



USAID | **JORDAN**
FROM THE AMERICAN PEOPLE

INSTITUTIONAL SUPPORT AND STRENGTHENING PROGRAM (ISSP)

YEAR 3 ANNUAL REPORT

JANUARY 1, 2013 – DECEMBER 31, 2013

JANUARY 2014

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ACRONYMS

| | |
|------|--|
| AFD | French Development Agency/Agence Française de Développement |
| AM | Asset Management |
| AMM | Asset Management and Maintenance |
| AWC | Aqaba Water Company |
| CMMS | Computerized Maintenance Management System |
| CO | Contracting Officer |
| COTR | Contracting Officer's Technical Representative |
| COP | Chief of Party |
| ELI | Environmental Law Institute |
| EU | European Union |
| GDA | Global Development Alliance |
| GDP | Gross Domestic Product |
| GIS | Geographic Information System |
| GIZ | Gesellschaft für Technische Zusammenarbeit/German Technical Cooperation, formerly <i>GTZ</i> |
| GoJ | Government of Jordan |
| GTZ | Gesellschaft für Technische Zusammenarbeit/German Technical Cooperation, now <i>GIZ</i> |
| IA | Institutional Assessment |
| IQC | Indefinite Quantity Contract (contracting mechanism for USAID) |
| IRG | International Resources Group (US consulting firm, prime LRBMS contractor) |
| ISSP | Institutional Support and Strengthening Program |
| IT | Information Technology |
| JVA | Jordan Valley Authority |
| M&E | Monitoring & Evaluation |
| MWI | Ministry of Water and Irrigation |
| NWS | National Water Strategy |
| NGO | Non-Governmental Organization |
| O&M | Operation & Maintenance |
| PdM | Predictive Maintenance Module |
| PMP | Performance Monitoring Plan |

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

I. INTRODUCTION

I.1. AUTHORIZATION

International Resources Group (IRG) was contracted by the United States Agency for International Development/Jordan (USAID/Jordan), Contract EPP-I-00-04-00024-00, Task Order No. 8, under the Integrated Water and Coastal Resources Management Indefinite Quantity Contract (IQC) II to implement the Institutional Support and Strengthening Program (ISSP). The original period of performance of the contract was November 24, 2010 to November 23, 2013 with total project funding of \$11,270,252; obligated amount was \$9,000,000.

On September 30, 2013, the contract was modified for a 1-year project extension from November 24, 2013 to November 23, 2014 with total project funding of \$14,024,373 and an additional Option Year possible through November 2015 if USAID desires. The current obligated amount is \$12,000,000.

I.2. PURPOSE OF THIS REPORT

The purpose of this report is to present the fourth quarter activities and achievements of ISSP as well as a summary of the year three progress and achievements in the program period from January 1, 2013 to December 31, 2013. It further reports on activities envisioned for the next period from January to March 2014. This annual report has the following content: activities carried out for the year; planned activities for the following quarter; management, staffing and security; and training activities. The financial reporting for the year is submitted in a separate report.

I.3. PROGRAM OBJECTIVES

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

activities that strengthen and support the sector's management and technical operations through effective institutional development.

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

I.4. PROGRAM COMPONENTS

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

Component 2: Institutional Strengthening follows from Component 1 and consists of the specific training, capacity building and management support activities that are agreed with USAID and the Government of Jordan (GOJ) to best facilitate and implement the recommendations for restructuring developed and approved under Component 1. Institutional Strengthening will include a small grants program to further support and strengthen the activities and overall objectives by working with non-governmental organizations that contribute directly to improved management of Jordan's' scarce water resources.

The entire program places a heavy emphasis on participatory approaches, stakeholder cooperation and donor coordination. The cross-cutting areas of communication and outreach, gender equity and monitoring and evaluation (M&E) will be fully integrated into each component. Public-Private Partnerships (PPPs) and Global Development Alliance (GDA) projects are developing as appropriate.

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

- Institutional Assessment (IA)
- Water Valuation (WV) Study
- Socio-Economic Study of Groundwater Uses in Jordan
- Consultations on IA and WV (fully integrated into all activities)

- Institutional Development (elevated to new Institutional Reform and Restructuring component)
- Implementation of IA Recommendations (moved to IRR component)
- Legal Advisory (moved to IRR component)

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

- Activity 1: Develop the National Water Policies Advisory Council
- Activity 2: Strengthen and Consolidate Water Resources Management and Planning in MWI
- Activity 3: Strengthen Water Delivery Management
 - Re-focus WAJ on core activity of bulk water supply development and delivery
 - Establish an Independent Water Utility Regulator
 - Fully Corporatize Water Utilities
 - Upgrading the WAJ Training Center Assessment
 - Future of Water Utilities/Was Companies Assessment
- Activity 4: Strengthen Water User Associations (WUAs) in the Jordan Valley
- Activity 5: Legal Advisory Services to Develop a Comprehensive Water Law and Enact Institutional Reform and Restructuring

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

- Groundwater Valuation Study
- Miyahuna Strengthening
 - Business Planning and Management
 - Miyahuna Asset Management and Maintenance (AMM)
 - Strategic Communications Support for Operators
- Tariff Study
- Update to the National Water Strategy
- Support to Aqaba Water Company
- Multi Sector Regulatory Study
- Public-Private Partnership (PPPs)
- National Strategic Wastewater Master Plan

I.5. ISSP TEAM

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

2. ACTIVITIES CARRIED OUT DURING REPORT PERIOD

This section covers activities carried out by the ISSP Team led by IRG throughout the third year of implementation from January 1, 2013 to December 31, 2013. During this period, the project was fully engaged on implementation of the package of reform and restructuring activities that had been agreed in the wake of the Institutional Assessment (IA). Formal commitment with the Ministry of Water and Irrigation was secured in March 2012 with the signing of the Program Implementation Letter (PIL) executed between the Minister of Water and Irrigation and the USAID Mission Director. This letter committed the Ministry to exert all best efforts to support and carry out the ISSP-led reform effort, specifically the IA recommendations, and committed USAID to support this effort through ISSP.

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

Many significant technical milestones were reached and accomplished in Year 3, featuring the following:

- Water Valuation Study: Disaggregated Economic Value of Water in Industry and Irrigated Agriculture in Jordan
- Existing Conditions Survey and Assessment of Water Users Associations in the Jordan Valley Report
- Multi Sector Regulatory Assessment Report.
- Miyahuna Asset Management & Maintenance Management/Best Practice GAP Analysis
- Upgrading the WAJ Training Center Assessment

- Future of Water Utilities/Water Companies Assessment
- Jordan Valley Water Users Associations (WUAs): Future Roles and Responsibilities
- National Strategic Wastewater Master Plan Assessment

2.1. COMPONENT I: INSTITUTIONAL DEVELOPMENT

The original Institutional Development activities of the program are: 1) Institutional Assessment (IA); and, 2) Water Valuation (WV) Study. Both of these final reports were formally approved and released for dissemination by MWI last year.

ISSP is carrying out a Socio-Economic Impact Study of Groundwater Use in Jordan. Given the national scope and strategic significance of this study for the water sector as a whole, as well as for ISSP's work, it was determined that this will be added to Component 1 and it will be implemented throughout the final year of ISSP.

2.1.1. INSTITUTIONAL ASSESSMENT (IA)

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

2.1.2. WATER VALUATION (WV) STUDY

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

ISSP conducted the “Water Valuation Study Results Workshop” on February 25, 2013 to present the findings and results of the Water Valuation Study: Disaggregated Economic Value of Water in Industry and Irrigated Agriculture in Jordan. The Workshop was attended by H.E. Sa’ad Abu Hammour, Secretary General of the Jordan Valley Authority (JVA); H.E. Basem Telfah, Secretary General of Water and Irrigation (MWI); Ms. Beth Paige, Mission Director of USAID and Mr. Scott Christiansen, Director, USAID Water Resources and Environment Office. There were over 125 participants representing MWI, WAJ, JVA, the Ministry of Agriculture, WUAs, Millennium Challenge Corporation (MCC), USAID, several leading universities, other USAID programs, the donor community and civil society organizations, among others. The workshop was covered on Jordan Television’s evening news broadcasts in both Arabic and English with interviews aired with H.E. Sa’ad Abu Hammour, Beth Paige and Barbara Rossmiller, ISSP Chief of Party (COP).

The discussion was lively and engaged. Of particular interest were the varying water values between the Jordan Valley and the Highlands. In addition, the Study findings generated significant discussion as to how to build on some of the successes already evident in irrigated agriculture, to make the sector more productive and water efficient overall.

2.1.3. SOCIO-ECONOMIC STUDY OF GROUNDWATER USES IN JORDAN

This study was approved in 2012 and implementation started in the first quarter of 2013. Building on the Water Valuation Study, ISSP is conducting a national socio-economic survey of all groundwater wells in Jordan for all different uses. It will provide additional technical and economic analysis about how groundwater is used across the Kingdom and what the possible implications are for various government policy considerations, particularly in regards to reducing over-abstraction.

The kick-off Steering Committee, key MWI and WAJ personnel, was held and the broad principles for implementation were agreed. The Head of Ground Water Monitoring Department was designated by the Steering Committee to be the MWI focal point; who is working closely with a representative from the Ministry of Interior (MOI) to facilitate implementation.

