

Stakeholders Analysis

What Is Stakeholder Analysis?

A “stakeholder” can be defined as:

Any individual, group, or institution who has a vested interest in the natural resources of the project area and/or who potentially will be affected by project activities and have something to gain or lose if conditions change or stay the same “WWF- Definition”.

Stakeholders are all those who need to be considered in achieving project goals and whose participation and support are crucial to its success. Stakeholder analysis identifies all primary and secondary stakeholders who have a vested interest in the issues with which the project or policy is concerned. The goal of stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationships between the different stakeholders and the issues they care about most.

Why Stakeholder Analysis Is Important

Stakeholder analysis is a way of understanding a system through its stakeholders. It looks at their interest, objectives, power and relationships.

Stakeholder analysis will also show existing patterns of interaction between stakeholders. It will show conflicts and can help find ways to resolve them. By understanding the system, it is possible to facilitate change.

In a project setting, stakeholder analysis can help to improve performance:

- By helping to identify trade-offs between different stakeholders ‘objectives, and the conflicts between them. As a result, project efficiency and effectiveness can be improved.
- By helping to evaluate policy and project impacts. E.g. the distributional, social and political impacts of policies and projects. It can highlight the needs and interest of powerless people.
- The interests of all stakeholders who may affect or be affected by the program/project
- Potential conflicts or risks that could jeopardize the initiative.
- Opportunities and relationships that can be built on during implementation.
- Groups that should be encouraged to participate in different stages of the project.
- Appropriate strategies and approaches for stakeholder engagement; and ways to reduce negative impacts on vulnerable and disadvantaged groups.

The full participation of stakeholders in both project design and implementation of is a key to – but not a guarantee of – success. Stakeholder participation:

- Gives people some say over how projects or policies may affect their lives;
- Is essential for sustainability;
- Generates a sense of ownership if initiated early in the development process;
- Provides opportunities for learning for both the project team and stakeholders themselves; and
- Builds capacity and enhances responsibility.

When to Use Stakeholder Analysis:

Stakeholder analysis can be undertaken throughout all stages of the project cycle, but it definitely should be undertaken at the outset of a project or program. In particular, during the Define phase, Stakeholder analysis is a crucial component of situation analysis. When you go through your situation analysis, stakeholder analysis provides a preliminary identification of key stakeholders, indicating who is important and influential and how they can be involved in the program.

During the Design phase a detailed stakeholder analysis, involving all key stakeholders, will help shape the development of strategic actions and inform risk analysis. The Implement of stakeholder analysis will help identify who, how and when stakeholders should be involved in project/program activities. Later, during the Analyze/Adapt and Share phases, the stakeholder analysis serves as a reminder, providing a benchmark against which projects can monitor and evaluate the effectiveness of their engagement with stakeholders, both supportive and opposing.

Stakeholder analysis is also an appropriate time to explore whether or not gender will be a factor in the elaboration and implementation of future efforts. It is well documented that discrimination by gender is likely to diminish the impact and effectiveness of projects and policies. Furthermore, the inclusion of women as stakeholders has the potential to achieve both better management of the resource base and improved community welfare. Gender analysis involves the assessment of:

- The distribution of tasks, activities, and rewards associated with the division of labor at a particular locality or across a region;
- The relative positions of women and men in terms of representation and influence; and
- The benefits and disincentives associated with the allocation of tasks to women and men.

How to Develop and Use Stakeholder Analysis:

To insure the sustainability of the project and enhance participatory interaction, stakeholders were encouraged to participate in Stakeholder analysis exercise in order to acquire the sense of ownership to the process regarding to their roles and responsibilities on the oasis Restoration. So a clear framework for cooperation and coordination among stakeholders were developed at all levels for the implementation of the project.

SDCA is an active and facilitated approach to bring different actors to strategic consensus on how to work together on specific issues of shared concern. It does this by making explicit the different opinions, perceptions, preoccupations, assumptions, and judgments of the actors involved. It identifies opportunities to improve the exchange of information, social organization, and decision-making between stakeholders in order to create the proper conditions for innovations. At the same time it contributes to creating awareness of the constraints and opportunities that affect the performance of relevant actors. SDCA identifies potential actors who do or could act effectively together to remove constraints and make use of opportunities for innovation. Indeed SDCA enhances institutional and technological innovation through active networking, involving all relevant actors including community members, governments, NGOs, academic institutions, and the private sector. Innovation can be seen as the outcome of a mutual learning and social change process taking place among a large number of autonomous actors in mutual interdependence challenging them to create conditions through which innovation can take place. Where innovation implies change it also implies resistance to such change.

