decision makers in a household)			Pull		Miyahuna

Description	Main messages	Target Audiences	Frequency	Distribution Strategy	Pull/ Push	Source of message
2007-2011 business plan brief booklet (managing Our Water)	Plans of the company during 2007-2011 in terms of development, expansion, improvement of services, demand management, communication with customers, capacity building, finance and M&E	Decision makers and relevant stakeholders			Pull	Miyahuna
Brochure with introduction about a water conservation campaign carried out by Miyahuna	Main message "We have a responsibility for water, and saving it for our children" 15 water conserving behaviors featured inside the brochure	Households			Pull	Miyahuna
Brochure about the different types of plants that do not consume much water	We need to conserve water in Jordan and one way is planting water conserving plants in our gardens Illustration of the different types of water conserving plants and flowers	Households with gardens			Pull	Miyahuna
Miyahuna letter	A brief newsletter that shares important information with customers such as how the bills are going to change, the maintenance that Miyahuna is conducting for pipes in the streets, how to maintain your water tank..etc.	Households (Miyahuna customers)			Pull	Miyahuna
Brochure to promote ground-level water tanks	Main message "If you are building a new home, prepare to have a ground-level water tank" and "to make sure you get water at your house" Text: Explanation how water gets to households and the whole distribution cycle.	People who are building a new house			Pull	Miyahuna
Announcement to the public through a brochure about maintenance activities in their areas	The main message states that Miyahuna is conducting maintenance to the household pipes in the area to prevent any leaks caused by old pipes. It apologizes to customers and explains to them that Miyahuna is working for them.	Households in specific geographic areas where maintenance is carried out			Pull	Miyahuna

Brochure about cleaning water tanks	Cleaning your water tank is important for the quality of your water. Instructions on how to clean a water tank at a household	Households			Pull	Miyahuna
Service Booklet	A booklet with information about all the services provided by Miyahuna and how to get those services or manage a subscription, with contact information and offices addresses.	Households (Miyahuna customers)			Pull	Miyahuna