ISSP completed a thorough literature-review, including all recent well surveys and studies that addressed or gathered similar information. ISSP used all relevant and credible recent survey in order to avoid any duplication of effort. Several meetings were conducted with organizations and agencies for further collaboration and to gather relevant data and reports. Several meetings were conducted with the MWI officials and the WAJ Basins Managers, as their respective information and support will be critical to implementation. The survey questionnaire for each type of well: agricultural, industrial and drinking water were developed and refined through ongoing consultations. As well for the implementation plan and communications which details the specific communications and outreach activities needed throughout the Study, as well as the specific roles and responsibilities of ISSP and the GOJ for each. A strong emphasis is being placed on community outreach and messaging to ensure the highest level of cooperation possible for this study, as well as the involvement of the Ministry of Agriculture.

The Socio-Economic Study team completed all of the background and preparatory work in order to ensure that the field survey can be done as quickly and efficiently as possible. The team has been working very closely with the WAJ Basin Managers in Amman and the eight (8) field offices to introduce the study, and gather the needed information to proceed with the field work. All existing data from these offices has been collected and compiled: contact information of the farmers; all technical data related to each agricultural, industrial, governmental and drinking water well; and, GIS

data layers for all wells. ISSP has created a comprehensive database with rigorous data quality efforts to reconcile inconsistent data sources between MWI, WAJ and Basins offices. The final database has been delivered to the Basin Managers for their final authentication. In addition, GIS maps were developed for each basin, with the wells locations in each groundwater basin. These maps were distributed to the surveyors to facilitate the field work.

The second Steering Committee meeting was held on May 16, 2013 and was also attended by USAID WRE personnel. The Study team presented the agricultural questionnaire, the implementation plan and an overview of the communication plan. Steering Committee feedback was incorporated into the final versions of all of these items. ISSP released RFP for the survey fieldwork to simplify and streamline the logistical and staffing requirements for this national survey.

Final steering committee approval to proceed was received at the 3rd Steering Committee Meeting on August 18th. The field survey work has been contracted out by ISSP to a local specialist firm. ISSP trained the survey team on technical and communications aspects to help prepare them for the kinds of questions and inquires they might face from farmers during the survey field work. The training also included practical issues on using the GPS devices and reading the GIS wells maps for each groundwater basin area. A piloting test was done for the agricultural questionnaire, which is the heart of the study, was further field tested before finalization.

The Study is being supported by a communications plan that was developed to help kickoff the study at the basin level and improve the understanding of local farmers and stakeholders of the study objectives and survey activities. ISSP developed a slogan for this campaign entitled “Using Water Wisely” which was printed on T-Shirts, Caps and roll-ups which are being distributed widely among farmers and local stakeholders. The Socio-Economic Impact Assessment study launched the field survey work in Mafraq on August 26, 2013 under the patronage of the Minister of Water and Irrigation, represented by the MWI Secretary General, as well as the Secretary General of the Ministry of Agriculture. USAID/Jordan Senior Science Advisor also attended as well as community leaders across Mafraq. Immediately following the launch event, USAID and ISSP visited the field with the survey team to conduct the first survey field visits with area farmers.

The study was launched in Azraq basin on September 18th, with the event hosted by the local communities in a much-appreciated show of support for the work. The farming community and Azraq leaders, including the mayor and area Member of Parliament (MP) welcomed this effort and expressed their willingness to cooperate with the survey team in order to get accurate results that will benefit farmers in Azraq.

The study was further launched in several basins in November 2013. The Amman-Zarqa basin launch was held in Zarqa Chamber of Commerce and around 52 attended the event. The Dier Allah basin launch was held through a small round table discussion with the biggest farmers in the region where ISSP team presented the study and its objectives. The remaining basins were launched at the end of November and December in AL-Jezeh basin, Ramtha basin, Karak basin and Ma'an basin.

The field work continued through December 2013 in close collaboration and follow up with the Ministry of Water and Irrigation on the implementation of the study. Through several meetings with the MWI officials, to keep them updated on the fieldwork and results reporting progress.

ISSP continued working and updating the Ministry of Agriculture, and requested data on the crop production in different areas and water needs per crop type.

2.2. COMPONENT I: INSTITUTIONAL REFORM AND RESTRUCTURING

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

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

In April 2013, H.E. Dr. Hazim El-Naser was named the new Minister for Ministry of Water and Irrigation (MWI). Subsequently, H.E. Eng. Khaldoun Khashman was appointed to fill the private sector representative position that had previously been filled by H.E. Dr. El-Naser as the new member to the National Water Policies Advisory Council.

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

Work began implementing the Interim Capacity Building Plan for MWI to support the pending restructuring of the Ministry, particularly the transfer of groundwater licensing and groundwater monitoring from WAJ to MWI. The Interim Capacity Building Plan was developed when it became apparent that the pending MWI By-law amendment would not be addressed until the new government was formed. This plan starts addressing three priority needs for the Ministry that are not dependent on the specific final details of the By-law amendment:

- Archival database for groundwater wells licenses;
- GIS database for the WAJ Basins Management Offices (which will transfer to MWI) to improve groundwater monitoring data sharing and data integration with WIS; and,
- Project data to populate the National Water Strategy Investment Plan model.

In addition, ISSP provided technical assistance to the Funding Directorate to define its current responsibilities and then support critical process improvements focused on data management, including developing a donor agreements database. A full-time embedded Project Financing Specialist to the Ministry was provided in the third quarter to support donor project management, planning and monitoring for the Minister's office and the MWI. This position was created to meet a critical capacity gap for the water sector in monitoring ongoing projects across the water sector and ensuring these projects are considered in national water sector planning considerations.

In the fourth quarter, The Cabinet approved and passed an amendment to the MWI By-law that is one of the pillars of the ISSP institutional reform program. ISSP has been supporting MWI for well over a year now in drafting and revising the By-law amendment to support the sector reform agenda of ISSP as well as their own critical management needs. The new By-law will restructure the Ministry and enable ISSP to implement its full planned capacity building and technical assistance program for the Ministry to ensure the restructuring proceeds as smoothly as possible, accordingly a restructuring committee was created for restructuring based on ISSP recommendation to start the work.

ISSP continued to maintain a high level of donor coordination throughout the year. This is a very important aspect of the program given the strategic significance across the sector of the overall sector reform and restructuring work on which ISSP is engaged.

2.2.2.1. ARCHIVAL DATABASE FOR GROUNDWATER WELLS LICENSES

The Licensing Archival Database has been developed to maintain all of the records, and associated technical data, for all current and historical groundwater wells licenses. Until this database, all records were maintained in hard copy with the only electronic record being a scanned copy of the licenses. ISSP focused on creating a functional, user-friendly archival database to significantly improve the efficiency and thoroughness with which wells licenses are reviewed and approved. This database will now allow records to be quickly searched and sorted, while the data entry process is identifying inconsistencies in records and wells data that will also be fixed.

The database was developed through ongoing consultations and meetings with affected WAJ and MWI personnel to assess their data management needs determine the data needed in the licensing department, and establish the kinds of queries this department is responsible for and the types of analysis the database should provide. From these consultations, a database structure was finalized. Data entry then began at the end of May to enter the more than 3,500 records. Seven (7) local university student interns were hired and data entry was completed in the third quarter

This system will use a scanning system for record keeping that will be integrated into the existing system. Several meetings and work sessions took place with all stakeholders to assess, discuss and agree upon the compatibility between the scanning system and the database interface, defining ways to connect the two systems as well as the normalization of data. ISSP also designed and built the user interface for the licensing database.

By the fourth quarter, the completed Licensing Archival Database, a customized database application to store and maintain all historical and current wells licensing data and decisions, was fully delivered to WAJ with its successful installation directly into the ICTU server. Following three ISSP training sessions on how to use the new database, the Licensing Dept. staff began integrating the database into their day-to-day activities with ISSP technical support and supervision. As a first step into process documentation and improvement, ISSP drafted a status report generated from the licensing database focusing on the missing fields and data that need urgent reconciliation solutions for the licensing division, as well as identifying the types of reports that this database can produce to support decision making. A quality check plan was developed in order to review and assess all entered data and then develop and generate the desired reports. Two university students were hired to work side-by-side with licensing staff to review and check the quality of the data entered into the newly developed system.

Upon the completion of the Licensing Database, a separate layer for the licensing records has been developed in the GIS database. Currently the licensing staff are being trained to be able to use the GIS as tool for generating required maps and conducting simple location analysis to support the decision making process.

2.2.2.2. WATER DATA FLOW MANAGEMENT – BUILDING A GIS DATABASE FOR GROUND WATER MANAGEMENT

In order to improve data sharing and data quality coordination between the Basins Management Offices and the MWI Water Information System (WIS) managed by Technical Affairs, priority was placed on building a Geo-database in the Ministry. The goal is to enhance the use of GIS, as a location based approach to better resources management, to improve efficiency, optimize performance and productivity, and to provide a better basis for decision making. This work builds directly on the ISSP specialized GIS training already provided.