Tools for stakeholder analysis and action (RAAKS)

Promoting a dialogue and consequently concerted action among different stakeholders requires analysis of these stakeholders and their roles. This refers to different issues, such as forms of cooperation and coordination, information and knowledge sharing, assumed tasks and responsibilities, influence on decision-making, interest and roles in planning and implementation, but also to perceptions, political and institutional agendas, power, resistance to change, etc. the project use methodology developed by Wageningen Agricultural University, known as **RAAKS**. A short description is given in “Box 1” below. **RAAKS** stands for Rapid Analysis of Agricultural Knowledge Systems and the methodology basically refers to participatory actor and network analysis. The heart of the approach is the use of different “windows”, which are used to look at the different perspectives of different stakeholders. For the purpose of **IWRM**, the results of such an analysis should help to provide the information needed to achieve project objectives.

The analysis specifically:

- Makes explicit the different “appreciations” of stakeholders: perceptions, preoccupations, assumptions and judgments⁵.
- Identifies opportunities to improve exchange of information, social organization and decision-making among actors in order to create the conditions for innovation.
- Creates awareness with respect to constraints and opportunities that affect the performance of actors as innovators.
- Identifies (potential) actors who do, or could, act effectively to remove constraints and make use of opportunities for innovation

Box 1.: A short description of RAAKS as a methodology for stakeholder analysis

The creation of stakeholder platforms working towards a common goal in a specific arena (e.g. water, agricultural or community development), is not an easy job. **Rapid Appraisal of Agricultural Knowledge Systems (RAAKS)** forms a first step for analysis and decision-making in **SDCA**. On the basis of a **RAAKS** analysis, platforms can be formed from key stakeholders who together support a specific development process, having a common agenda and shared interests. RAAKS is a participatory action research approach developed by Wageningen University in the early 1990s. It focuses on clarifying the role and responsibilities of all major actors working in a certain thematic field, such as community water management or agricultural development, identifying possible constraints in coordination, cooperation and communication, and developing appropriate actions. RAAKS follows an interactive process with the stakeholder institutions (inside and outside local communities) to draw them into the action research process and encourage ownership of its outcome. The study team makes use of a number of participatory Tools that use checklists of key issues in different areas “Windows of Analysis” such as vision and mandate of the organization as related to study area, tasks and responsibilities, strategic interest, development agendas, institutional structure and resources, information flows and decision patterns. The RAAKS process culminates in a workshop where views of respective actors or institutions are brought together, shared and systematically compared as a basis for joint problem review and action planning.

The project did the Stakeholder analysis at National level and formulates the steering committee; the purpose of this steering committee is to ensure that outcomes of this project are known to and dovetail with the initiatives for other strategic change agents involved in the water sector in Jordan.

Further, the makeup of the steering committee will provide the project with technical assistance and advice and influence on the workings that exist or are being developed.

Stakeholders / involved Institutions **Key stakeholders**

Local level: End users resident in local communities around the Azraq Oasis; water service providers; municipalities, RSCN and community based organizations (voluntary societies, water users associations and cooperatives).

Governorate Level: Governmental institutions at the governorate level (Ministries of water and irrigation, health, environment, industry, agriculture, Interior, social development, Jordan cooperative corporation) in addition to private sector and other ongoing developmental projects.

National level: Decision-makers in water, agriculture and environment related governmental bodies, parliament, donors, NGOs (IUCN members mainly AWO and BDRC) and media.

Stakeholder Analysis is a continuous process and needs to be reviewed in each stage in the project management cycle to insure the participation of all interested parties in water issues for the purpose of reaching stakeholder dialogue and concerted action.

Working procedure:

The team brainstorms regarding the questions prepared to determine **external factor checklist**

- ✓ Environmental complexity
- Degree of agro - ecological and production system diversity the system must deal with.
- Degree of cultural and socioeconomic diversity among the technology users included in the system.
- How stable or subject to change is the environment?

- Degree to which the information needed within the system is already held by some of its actors. Does their knowledge stay up to date? Do they generate new knowledge?

- The availability and accessibility of technologies that are relevant and can be adapted or modified for use within the system.

- ✓ External pressures
- Dominant types of policy pressures exerted upon the system.
- Degree of direct exposure to market demands.