Agreement was reached on the approach and platform for the work. ICTU agreed to provide all necessary IT requirements and resources needed to launch this activity. ISSP then carried out a technical assessment phase. This involved the readiness of WIS and the internal structure of the database as well as the user needs and requirements. The main counterparts are the eight (8) WAJ

Basins Management Offices, MWI Technical Studies, MWI Water Resources Management and related WAJ and MWI Directors.

The specific components of this activity are as follows:

- Develop a GIS-database for MWI to improve groundwater data sharing and data management between MWI and the field offices.
- Develop a central GIS-based web application with interface to 8 basins offices to enable users to enter well readings and record violations, as well as to view wells on a GIS map.

Baseline assessments were completed to define the possible stakeholders (data providers, data users) and create a general user needs analysis to define the general system characteristics. The team examined the baseline of existing Water Information System (WIS) documents, including the ERD. A technical assessment was carried out for the affected departments (hardware and software capabilities) based on the user needs assessment. There was a thorough review of the available Water Basin system and its GIS data. Finally, the available data sets (data types, sources and users, coordinate systems, etc.) were reviewed to determine the information that needs to be part of the proposed Geo-database. The database structure was then presented, discussed and revised at a June 5th Working Session with 5 Basins Managers and 5 MWI senior staff nominated by Eng. Ali Subah. From this Working Session, a GIS Data Model was finalized.

ISSP then began work on the GIS-based web application for the 8 Basins Management offices, which will allow the users to enter the well readings and record violations, and also allow users to visualize the wells on a map. The applications' functionalities were discussed, and a wireframe was presented and agreed during a meeting with Basins Managers. The applications structure was completed and presented to all concerned parties in order to develop the application accordingly. GIS on-job training for the Ministry and WAJ staff then began with 13 trainees on how to populate the available data into the newly developed GIS database with the focus on the following:

- Populating the data into the newly developed database
- Analyzing data and developing the needed maps and reports
- How to manage and run the newly created GIS unit

During implementation the training was customized as follows:

- (Minimum GIS Knowledge Group): Introduction to GIS, manipulating GIS data, working with tabular data in GIS, linking and joining tables, creating feature layer from tabular coordinates, analysis of GIS data.

- (On-Job Training for the GIS Staff): Assessing the available data, checking the detailed level of knowledge, guidance for analysis on specific tasks.

2.2.2.3. FUNDING DIRECTORATE

During the third quarter, ISSP helped to collect all existing project and program agreements with donors and agencies and then designed and delivered a simple new Excel database to organize the data. Then ISSP began work on developing a GIS Oracle Database for the MWI Funding Directorate which manages donor community agreements. This will significantly improve their ability to reference and track donor funding agreements. The Oracle database structure was presented to directorate staff and, based on their comments and recommendations; the final database was completed and installed into their computer. One training session was held and the data entry has started.

2.2.2.4. RESTRUCTURING MWI

ISSP has provided MWI with ongoing technical support in carrying out a functional analysis in options for executing an updated mandate and defining key roles and positions that reflect this institutional evolution. ISSP also worked hand in hand with the Ministry in developing a new organizational structure with new mandates and functions established for newly created departments, units or divisions. This proposed structure went through many iterations and reviews. In November, the Jordanian Cabinet of Ministers passed the amendment to the MWI By-law for the restructuring, which is one of the pillars of the ISSP institutional reform program. Accordingly, the Minister created a committee to work closely with ISSP to support the ministry in implementing its new organizational by-law.

Work is now underway to:

- a) Review and update MWI profile prepared in the early phase of the restructuring process based on the latest changes in the bylaw
- b) Review all the documented MWI methodologies to be incorporated in the new profile
- c) Design new functions for the newly created departments

2.2.2.5. PROJECT FINANCING SUPPORT

In the third quarter, ISSP mobilized a full-time Projects Financing Specialist to the Ministry to meet a key capacity gap in monitoring ongoing projects and following up projects in need of financing. The initial focus has been to compile a databank of all funded projects in the sector with detailed technical and financial funding information in addition to projects in the pipeline along with planned capital investment projects. The information is compiled from each government water sector

institution, the water utilities and the donors. This advisor also provides ad-hoc technical support to ministry leadership on issues relating to financing, agreements database, and tracking funded projects.

2.2.3. ACTIVITY 3: IMPROVE WATER DELIVERY MANAGEMENT

2.2.3.1. REFOCUS WAJ ON BULK WATER SUPPLY

In ongoing implementation of the approved National Bulk Water Supply (NBWS) Policy paper and Wastewater Management policy paper, ISSP developed the National Bulk Water Implementation Plan and a corresponding training and development plan for the planned bulk water unit. These plans were officially approved by the Minister of Water and Irrigation in April which allowed training to commence.

ISSP completed three main training programs for WAJ aimed at building capacity in critical areas related to the gradual shift in emphasis for WAJ on developing and delivering Jordan's bulk water supply. These programs were the following:

- Network Operators Training to enhance technical skills of the Unit Operators
- Utility Management Training to build the capacity of WAJ Units' Managers & Team Leaders
- Water Sector Strategic Planning Course to enhance strategic planning in WAJ & water sector

The Network Operator Training courses were the nationally certified and accredited courses developed by the USAID-funded OMT project to enhance workforce skills and provide a technical level of competence that is recognized nationwide by employers. These courses are accredited by the Center for Accreditation and Quality Assurance (CAQA) in the Ministry of Labor. ISSP delivered the Water Distribution Networks course, Level I and Level II to 30 WAJ operators. The Arab Countries Water Users Association (ACWUA) delivered the training, as the only accredited training provider at the time. Each participant attended the 2-week ACWUA course followed by the CAQA independently administered 1.5 hour examination. The 30 WAJ operators were from Al Azraq, Khaw, Corridor and Hallabat stations to participate in the program. ***ISSP was very pleased that all 30 WAJ operators achieved an unprecedented 100% pass rate for both the Level 1 and Level 2 courses.***

The Utility Managers training course was also part of the accredited and certified OMT training program under the authority of CAQA. ISSP provided this training to 20 WAJ Supervisors & Managers who will be expected to play a leadership role in the planned Bulk Water Unit. The 2-week course was again implemented by ACWUA with certification testing administered independently by CAQA. This program was also highly successful with a 90% pass rate of the certification exam.

Finally, ISSP identified a Water Sector Strategic Planning Course in the UK aimed at water sector leaders worldwide to develop and enhance their strategic planning capacity for the sector overall to increase overall efficiency in managing water resources management and supply. Four key WAJ/MWI staff responsible for water resources planning, strategic planning, strategic communication and water delivery were nominated by the Ministry to participate in November. During the week-long course, the participants tackled issues of securing and planning water supply systems. It provided an in-depth examination of the key planning, organizational and supply issues required for producing and implementing effective plans in the water sector.

As for NBWS implementation plan; the Minister confirmed that WAJ is currently working on the process of establishing the Bulk Water Supply Unit, structured within the Water Production and Transport Affairs Department. ISSP supported human resources and the respective WAJ management units to prepare for the reorganization to create this unit by designing and submitting the organization structure of the unit and submitting job descriptions.

2.2.3.2. UTILITY REGULATION—INTERIM REGULATORY UNIT

Significant progress was made throughout the year in supporting the PMU and developing utility regulatory capacity, with considerable ISSP emphasis on technical training and capacity building. ISSP fielded two senior experts, a Technical Regulatory Expert and an Economic Regulatory Expert to support the ISSP Regulatory Expert in moving into the areas of actual implementation for the PMU. Training modules (2 hour short courses) were delivered every few days throughout May and June which enables staff to carry out their normal work while whilst undertaking training on a regular basis. This training and the detailed discussions that flow from it are enabling the team to set the structure and picture of future regulation in the Kingdom.

Progress on implementation of the regulatory unit was slowed somewhat while internal discussions took place within the Ministry and WAJ over reporting lines and responsibilities. This result was agreement that the PMU remain in WAJ in deference to their expanded project management responsibilities, with the regulatory unit remaining within the PMU structure but reporting directly to the Minister of Water and Irrigation. In addition, implementation of PMU's regulatory function has been further delayed because staff have not yet been appointed to any new positions in the structure, although it is understood that approval has now been given for the appointment of the head of the regulatory unit (to be confirmed). Other posts are expected to be filled following this appointment.

The Director and the PMU team with support from ISSP, met with the three utility companies during September and October to introduce the future regulatory and regulatory reporting processes, and where necessary to reset the relationships between PMU and the companies.

ISSP prepared and submitted a Report on Regulating Service Quality to the PMU. Based on extensive interviews with PMU regulatory staff and the regulated companies, as well as reference to the best practice framework for regulatory commissions, the report contains 10 action recommendations.

2.2.3.3. CORPORATIZATION OF WATER UTILITIES

ISSP prepared an assessment study of the future of water utilities/water companies focusing on governance of the water sector to enable utilities to perform to their maximum potential. ISSP undertook a desktop review of relevant documentation and collected information and data concerning the water utilities. The study reviewed constraints the water companies face in meeting their potential for better performance and prepared options for addressing them. The team also reviewed past performance of the utilities in preparing the recommendations which included as key proposals the implementation of an independent regulator for water utilities, clarification of the roles of WAJ and the utilities and amendment of the Assignment Agreements between WAJ and the companies and continuation of the corporatization process throughout Jordan. Further recommendations were included for implementation following discussion with key stakeholders. The report was submitted in mid-September.

2.2.3.4. ASSESSMENT OF WAJ TRAINING CENTER

ISSP completed an Assessment of the WAJ Training Center to review its operations and provide options for its future development. The main findings of the study were that the WAJ Marka Training Center could be of significant benefit to WAJ provided that an integrated staff development and training program were implemented. It also proposed that consideration be given to forming a joint venture with an existing external training provider (e.g. ACWUA) to maximize use and output from the center.

A working session was organized in the 4th quarter to review and discuss the findings and next steps from this study. The major findings and recommendations were presented to WAJ leadership and ISSP received important feedback and suggestions for further study and revisions. Official WAJ comments were sent the last week of the year and ISSP will work on these comments and will finalize the report in the first quarter of 2014.

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

ISSP work on Activity 4 in 2013 mainly focused on completing the Institutional Assessment (IA) of the JVA which examined the key institutional issues facing JVA in the future, particularly with the gradual transition of irrigation retail responsibilities to the WUAs. The JVA IA will provide restructuring options for JVA and specific recommendations on how to strengthen core capacity and improve efficiency and transparency. The study started in March and the final study is expected to be submitted for review and acceptance by early 2014.

While the study was underway, however, ISSP continued to provide critical technical assistance and capacity building to the JVA in high priority areas. ISSP provided direct technical assistance for JVA to evaluate the conditions of the water distribution networks and support the preparation of rehabilitation tender documents which enabled JVA to meet a time-sensitive need and access expiring Gulf Country Cooperation (GCC) grant funds. This was an immediate response to the SG's urgent request to benefit from the GCC fund. In addition, a long-term Senior Advisor was embedded in JVA to provide technical advisory services to JVA Secretary General and senior staff in support of ISSP sector reform and strengthening objectives.

2.2.4.1. INSTITUTIONAL, OPERATIONAL AND FINANCIAL ASSESSMENT OF THE JORDAN VALLEY AUTHORITY (JVA IA)

The Institutional, Operational, and Financial Assessment of the Jordan Valley Authority (JVA IA) began in March. The assessment is a comprehensive review of JVA operations, institutional functions and structure and financial performance. Recommendations will be made on the opportunities for improvements in both JVA and the WUAs.

The assessment is composed of six studies:

- Existing Conditions Survey and Assessment of Water Users Associations in the JV
- WUA Future Roles and Responsibilities
- JVA Financial Analysis
- JVA Functional and Organizational Analysis
- Legal Review
- Farmers' Ability to Pay Review

The following studies were finalized and approved by USAID and JVA:

- Existing Conditions Survey and Assessment of Water Users Associations in the JV. The main results were presented to JVA senior staff and the heads of WUAs through a "Survey Finding Presentation". Another informal consultation for Chairmen of WUAs in the JV to

brief them on the results of the WUAs survey was conducted. Following this, the final report was submitted for formal review and approval which was received in the 2nd quarter.

- WUA Future Roles and Responsibilities. This in depth assessment of the viable governance and operational options for the WUAs, based on their existing and potential capacity and local needs was developed in the 2nd quarter. The main findings and recommendations were reviewed with the JVA Working Group and then later with the WUAs at a meeting in the JV. The comments from these consultations were incorporated and the final report was prepared and submitted for formal review and approval which was received at the end of the 3rd quarter.

The Functional Assessment was submitted for review and approval in the fourth quarter. The remaining studies are expected to be finalized in early 2014. The studies will be pulled together into a cohesive long-term approach to the JVA's future institutional roles and responsibilities.

2.2.4.2. TECHNICAL ASSISTANCE TO JVA TO TENDER THE REHABILITATION WORKS OF THE IRRIGATION NETWORK IN THE MIDDLE JORDAN VALLEY

In support to the transfer of retail water management from JVA to the WUA's; JVA has to deliver fully functional irrigation networks to these associations. To meet an immediate critical need for JVA, ISSP supported JVA in the engineering assessment and needs analysis of overdue rehabilitation works for the Middle Jordan Valley irrigation networks. Work started in July with an evaluation of the irrigation networks infrastructure in the Middle Jordan Valley, followed by preparation of technical specifications and drawings and then preparation of the tender documents.

The activity was divided into 2 parts:

- Evaluation of the distribution networks and fittings and preparation of the Bill of Quantities (BoQ) by the ISSP technical team.
- Evaluation of the pumping stations, preparation of the technical specifications, pricing the Bill of Quantities and the preparation of the tender documents by a local contractor, overseen by ISSP.

The final tender documents were submitted to JVA in October, and the tender was launched in November. ISSP continued to provide technical assistance to JVA during the tender process.

2.2.4.3. ISSP SUPPORT TO JVA

ISSP fielded a long-term Senior Advisor to the JVA for a long-term consultancy this year. This Senior Advisor provides a wide range of side-by-side technical assistance to the Secretary General and senior staff of the JVA. ISSP supported a workshop on the Future Roles of Water User

Associations (WUAs) in the Jordan Valley in October. Presentations were given by ISSP, GIZ and JVA senior personnel as well as the head of one of the WUAs. Discussion ensued over proposed increases to the irrigation water tariff laid out by JVA.

2.2.5. ACTIVITY 5: LEGAL ADVISORY SERVICES

The major year three legal advisory activities for ISSP were the Water Law Study Tour and the Compliance & Enforcement Workshop.

The *Water Law Training & Study Tour: Critical Considerations for Effective Water Legislation, In Principle and In Practice* was held in two parts. Phase I took place in Washington, D.C. from January 8-19, 2013 and was aimed at providing a comprehensive overview of the international best practices and guiding principles for effective water legislation. Nine (9) key counterparts representing the MWI, WAJ, PMU and JVA participated, with three (3) legal advisors and six (6) technical staff, along with the USAID COR and the ISSP COP. Phase I brought together some of the leading international and U.S. experts across a wide range of topics directly relevant to the challenges Jordan faces in water management and water legislation. Sessions were held at International Resources Group (IRG), the Environmental Law Institute (ELI) and the U.S. Geological Survey (USGS). In addition, site visits were made to the D.C. water utility as well as the Chesapeake Bay Foundation.

The Study Tour introduced participants to the major considerations, challenges, lessons learned and best practices for effective water legislation in both the U.S. and worldwide. The program was designed and specifically tailored to the Jordanian context. The following sessions were held:

- U.S. Water Law
- Legal and Practical Tools for Integrated Watershed Management
- Water Rights in the U.S.
- Agricultural Water: Efficiency, Quality and Management
- Compliance and Enforcement: Mini-Workshop
- Groundwater Law and Policy
- Water User Associations: Legal Frameworks and Tools
- Shared Water: Inter-Jurisdictional and International Issues
- Data, Analysis and Research for Sound Water Management (conducted by USGS)
- Climate Change and Variability in the Water: Sector: Legal and Governance Implications
- Comparative Water Rights
- Water Demand Management and Efficiency
- Procedural Safeguards for Sustainable and Equitable Water Management
- Utilities Regulation and Management
- Water Utility Regulation Mini-Workshop
- Water Quality Regulation in the U.S.

Speakers represented a wide range of institutions from the U.S. government, civil society, environmental NGOs, academia, research institutions, etc. These included senior representatives from the following organizations: U.S. Dept. of the Interior; Natural Resources Defense Council (NRDC); International Association for Water Law; U.S. Environmental Protection Agency (EPA); International Network for Compliance and Enforcement (INECE); International Water Law Project; Oregon State University; International Joint Commission; Alliance for Water Efficiency; World Resources Institute (WRI); NASA; and, Conservation International, as examples. Of particular importance, the State Engineers of both Colorado and Nevada, each with overall responsibility for water management and enforcement within their respective state, provided invaluable on-the-ground perspective and experience.

Upon returning to Jordan, each of the participants submitted a Results Report documenting the key issues for each one, and the main lessons learned from the Study Tour.

Phase II took place in South Africa from May 29 – June 8, 2013. Nine (9) key counterparts representing the MWI, WAJ, PMU and JVA participated, again accompanied by the USAID COR and ISSP COP. The South Africa phase of the Study Tour built on the foundations of Phase I and focused on lessons learned in a country that set a new standard for national water legislation fifteen years ago. In the time since that legislation passed, water professionals in South Africa have had diverse experiences in implementing and enforcing its provisions, learning a tremendous number of valuable lessons. The Study Tour was structured to engage with a number of these professionals to learn about both the positive lessons and the extreme challenges that have characterized South Africa's experience in implementing a "model water law" from the people who have drafted, enforced, and otherwise participated in its implementation.

South Africa was chosen as it shares many of the same challenges as those facing Jordan. There are significant water scarcity issues in several regions of the country, severe poverty constraints, and a strong tribal culture with inherent expectations of free access to water, a legal system built from British colonial influences coupled with the experience of implementing water law reform in the midst of the tremendous political and social transformations of post-apartheid governance. The Study Tour additionally benefited from having a representative of the Botswana Department of Water Affairs join the Tour for three days to share their current experiences in reforming the Botswana water sector over the past several years.