- ✓ External resource base
- Types of external resources used by the system and how these are acquired; degree of dependence upon external resources. Adequacy of agricultural services, marketing, inputs and communications infrastructure



- To what extent do agricultural services, marketing, inputs and communications infrastructure serve the needs of the system?

Actors influence interactions within the system in different ways. For example, policymakers design and implement policies and regulations, market actors influence prices, donors finance certain program, research stations offer certain technological solutions,. Each actor therefore has their own influence on the social interactions within the system. However, some actors may exert more influence than others, so that coalitions appear around these ‘prime movers’. They may exert strong leadership on the way the knowledge system functions, and hence on the type of outputs and impact the system achieves. This tool focuses on identifying these prime movers and the degree to which they effectively ‘steer’ the system in a given direction.

المعنى	الدور	أساسي/ثانوي
محطة ضخ مياه الأزرق	توريد المياه + مراقبة هصيانة	أساسي
مكتب إدارة حوض الأزرق المائي	مراقبة حفر الآبار المخالفين + ترخيص الآبار + قياس	أساسي
مديرية الزراعة	أرشاد وتوعية بخدمات زراعية + تفعيل قوانين الزراعة	أساسي
البلدية	التراخيص + خدمات عامة بخدمات البنية التحتية	ثانوي
دائرة الأراضي والمساحة	منع التوسع العشوائي + مراقبة وتنفيذ القوانين + تغويض الأراضي	أساسي
وزارة البيئة	مراقبة وترخيص	أساسي
المزارعين (مستثمرين)	مستهلك للمياه	أساسي
الجمعيات الأهلية	توعية وإرشاد + جذب الدعم + كسب التأييد	ثانوي
المجتمع المحلي	مستهلك	أساسي
الجمعية الملكية لحماية الطبيعة	مستهلك + توعية وإرشاد	ثانوي

The above and below is Azraq Example

Note: The strategic plan document for Azraq Oasis Restoration project provides more details

Stakeholders	Features	Interests	Resources	Impacts
Local residents + any other concentrations	Rural + Bedouins + other populations	Water usage	Human resources and data	Pollution
Farmers	Local farmer Outside investor Interested individuals	Usage and investment	Data	Water consumption and pesticide application
Ministry of Environment	Primary decision maker	Conservation of the environment	Data and references	
Ministry of Tourism and Antiquities	Secondary decision maker	Encouraging tourism	Data	
Ministry of Water	Primary decision maker	Provision and management of demands	Data and references	Lack of reinforcing water policies
Ministry of Agriculture – Department of Agriculture in Azraq	Primary decision maker	Organization and extension	Data source	Lack of extension plan for effective usage of water for crops
CBO Azraq Cooperative and the coalition of Azraq civil societies	Representative Effective local partner	Local development and organization	Data and human resources	Minimization of salt in the salty basin
Agricultural Water Consumer Society (GTZ)	Representative Effective local partner	Management of agricultural water	Data sources	
Administrative governors	Decision maker and facilitator	Law enforcement	Legal umbrella and information	
Azraq Wetland Reserve	Effective environmental participant	Conservation of biodiversity and development	information	Conservation of a unique representative of a unique ecosystem in Azraq
Ministry of Planning	Coordinating body	Financial coordination at national level	Information and resource	

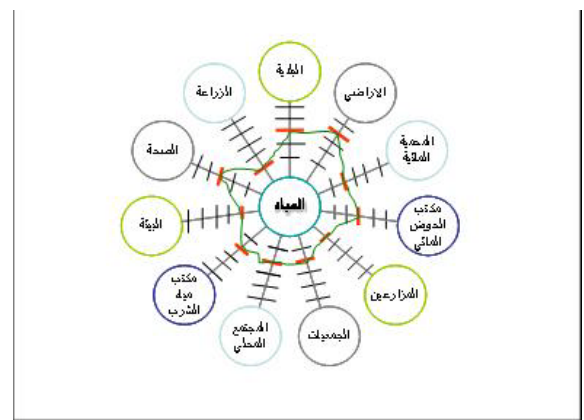
To use this tool, the team asks each actor or group of actors to say how strong an influence each different type of actor (internal or external) exerts upon the functioning of the knowledge system. This discussion can be made visible by asking the interviewee to fill in a blank 'septagram sheet' consisting of a circle and one line for each type of actor in the system.