It brought together world-class experts on South African water law, policy and implementation representing a wide array of stakeholders and experts from the South African Department of Water Affairs, local government, international organizations, civil society, advocacy groups and research institutions. As in the DC Study Tour, each session featured presentations from key experts with both formal and informal discussions between the participants and the presenters throughout. These discussions explored how each subject was relevant to the Jordanian context or what could be learned from the topic under discussion for specific water management and policy issues. In particular, there was an important focus on how to structure water legislation to be both goal-oriented and politically, administratively and financially feasible to implement and enforce.

In December 2013, the “*Compliance and Enforcement in Jordan’s Water Sector Workshop*” was held. The workshop was presided over by the President of the Environmental Law Institute (ELI). Over 40 people braved the snow and icy roads, in the wake of Amman’s historic snow storm, to attend the workshop which addressed key compliance and enforcement issues facing Jordan’s water sector. Although the workshop had to be postponed and then compressed due to the weather, these key stakeholders in MWI, JVA, WAJ, PMU as well as the water utilities, donor agencies and related projects worked together to identify many new compliance and enforcement approaches that can be implemented within the next year. Lively discussion also took place on longer term administrative, legal, civil society and public awareness solutions that can be developed in the long-term to help Jordan improve compliance with its water resources and water use rules and regulations.

ISSP also continued to carry out legal reviews of the critical institutional restructuring work. This has included detailed legal analysis of the various reform scenarios for the JVA and the WUAs to best enable both institutions to move toward greater separation of bulk water supply a retail irrigation water services

2.3. COMPONENT 2: INSTITUTIONAL STRENGTHENING

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

2.3.1. MIYAHUNA STRENGTHENING

ISSP support to Miyahuna in Year 3 continued to focus on key management support to improve the effectiveness of overall company management. This work was in three main areas: business planning

and management, asset management and maintenance (AMM), and strategic internal communications.

2.3.1.1. MIYAHUNA BUSINESS PLANNING

ISSP continued its work throughout Year 3 to institutionalize not just business planning but the execution of strategic activities, or “projects” that were prioritized in the Business Plan. At the end of Year 2, a number of Business Plan “projects” were developed and presented to the Executive Management Team. The approved projects were then funded and Project Managers were assigned to develop the feasibility plan for each of Miyahuna’s strategic elements and to oversee their execution. Miyahuna was fully committed to this process throughout the year.

The first monthly Project Manager Meeting was held in the first quarter of 2013. Project charters were then developed as the next step in the business planning process with an emphasis on those projects which are funded for 2013. The project charter is used by the Executive Management Team (CEO and Directors) to empower the project manager to start the project and utilize the resources of Miyahuna (people, equipment and money). In the second quarter, the Executive Management Team (EMT) met to review 27 project charters presented to them and seven (7) were selected for funding and implementation in 2013.

In the second quarter, ISSP also held the “Miyahuna Senior Management Development Retreat” for the CEO, Directors and Project Managers. It focused on management and leadership skills to support their responsibilities as Directors of the Company. This was a unique opportunity for the leadership of Miyahuna to have serious discussions about the challenges facing the company in the years ahead, and ways in which the EMT will deal with them. The team explored how to meet these challenges and work towards Miyahuna becoming a leading water utility in the region. This intense 2-day retreat covered leadership, delegation, motivation of staff, time management and implementation of best practices across the range of Miyahuna activities, finishing with preparation of action plans for implementation by the team.

Finally, ISSP supported the design and printing of the Miyahuna Business Plan: 2012-2016. This included the full plan, fact sheets, posters for Miyahuna offices and a Business Plan Brief for distribution to all employees. ISSP assisted with internal distribution of the Business Plan Brief, taking the opportunity to discuss the importance of internal communications with field staff.

2.3.1.2. STRATEGIC COMMUNICATIONS SUPPORT FOR OPERATIONS

ISSP provided ongoing internal communication support to the Business Planning Unit and the Communications Unit to improve day-to-day Miyahuna operations. In the first quarter, a survey of

Miyahuna staff on the company-wide text messaging system was conducted through ISSP and the Operational Communications Committee (OCC), presenting the findings to the Miyahuna Executive Management Team. The program was widely popular and one of the significant results was that the SMS program helped staff feel more a part of the company. The EMT subsequently extended the pilot phase through 2013. As part of this survey, ISSP also taught Miyahuna how to do quick online surveys using Survey monkey.

Miyahuna then started using the internal text messaging system from the second quarter for supplying information from different Directorates, such as: award of a grant from the French Government for the NRW program, opening of a new Customer Service Center, and notifying staff of the Eid holidays. Several Directors designated a key staff member to provide information to be disseminated via SMS to streamline the process of decision making on what would be disseminated. The Human Resources Department informed ISSP they will be instituting a company-wide SMS system in January for personnel matters and the Customer Service Department instituted a system for disseminating information, including billing updates, to customers. ISSP further continued to consult with Miyahuna staff at all levels on an internal communications plan to support increased knowledge of all employees on day-to-day operations.

2.3.1.3. MIYAHUNA ASSET MANAGEMENT AND MAINTENANCE (AMM)

From the first quarter, ISSP resumed implementation of improved asset management (AM) at Miyahuna. Work started on ensuring that critical assets have been identified at the water and wastewater treatment plants and that relevant data is ready to be transferred to the new rotating asset management system. Miyahuna established an AM working group to support smooth implementation of a new Computerized Maintenance Management System (CMMS) program, and also support the development and implementation of the more comprehensive asset management plan for the company. Energy reduction is one of first major elements of the plan. Disaggregated energy database spreadsheets were designed, in conjunction with the Finance Directorate, for distribution and use by all Miyahuna Plant and Maintenance Managers responsible for operation and maintenance of significant rotating assets throughout the utility.

Also in the first quarter, ISSP completed Miyahuna's Asset Management Plan "Roadmap," which specified the Asset Management Plan format along with detail related to all crucial aspects of program implementation and strategic business transformation, indispensable in attaining best practice industry standards. The hardware for Miyahuna's new CMMS Predictive maintenance Module (PdM) software was procured and set-up, in preparation for the pending program roll-out.

In the second quarter, the rotating asset CMMS roll-out began which included software loading, end user orientation training & conferences, on site customization of work orders and report features for the CMMS/PdM software. These activities were divided into a week at each of the CMMS/PdM locations: Zai WTP; Zara Ma'in WTP; Ain Ghazal pump station (P/S) & Water Distribution Maintenance; and, Ain Ghazal Vehicle Maintenance Center.

Work for the rest of the year focused on the use of the new system and tools at each of the pilot facilities. ISSP also began to address the larger issue of fixed asset management. The major constraint for a comprehensive company-wide AMM Plan is that the fixed asset registry needs a significant upgrading. ISSP supported the GIS department to begin this painstaking upgrade process of Miyahuna's fixed asset management capacity through an improved fixed asset mapping accuracy program. ISSP purchased a GNSS/GPS base reference station and survey grade HHU antennae & appurtenances in order to implement this critical practice. It was installed at the end of the fourth quarter and its rollout will take place in early 2014.

2.3.2. TARIFF INDEX AND BULK WATER COST STUDY

ISSP began the Tariff Index and Bulk Water Cost Study in Year 2 and submitted the Final Draft report in the 3rd quarter. The report has yet to be formally approved however, possibly due to the sensitive nature of tariff issues. In the first quarter, ISSP finished collection of all relevant financial data and finalized the key issues to be considered in the study. Issues identified included the identification of low-income users, what is an affordable level for the water tariff, how the costs of the water companies covered are and how much should be required for capital investment. Other issues that were covered include the impact of Disi water coming on stream and the potential increases in consumption as a result, together with the relationship of increased costs driving down usage at the highest consumption levels. Several scenarios were reviewed and distilled into realistic possibilities.

Briefings were held with key stakeholders to present the results and findings of the study and solicit any feedback to be integrated into the final report. ISSP outlined the results of the study, and shared the options for indexation of tariff rates that would 'hold harmless' the less affluent members of society whilst ensuring that those able to pay for water were charged a fair amount. MWI leadership noted that the study raises questions of policy and implementation strategies that need to be reviewed before any decisions are made. Although the study was initially based on the three corporatized utilities it has been widened to review the potential effects on customers in areas supplied by operational units of WAJ. A briefing was then held for the WAJ SG and the Director of the PMU. ISSP presented the background to the study as well as the key results. A number of

detailed follow-on discussions were subsequently held with the PMU Director to further examine and focus on key tariff indexation issues.

A draft report was submitted and discussed within the Ministry (WAJ, PMU and MWI) so as to reach final agreement on key assumptions related to the financial model.

2.3.3. MULTI-SECTOR REGULATORY STUDY

ISSP completed a review of the advantages and disadvantages of multi-sectoral regulation in Jordan at the request of the Ministry of Planning and International Cooperation (MOPIC). Given ISSP's work on developing water utility regulation, it was agreed to undertake this study. The study started in the second quarter. Consultative meetings and briefings with all relevant regulatory bodies, related ministries and representative regulated companies were held. These included the Electricity Regulatory Commission, Telecommunications Regulatory Commission, Land Transport Authority, Civil Aviation Regulatory Commission, Nuclear Regulatory Commission, Audio Visual Commission, Natural Resources Authority, and Jordan Maritime Authority amongst others. The Ministry meetings included the Ministry of Energy, Mines and Minerals, Ministry of Transport, Ministry of Water and Irrigation and Ministry of Telecommunications. Several meetings were held with regulated companies including telecoms suppliers, electricity suppliers, the Hijaz Railway and retail water utilities in Amman and Aqaba.

In the third quarter, the Final Draft was submitted for review and approval. A briefing to present the key findings and recommendations was then held for the Secretary General of MOPIC.

Key findings from the report were that:

- Regulation should be implemented correctly and professionally and this can be achieved with either single-sector or multi-sector regulatory bodies.
- The regulated sector in Jordan is relatively small and would benefit from combining some of the existing and planned regulatory bodies. When considering combining regulators, the commonality of the regulated industries should be considered so that for instance, telecommunications, electricity and water would be suitable for combination whereas transport would not easily merge with these particular sectors.
- Regulators, in which the rules are based on international treaties and agreements e.g. civil aviation, maritime regulation, nuclear safety etc., are operating at a very high level and should remain independent.

Comments from this briefing were incorporated and the Final Report submitted at the end of the third quarter.

2.3.4. SUPPORT TO AQABA WATER COMPANY

In the first quarter, the ISSP Team assisted the Aqaba Water Executive Management Team (CEO and Department Heads) to develop Strategic Objectives and Strategic Goals for the Business Plan (2013-2017). AW consequently carried out a review of strengths and weaknesses and prepared outline proposals for projects to address the issues identified. For each of the strategic objectives, strategic goals were identified. For each of the strategic goals, Aqaba Water prepared an action plan to implement the strategic goal. Aqaba Water staff prepared a chart of Aqaba Water's organizational structure and written narrative of each department's operations. The ISSP Team then assisted Aqaba Water staff to prepare the working draft of the Business Plan. The working draft of the Business Plan, particularly in relation to the impact on the resource and capital requirements of the water company, was then reviewed with the CEO and Director of Finance. In the second quarter, ISSP prepared the working draft of the Business Plan which was submitted to AW for internal assessment, discussion and finalization.

2.3.5. STRATEGIC WASTEWATER MASTER PLAN

ISSP was tasked to develop a national Strategic Wastewater Master Plan to assist the Minister and WAJ in determining national investment priorities for wastewater systems, services improvement, infrastructure development and management needs in Jordan.

This intensive study was the first time that strategic planning for wastewater investment needs was carried out at a national level. ISSP worked throughout the second and third quarter to develop the study, which was then finalized in the fourth quarter. The study built heavily on the tremendous amount of existing studies and area-specific plans for wastewater treatment and reuse for various cities and communities in Jordan. Some of these studies were several years old, but they still provided a great deal of insights and data on population centers, potential expansion of the cities, concentration of industrial activities, levels of existing and future urbanization, etc. ISSP worked with the existing programs and projects of WAJ and the donors to coordinate this major effort.

The plan analyzed the cities, communities, and residential areas that are not served with wastewater systems. The team designed appropriate national criteria for selecting the areas to be served with ranking and implementation timeframes. The team collected massive amounts of data from a number of sources and analyzed it to create a clear picture of potential schemes, priorities and needs.

When the draft study was completed, ISSP conducted a Working Session to present and discuss major findings and recommendations from the plan. The working session was attended by H.E. MWI Minister Dr. Hazim El-Naser and around 25 people from WAJ, PMU and MWI including the MWI Secretary General, PMU Director, Miyahuna CEO and WAJ Assistant Secretary General for Technical Affairs. The Minister noted that this was the first time that a national plan with uniform criteria has been collected together for the purposes of strategic planning decisions for wastewater collection and treatment needs.

Throughout the fourth quarter, the ISSP technical team then presented this plan to each water utility and the WAJ administrative units in 12 governorates in order to get comments and feedback on findings within their administrative boundaries and to establish a national basis of understanding of the strategic plan. The Final Report, incorporating all of this feedback as well as the official comments from the Ministry was then finalized and submitted in the fourth quarter

2.3.6. PUBLIC PRIVATE PARTNERSHIP (PPP) STUDY

In the first and second quarter, ISSP undertook a study to examine the development of the private sector in the water sector in Jordan and to determine future options for further PPP. The Kingdom has implemented some major PPP projects and these provide the backdrop to further development. To undertake the study, meetings were held with key personnel in WAJ, Miyahuna, Aqaba Water Company and PMU to discuss future plans and needs and to assess where PPP could be advantageous to the sector in future. The review of the potential for PPP highlighted a number of issues, including the future demand for capital projects across the Kingdom, availability and sources of funding, and the ability of the sector to borrow funds in relation to improving supplies. These important issues are being consolidated into a report that will support strategy development regarding future capital development in the sector.

2.4. CROSS-CUTTING THEMATIC SUPPORT

Cross-cutting thematic support under ISSP deals with approaches and mechanisms that support and facilitate the overall ISSP objectives and are not specific to a component. This primarily involves leveraging outside mechanisms or other donor program efforts in pursuit of shared objectives for institutional reform and restructuring as well as the integration of gender considerations into ISSP programs whenever possible.

2.4.1. DONOR COORDINATION

Donor coordination is a key element of ISSP and continues to be an integral part of our activities. This aspect of the program remains very important. ISSP regularly meets with other donors to

coordinate their respective plans as well as ongoing assistance activities to the water sector with ISSP's reform and restructuring program.

Examples of this in the fourth quarter alone are detailed below.

- ISSP attended the 'EU Delegation for Developing the National Water Information System Workshop' to discuss the findings of the technical assessment and how it will affect ISSP role in organizing and improving the data flow management. A follow-on meeting was then held to discuss feedback and next steps priorities related to WIS and GIS related issues.
- ISSP attended the first donor coordination meeting organized by the MWI to discuss each project's involvement and priorities in MWI and the level of coordination needed between projects and counterpart.
- ISSP attended the 'Kick off and Stakeholder Workshop' of the Hydro Meteorological System Support Project implemented by Dornier Consulting and funded through KFW.
- Regular coordination meetings were held with GIZ to coordinate related activities to strengthen GIS capacity as well as regarding MWI capacity building and institutional strengthening work.

2.4.2. GENDER

ISSP is being implemented with a gender-equitable approach. Ongoing technical assistance to MWI, WAJ and JVA works to promote gender equity at each stage. In addition, ISSP strives to ensure that any barriers to more equitable gender participation in ISSP activities are mitigated.

2.5. CHALLENGES

There are always significant challenges with institutional reform programs. Now that ISSP has been extended for an additional year, the challenges will be to move forward on the reform efforts that continue to face significant resistance, in particular, the work to re-focus WAJ on its core responsibilities of bulk water supply development and delivery. There is a renewed commitment to working with ISSP among our counterparts and it will be essential to capitalize on this opportunity.

2.6. POTENTIAL ISSUES OR PROPOSED CHANGES

On September 30, the ISSP scope of work was modified as part of the contract extension. These additions and changes to the scope will be integrated into Year 4 work planning, consistent with the technical proposal submitted by ISSP for the extension.

2.6.1. TECHNICAL IMPLEMENTATION ISSUES

The major technical implementation issue facing the ISSP over the past year was managing the transition to the new government and confirming program priorities and the implementation approach with the new sector leaders,

2.6.2. POTENTIAL CHANGES

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

3. ACTIVITIES PLANNED FOR NEXT QUARTER

This section details activities that will be carried out during the next quarter, January to March 2014.

3.1. COMPONENT 1: INSTITUTIONAL DEVELOPMENT

Component 1 was originally intended to be completed by Year Three, however the Socio-economic Impact Assessment of Groundwater in Jordan was then added to Component 1 and this activity will continue through Year 4.

3.1.1. INSTITUTIONAL ASSESSMENT (IA)

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

3.1.2. WATER VALUATION (WV) STUDY

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

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

ISSP will move into the analysis phase of the Study now that the field data has been collected. This analysis will work on the quantitative examination of the survey results as well as the more in depth socio-economic analysis for the six groundwater basins (Amman-Zarqa, Ramtha, Dier-Allah, Aljezeh, Karak and Ma'an). This will include social factors (e.g. motivation for farming, labor, gender, etc.), economic issues (e.g. energy consumption, water use patterns, return per cubic meter, pattern and efficiency, export, marketing, etc.), and political aspects (e.g. familial affiliations, connections, etc.). All of this will be in relation to water abstraction and use. In addition, the study team will work on the GIS data quality control and evaluation, and prepare the socio-economic analyses data to be integrated in the GIS data base.

3.2. INSTITUTIONAL REFORM AND RESTRUCTURING (IRR)

ISSP implementation will continue side-by-side with working groups to move each activity forward in every way possible in spite of the current political uncertainties.

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

ISSP does not anticipate any activity under this task in the coming quarter.

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

ISSP will continue to directly support the MWI restructuring. The MWI Roles & Responsibilities will be finished based on the new and approved structure. Support will continue to the licensing department and its newly developed database to enhance their internal and external processes and the relationship with MWI, WIS and GIS databases, and improve the data management mechanisms. A plan will be drafted to include the transitional change in employees behavior to use technology as a decision making tool.