Each type of actor is assigned a line; the group or individual being questioned is asked about each actor separately. They decide where to place a sticker on the line representing this particular type of actors. The stronger (the more 'controlling') the influence of this type of actor, the further away from the centre the sticker is placed. The weaker (the more 'following') the influence, the closer it is put to the centre. There may be more than one prime mover in the centre. The use of a septagram in an interview is a good way of discussing and coming to understand the perceptions of the person being interviewed

Septagrams help to give the team a coherent picture of the system: actors may have similar or very different perceptions (as shown in their drawings), which can have major implications for the knowledge system. The team and other actors can work to put together a single picture that applies to the system as a whole. Further, the team's attempt to sum all of this information up in one septagram is a good discussion starter for a workshop!

This sketch is for the Azraq case

Note: The strategic plan document for Azraq Oasis Restoration project provides more details



Government Institutions

The ministries in charge of the water sector and the institutions involved in irrigation are:

- The Ministry of Water and Irrigation (MWI) in cooperation with the Jordan Valley Authority (JVA) and the Water Authority of Jordan (WAJ)
- The Ministry of Agriculture (MOA)
- The Ministry of Environment (MOE)
- The Ministry of Health (MOH)
- The National Center for Agricultural Research and Technology Transfer
- The Water and Environment Research and Study Center, University of Jordan.

Ministry of Water and Irrigation

In 1988, the Ministry of Water and Irrigation (MWI) was created bringing The Water Authority of Jordan (WAJ) and the Jordan Valley Authority (JVA) under one umbrella.

MWI, WAJ and JVA each has an independent Secretary General who reports directly to the Minister of Water and Irrigation. The Ministry does not have authorizing Parliamentary legislation, but operates under a set of bylaws approved by the executive branch.

The main concerns of the MWI are:

The WAJ was created in 1984 as an independent body under the Prime Minister. In 1988, it was brought under the newly created MWI. WAJ is responsible for municipal and industrial water supplies and wastewater. It plans water and wastewater projects, implements and operates all water supply and wastewater facilities in Jordan, explores existing water resources, and maintains and operates water and wastewater networks throughout the Kingdom.

- Formulating and implementing an irrigation policy and strategy;
- Planning and developing water resources and controlling water allocation and use;
- Preparing a water master plan and the annual water balance budget;
- Establishing a water data centre;
- Human resources development and training program for the water sector;
- Public awareness program.

i. Jordan Valley Authority

The JVA is in charge of the integrated development plan in the JRV. The JVA was created in 1977. The Jordan Valley Authority (JVA) has been the pre-eminent water development agency in the Jordan Valley since its creation. The growing capability and involvement of other groups and Ministries, the changing valley needs and a new law made it necessary for JVA to change its mission and the type and level of services it offers. To shape a new future for the agency, it was decided that JVA should go through a rigorous and public strategic planning process.

This planning process was led by a steering committee composed of all relevant stakeholders and various working groups. Stakeholder participation was ensured through a series of information meetings and workshops to collect comments and input before completing the plan.

This has resulted in a detailed and thoroughly vetted written strategic plan. In the Jordan Valley, JVA is decreasing its role as a service provider and beginning to increase private sector involvement in providing water services. As a result of the strategic planning process, the institution will become more of a regulatory entity, performing the government functions of monitoring and control of water service providers.

Its main tasks are:

- Construction, operation and maintenance of dams in the Side Wadis and in the JRV;
- Construction, operation and maintenance of public irrigation schemes in JRV;
- Delivering and distributing irrigation water to farmers and collecting irrigation water charges.
- Encouraging farmers to adopt modern irrigation methods and to save water and improve farm irrigation efficiency.
- Working with international donors and farmers on farm irrigation practices and scheduling;
- Implementing emergency plans to face water shortage in dry years and seasons;
- Implementing public awareness and water conservation program in irrigation.

ii. The WAJ is responsible for:

The WAJ was created in 1984 as an independent body under the Prime Minister. In 1988, it was brought under the newly created MWI. WAJ is responsible for:

- Municipal and industrial water supplies and wastewater. It plans water and wastewater projects, implements and operates all water supply and wastewater facilities in Jordan
- Explores existing water resources, and maintains and operates water and wastewater networks throughout the Kingdom.
- Providing licenses to farmers to utilize groundwater for irrigated agriculture, checking the drilling of tube wells and carrying out the testing of the yield of the wells;
- Checking the abstraction from the tube well in the groundwater basins, pursuant to Law No 83 (2003) to reduce overexploitation of renewable groundwater resources practiced by farmers.