An Implementation Plan will be drafted with the MWI restructuring committee to lay out the road map for MWI transition to the new structure and will detail the specific roles and responsibilities of both MWI and ISSP. This will lead to a Capacity Building Plan focusing on the capacity building needs to effectively put the new organizational structure into effect. It will address technical capacity gaps as well as management and/or institutional capacity needs with a series of recommendations to successfully and sustainably address the capacity building priorities. .

As for the project financing support, ISSP will continue to build an updated and accurate tracking tool of all ongoing projects within the water sector while designing a GIS-based Oracle database linking it to the technical units responsible for the project management of these activities. Reports and data analysis for decision making will be designed using the collected projects data. In addition, the databank for projects in the pipeline will be developed and circulated between all related departments with full coordination between donors while building capacity of the Funding Directorate at MWI.

3.2.3. ACTIVITY 3: IMPROVE WATER DELIVERY MANAGEMENT

3.2.3.1. REFOCUS WAJ ON BULK WATER SUPPLY

ISSP will continue with the certification training program for bulk water unit operators. The final course – Level 3 for water distribution networks course – will be held, once the participant list is finalized with WAJ.

ISSP will also follow with the four staff participated in the strategic planning course in UK. A key part of this course is to submit an assignment related to their daily work. The assignment is a prerequisite to get the accredited certificate from CMI and has to be submitted within the first quarter in the year.

3.2.3.2. UTILITY REGULATION—INTERIM REGULATORY UNIT

It is expected that the new Water Utility Regulatory Unit (WURU) will be officially approved and established within the PMU in the coming quarter, including the hiring of new regulatory staff. ISSP will work closely with PMU to support this process. When the new unit is created and the staff are in place, then ISSP will commence with its already approved implementation plan for the WURU. This will include implementation of the Service Quality Recommendations as well as utility regulatory monitoring.

3.2.3.3. FURTHER CORPORATIZATION OF WATER UTILITIES

ISSP will hold the previously postponed working session to present and discuss results and recommendations of the future of water utilities. The final report will then be submitted for final review and approval.

3.2.3.4. ASSESSMENT OF WAJ TRAINING CENTER

ISSP received official WAJ with comments on the draft report submitted in September 2013 and will conclude the work to address these comments and update the report this coming quarter.

3.2.3.5. WAJ STRATEGIC PLAN

ISSP will finalize the scope of work for the support to update the WAJ Strategic Plan and then work will commence with a team of both local and international experts. The first steps will be to convene the Steering Committee, establish Working Groups and begin work on data collection and analysis for the Situational Analysis, which will be the first key deliverable in this process.

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

3.2.4.1. INSTITUTIONAL OPERATIONAL AND FINANCIAL ASSESSMENT OF THE JORDAN VALLEY AUTHORITY (JVA IA)

ISSP will finalize the IA report in the coming quarter, which will be a conclusion of the six studies.

3.2.4.2. CAPITAL INVESTMENT PLANNING

ISSP will develop and carry out a training session for JVA technical staff on the use of the Capital Investment Planning model for the key JVA infrastructure projects, including network rehabilitation and dams. The training will focus on how relevant staff can integrate the model into their day-to-day planning and management responsibilities.

3.2.4.3. TECHNICAL ASSISTANCE FOR TRANSFERRING ADDITIONAL RESPONSIBILITY TO WUAs

ISSP will prepare a detailed plan on the transferring additional responsibilities to the WUAs, the plan shall include 2 parts; a virtual phase and expanded responsibility phase. These phases shall draw a road map for the full task transfer and a piloting phase.

3.2.5. ACTIVITY 5: LEGAL ADVISORY SUPPORT

The Compliance and Enforcement Workshop Proceedings Report will be finalized. From this report, a detailed analysis of the workshop results will include a roadmap for key next steps in strengthening compliance and enforcement efforts across Jordan's water sector.

3.3. COMPONENT 2: INSTITUTIONAL STRENGTHENING.

3.3.1. MIYAHUNA STRENGTHENING

ISSP will coordinate with the business planning unit within Miyahuna to support the team in the ongoing process of progress reporting from project managers in the execution of business plan projects.

3.3.2. STRATEGIC COMMUNICATIONS SUPPORT FOR OPERATIONS

ISSP will also continue to provide ongoing internal communication support to the Business Planning Unit and the Communications Unit to improve day-to-day Miyahuna operations. This will include finalization of the next stage of the SMS system in Miyahuna.

3.3.3. MIYAHUNA ASSET MANAGEMENT AND MAINTENANCE (AMM)

ISSP will review the tenders for the full spectrum vibration analysis & tribology services, a key step to fully utilize the PdM Module of the CMMS. In addition, ISSP will roll-out the newly installed GNSS/GPS base reference station and survey grade HHU antennae & appurtenances in order to begin the next stage of the fixed assets registry update process.

3.3.4. STRATEGIC WASTEWATER MASTER PLAN

ISSP issue the Final Strategic Wastewater Master Plan Report. This important study will then be launched at a workshop for all major stakeholders. The purpose of the workshop will be to share this study with all parties involved in wastewater services management, planning and assistance across the country and throughout the donor community as this will be the basis for WAJ planning going forward.

3.4. CROSS-CUTTING THEMATIC SUPPORT

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

4. PROGRAM MANAGEMENT

4.1. PROGRAM MANAGEMENT

There were two significant program management issues in Year Three. The first was the program extension for an additional year, with a further Option Year to 2015 at USAID discretion.

Developing the extension proposal and negotiating its details with USAID was a major focus throughout the 3rd quarter. The second was the ISSP Final Evaluation, which as a result of the project extension, became a Mid-Term Evaluation. The USAID project evaluation team was in country in 3rd/4th quarter and the ISSP team provided fully in the evaluation, including briefings, consultations and follow-up requests for clarifications and information.

4.2. COMMUNICATIONS AND OUTREACH

ISSP continued to disseminate a Monthly Progress Report to all Working Group members and key counterparts. In addition, ISSP executed a comprehensive public outreach campaign related to the Socio-economic Impact Assessment, including TV public service announcements, SMS messages, launch events and focus groups. ISSP also publicized key project events and activities through press releases, where appropriate. Finally, the ISSP website was updated this year to provide more accurate project information as well as to make project deliverables and background information more widely available.

4.3. DONOR COORDINATION

As discussed in section 2.4.1 above, donor coordination is an integral part of ISSP implementation, particularly as the work of ISSP touches on assistance programs of multiple donors – in both the planning phases as well as implementation.

4.4. DELIVERABLES

Below is a list of project deliverable produced, submitted and/or approved in Year 3. The list indicates the quarter in which the deliverable was submitted along with the approval status from USAID and/or the GOJ (if required).

| Deliverable | Quarter Submitted | Approved |
|--|---------------------------|------------|
| ISSP Performance Monitoring Plan (PMP) | Quarter 9 (November 2012) | Quarter 9 |
| Miyahuna Business Plan (2013-2017) | Quarter 9 | Quarter 11 |
| Water Law Training & Study Tour “ <i>Critical Considerations of Effective Water Legislation: In Principle and In Practice</i> ” Washington, DC Study Tour Report | Quarter 9 | Quarter 10 |
| Miyahuna Asset Management Plan Framework | Quarter 9 | |

| | | |
|---|------------|----------------------|
| Existing Conditions Survey and Assessment of Water Users Associations in the Jordan Valley Report | Quarter 9 | Quarter 11 |
| ISSP Year 2 Annual Report | Quarter 10 | Quarter 10 |
| ISSP Quarterly Progress Report 9 (Jan – Mar 2013) | Quarter 10 | Quarter 11 |
| ISSP Quarterly Financial Report 9 (Jan – Mar 2013) | Quarter 10 | Quarter 11 |
| Water Law Study Tour (Washington, DC) Report | Quarter 10 | |
| Jordan Valley WUAs Future Roles & Responsibilities Report | Quarter 10 | Pending JVA Approval |
| Water and Sanitation Sector Tariff Index and Bulk Water Cost Study | Quarter 10 | Pending MWI Approval |
| ISSP Quarterly Progress Report 10 (April - June 2013) | Quarter 11 | Quarter 11 |
| ISSP Quarterly Financial Report 10 (April – June 2013) | Quarter 11 | Quarter 11 |
| Water Law Training & Study Tour “ <i>Critical Considerations of Effective Water Legislation: In Principle and In Practice</i> ” Assessment Report | Quarter 10 | Quarter 11 |
| Multi Sector Regulatory Assessment | Quarter 11 | |
| Assessment Report on the Future of Water Utilities/Water Companies | Quarter 11 | |
| Assessment Report for Upgrading the Training Center of WAJ | Quarter 11 | |
| ISSP Quarterly Progress Report 11 (July – September 2013) | Quarter 12 | Quarter 12 |
| ISSP Quarterly Financial Report 10 (July – September 2013) | Quarter 12 | Quarter 12 |
| National Strategic Wastewater Master Plan | Quarter 12 | Quarter 12 |
| JVA IA Functional Assessment Report | Quarter 13 | |

4.5. MONITORING & EVALUATION

The Performance Monitoring Plan was submitted November 2013.