Policies and legislation

In 2002, the MWI published the Jordan Water Policy and Strategy consisting of the following:

- Water strategy for Jordan (2002)
- Groundwater management policy (1998)
- Water utility policy (1998)
- Irrigation water policy (1998)
- Wastewater management policy (1998).

The issues covered by the Irrigation Water Policy are the sustainability of irrigation water resources, development and use, research and technology transfer, farm water management, irrigation water quality, management and administration, water pricing, regulation and control and irrigation efficiency.

Laws, bylaws and regulations are imposed to enable the relevant bodies to fulfill their responsibilities and perform their duties regarding water, irrigation and irrigated agriculture, such as the MWI bylaw, the JVA, WAJ, and MOA laws, the Environment Law and the Public Health Law. The latest bylaw prepared by the MWI and approved by the government is the Bylaw No. 85/2003 to control groundwater abstraction and reduce the overexploitation and depletion of the groundwater aquifers by farmers in the country.

Ministry of Planning

The Ministry of Planning (MOP) reviews MWI, WAJ and JVA plans for the water sector, the proposed projects, and the projects' proposals and feasibility. It then coordinates with donor and international financing agencies for funding of these projects.

Ministry of Finance

The Ministry of Finance (MOF) Budget Department oversees the allocation of budgets to the water sector in accordance with government rules and regulations. The Ministry is also involved in the finance of projects and the payment of local and international loans.

Ministry of Health

The Ministry of Health (MOH) monitors the suitability of the drinking water that is supplied by WAJ. MOH also monitors public and private wastewater facilities to assure its compliance with the prevailing standards and regulations.

Public Law No. 21 of 1971 and its articles provide the ministry with a wide range of powers to enforce the laws and regulations entrusted to it. Other regulations are issued in coordination between the MOH and the MWI to regulate the use of treated wastewater flows for irrigation.

Ministry of Agriculture

Agriculture Law No. 20 of 1973 authorizes the Ministry of Agriculture (MOA) to exploit surface water resources through construction and operation of small dams and other facilities for production of stock feed crops. It also empowers the Ministry to drill wells and equip them for provision of livestock water. Ultimately, MOA policies have a profound effect on the water resources of the country since they affect water policies as well as the planning and management of water resources. Affiliated with the MOA is the National Center for Agricultural Research and Technology Transfer.

Ministry of Interior/ Developmental Department and Azraq District:

One of the initiatives of H.M. King Abdullah II Bin Al-Hussein was focused on charging the duty of following up and supervision of development projects in the Governorates to the Governors and the heads of districts themselves with the aim to improve and develop the services of all sorts rendered to citizens, as well as to upgrade the individual's standard of living, in addition to take advantage of the legal and administrative powers granted to Governors under the effective laws, regulations and instructions, which could be realized through:

- i. Preparation of an environment suitable for investment on all levels and enhancement of cooperation between both, public and private sectors.
- ii. Following up the progress of executing the development projects and their observation of the time phases defined for them.
- iii. Addressing of the causes for failure of development projects, through governors by all legal and administrative means and otherwise hold them countable.
- iv. Preparation of capital budgets for the governorates in cooperation with the executive and consultative councils as well as the preparation of a capital budget capable of meeting the needs of citizens regardless of their locations and residence.
- v. Training and rehabilitation of the promising leadership to enable them follow up the execution and control of the development plans through the Development unit at the Ministry's Headquarter as well as the Development Units of the Governorates.

Prime Ministry

The Prime Ministry is involved in the water sector in three functions: 1) policy, planning and management; 2) legislation, licensing and standards; 3) approval of projects' financing, and setting of water tariffs and other fees.

National Center for Agricultural Research Extension (NCARE)

Established in 1986 as a result of the reorganization of the Department of Agricultural Research and Extension within the MOA. Its mandate is coordinating all agricultural research and technology transfer activities within the Kingdom of Jordan.

Royal Scientific Society, Environmental Research Center

Established in 1989, it comprises of three divisions: Water Quality, Air Quality, and Studies and Design.

The Water Quality division is responsible for conducting studies and research on contract basis to public and private entities. Correspondingly, it monitors groundwater and surface water resources for GCEP, WAJ and JVA and evaluates the performance of wastewater treatment plants. As the studies are conducted on behalf of another party, the results of the studies are the property of the contracting agency and RSS cannot publish or disseminate the information without prior approval.