4.6. SECURITY

ISSP had no security incidents in Year 3. The project Security Policy Framework and Actions On was updated this past year. While security has generally been good, there was a significant escalation in security tensions over the summer of 2013. This was in response to the local uncertainty over how the international community would respond to the chemical weapons attack in Syria. There was a very real fear and concern that the U.S. would participate in airstrikes against Syria which generated significant concerns over the possibility of reprisal attacks in Jordan. When a diplomatic solution to this crisis was reached, it caused noticeable de-escalation in local tensions and security concerns.

Local tensions created some isolated security considerations throughout the year, such as protests in Ma’an which caused the desert highway to be placed off limits for travel to the south of Jordan. All project travel to the south was thus diverted to the Dead Sea.

4.7. LONG-TERM STAFF

The ISSP program added some new staff members over the year and also had some staff members depart the project. There remain two vacant positions on the team, the Team Leader position which was vacated and the new Organizational Development position established under the extension. These positions will be filled early next quarter. ISSP will continue to have a number of short-term technical assistance (STTA) positions required to fulfill expert and advisory roles.

The ISSP team is comprised of a combination of personnel from IRG and each of the ISSP subcontractors.

4.8. SHORT-TERM STAFF

ISSP used targeted short-term technical assistance (STTA) throughout the year to support all program activities.

ANNEX A: PROJECT TRAINING, CONFERENCES AND WORKSHOPS

PROJECT TO DATE – CHRONOLOGICAL

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

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

| Date | Title | Type | # of Attendees |
|-------------------|--|-----------------------|----------------|
| February 25, 2013 | Water Valuation Study Results | Workshop | 124 |
| February 28, 2013 | Presenting the WUAs Findings to JVA | Working Session | 25 |
| March 3, 2013 | Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator | Training | 5 |
| March 4, 2013 | Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator | Training | 6 |
| March 6, 2013 | Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator | Training | 6 |
| March 10, 2013 | Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator | Training | 8 |
| March 11, 2013 | Regulatory Training – Module 1 Structure & Function of a Water Sector Regulator | Training | 7 |
| March 26, 2013 | IA-JVA Consultation Workshop with WUAs & JVA Seniors (JVA Guest House at the JV) | Workshop | 30 |
| March 26, 2013 | Regulatory Training – Module 2 Overview of Regulation | Training | 8 |
| March 26, 2013 | Consultation Workshop with WUA & JVA | Consultation Workshop | 12 |
| March 27, 2013 | Regulatory Training – Module 2 Overview of Regulation | Training | 8 |
| April 1, 2013 | Regulatory Training – Module 2 Overview of Regulation | Training | 7 |
| April 3, 2013 | Regulatory Training – Module 2 Overview of Regulation | Training | 7 |
| April 6, 2013 | Miyahuna Project Management Presentation for Miyahuna Business Plan | Workshop | 41 |
| April 7, 2013 | Regulatory Training – Module 2 Overview of Regulation | Training | 8 |
| April 9, 2013 | Mini Workshop to present the Survey Findings to JVA Directors in JVA | Mini Workshop | 7 |
| April 9, 2013 | Regulatory Training – Module 2 Overview of Regulation | Training | 8 |
| April 9, 2013 | CMMS/PdM User Orientation – Zai WTP | Training | 4 |
| April 10, 2013 | CMMS/PdM User Orientation – Zai WTP | Training | 4 |
| April 16, 2013 | CMMS/PdM User Orientation – Zara Ma'in WTP | Training | 4 |
| April 19-20, 2013 | Miyahuna EMT Retreat | Workshop | 15 |
| April 23, 2013 | CMMS/PdM User Orientation – Ain | Training | 4 |

| Date | Title | Type | # of Attendees |
|--|--|-----------------------|----------------|
| | Ghazal/Water Maintenance | | |
| April 24, 2013 | CMMS/PdM User Orientation – Ain Ghazal/Water Maintenance | Training | 4 |
| April 25, 2013 | CMMS/PdM User Orientation – Ain Ghazal/Water Maintenance | Training | 4 |
| April 30, 2013 | CMMS/PdM User Orientation – Ain Ghazal/Vehicles Maintenance | Training | 4 |
| May 8, 2013 | Regulatory Training – Module 3 Regulatory Technical | Training | 6 |
| May 12-16, 2013 May 19-23, 2013 | OMT – Water Distribution Operator Level I Technical Training & Certification of the proposed BWS Unit | Training | 10 |
| May 12, 2013 | Regulatory Training – Module 3 Regulatory Technical | Training | 7 |
| May 14, 2013 | Regulatory Training – Module 3 Regulatory Technical | Training | 6 |
| May 16, 2013 | Regulatory Training – Module 3 Regulatory Technical | Training | 8 |
| May 20, 2013 | Regulatory Training – Module 3 Regulatory Procedure | Training | 6 |
| May 21, 2013 | Regulatory Training – Module 3 Regulatory Procedure | Training | 7 |
| May 22, 2013 | Regulatory Training – Module 3 Regulatory Procedure | Training | 6 |
| May 23, 2013 | Regulatory Training – Module 3 Regulatory Procedure | Training | 7 |
| May 27, 2013 | Regulatory Training – Module 3 Regulatory Procedure | Training | 6 |
| May 29-June 8, 2013 | The Water Law Training & Study Tour Part II South Africa (MWI, WAJ, PMU & JVA Staff) | Study Tour & Training | 9 |
| June 2-7, 2013 June 9-13, 2013 | OMT – Water Distribution Operator Level I Technical Training & Certification of the proposed BWS Unit | Training | 10 |
| June 22-27, 2013 June 29 – July 2, 2013 | OMT – Water Distribution Operator Level I Technical Training & Certification of the proposed BWS Unit | Training | 10 |
| August 17-22, 2013 August 24-28, 2013 | OMT – Water Distribution Operator Level II Technical Training & Certification of the proposed BWS Unit | Training | 10 |
| August 18 & 21, 2013 | WAJ Licensing Staff Training (on how to use the newly created database, generate reports and analyze data) | On-Going Training | 4 |

| Date | Title | Type | # of Attendees |
|--|---|-------------------|----------------|
| September 9, 2013 | MOPIC Presentation for the Multi Sector Regulatory Assessment | Working Session | 6 |
| September 10, 2013 | MWI Funding Directorate (on how to use the newly developed database, populating data) | On-Going Training | 2 |
| September 7-12, 2013 September 14-19, 2013 | OMT – Water Distribution Operator Level II Technical Training & Certification of the proposed BWS Unit | Training | 10 |
| August 20-21, 2013 | Socio-Economic Impact Assessment of Ground water Wells in Jordan – Surveyors Training (IPSOS) | Training | 24 |
| August 29, 2013 | Briefing JVA on Preliminary Findings of the IA-Future Role of WUAs | Working Session | 22 |
| September 4, 2013 | Continuing the Briefing JVA on Preliminary Findings of the IA-Future Role of JVA | Working Session | 22 |
| September 18, 2013 | SES Azraq Launching | Working Session | 70 |
| September 28 – October 3, 2013 October 5-10, 2012 | OMT – Water Distribution Operator Level II Technical Training & Certification of the proposed BWS Unit | Training | 10 |
| September 29 – October 10, 2013 | OMT - Water Distribution Operator Manager Training - Technical Training & Certification of the Proposed BWS Unit | Training | 20 |
| September 29 – October 10, 2013 | OMT – Utility Management Course | Training | 20 |
| October 2, 2013 | Socio-Economic Impact Assessment of Ground water Wells in Jordan – Surveyors Training (IPSOS) | Training | 24 |
| October 8, 2013 | Water Users Associations (WUAs) Workshop | Workshop | 100 |
| October 10, 2013 | Strategic Wastewater Master Plan Working Session | Working Session | 30 |
| November 3, 2014 | SES Amman & Zarqa Launching | Working Session | 52 |
| November 4, 2013 | JVA IA Highlights Workshop | Workshop | JVA |
| November 4, 2014 | SES Deir Alla Launching | Working Session | 6 |
| November 6, 2013 | Future of Water Utilities Companies/Water Companies; WAJ Training Center and Miyahuna Business Plan Working Session | Working Session | 25 |
| November 4-6, 2013 | WAJ New Engineers Orientation | Training | 42 |
| November 25-28, 2013 | Senior Management Development in Strategic Water Planning Course | Training | 4 |

| Date | Title | Type | # of Attendees |
|-----------------------------|---|----------|----------------|
| December 17-18, 2013 | Compliance & Enforcement Workshop | Workshop | 50 |
| 2014 | | | |
| February 10, 2014 | JVA Irrigation Water Tariff Increase | Workshop | 124 |
| February 20, 2014 | Strategic Wastewater Master Plan Workshop | Workshop | 120 |
| February 23-24, 2014 | JVA Technical Staff – Capital Investment Planning Model (CIP) | Training | 17 |
| February 23 – March 8, 2014 | Operators & Maintenance Training – Level I | Training | 15 |
| March 6, 2014 | JVA Technical Staff – Capital Investment Planning Model (CIP) | Training | 17 |

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