Water and Environment Research & Study Center, University of Jordan

Founded by a Royal Decree in 1982 to contribute to the national efforts to develop and protect the water resources of the country. Recently the Center expanded its activities to deal with the environment and to protect its elements from degradation and pollution.

The Center is an independent unit that is directly linked to the President of the University. It has a water and environment laboratory that carries out required analysis as well as field equipment to carry out surveys and measurements of water discharge, salinity of water and soils, water hardness and others. Many research activities at the center are funded by donor agencies including USAID, EU, the French Government and the Dutch Government.

Non-Governmental Organizations Involved in Environment

Jordan Environment Society (JES)

JES was founded in 1988 to promote the protection of the environment and the sustainable use of natural and living resources. JES's mandate also stipulates that they will work towards the establishment of environmental laws and standards in Jordan, and towards raising the level of environmental awareness among all strata of the Jordanian Community to create new positive behavioral patterns towards the environment.

To-date, JES has implemented a national environmental information and education program, a water awareness program, an integrated pest management program and a recycling project. Furthermore JES has established 24 branches throughout the country.

Royal Society for the Conservation of Nature (RSCN)

RSCN was created in 1966 under the patronage of His Majesty late King Hussein to control illegal hunting and issue hunting licenses. Later the government expanded the responsibility of RSCN to protect the country's wildlife and wild places as Azraq Wetland Reserve. Since then the mission of RSCN has expanded further to include a wide range of environmental issues and activities including promoting the sustainable use of natural resources.

To-date, RSCN has established six nature reserves covering over 1000km², around 1.4% of Jordan's total area and successfully bred in captivity the endangered Arabian Oryx, Gazelle and Ibex. Furthermore, they have set-up, in cooperation with the Ministry of Education, over 300 nature conservation clubs in schools to help teachers and students understand environmental issues and become involved in practical conservation projects.

Arab Women Organization (AWO):

The Arab Women Organization (AWO) is recognized as a leading Jordanian NGO in the struggle to ensure women's rights. Indeed, Jordanian women NGOs have proved to be a powerful tool for the political, economic, social and cultural empowerment of women. There are several examples of achievements showing that AWO has provided a significant contribution to the integrated movement of Jordanian, Arab and International women NGOs. In Jordan, despite the efforts undertaken in the last two decades, there is still an urgent need to promote the struggle for attaining women's rights.

AWO has been working closely with several counterpart organizations and the Ministries of Water, Agriculture, Environment, Social Development and Interior. It was further noted in field research visit by AWO staff that where local voluntary societies were active and competent in managing their organization the community served by it was economically and socially active.

The main emphasis of the Jordanian National Forum for Women is to create awareness and to affect change in all aspects of development with special emphasis on changing the legislation affecting women, in addition to increasing women's representation in the democratic institution of the country.

The main objectives are:

- Spreading awareness among Jordanian women of the content of the National Strategy which was ratified in 1993 and aims to improve women's status, involve them in the national development and economic activities, promote their legal status and increase their participation in decision-making processes.
- Raising awareness on health, education, culture, legislature, economy and politics.
- Raising awareness among women about their rights and responsibilities in accordance with Islam, the Jordanian Constitution and the National Charter.
- Giving women the opportunities to participate in economic life and reach decision-making positions.
- Forming pressure groups to influence decision-makers.

- Helping Jordanian women to realize their potential and increase their participation in development at national and local levels.

Badia Research and Developmental Center (BDRC):

Badia Development and Research Center "BDRC" one of the IUCN- ROWA member in Jordan and a unique center of research, integrated management, community development and environmental conservation of the Jordanian semi- arid area of Badia and has an international advisory committee and a local administration council that involves several government officials from different government agencies and institutions including universities and ministries, as well as a scientific affairs committee that involves scientists from different universities and agencies in Jordan .

The BRDC is a product of a partnership between the Higher Council of Science and Technology in Jordan, and the Royal Geographical Society in the UK and Durham University. The seeds of the BRDC were sown in May 1992 when His Royal Highness Prince El-Hassan bin Talal and His Royal Highness the Duke of Kent patronized the Jordan Badia Research and Development Centre (BRDC), under the umbrella of the Higher Council for Science and Technology (HCST) with the co-operation of the Royal Geographical Society (RGS) in the UK and the Centre for Overseas Research and Development (CORD), Durham University.

Donors

USAID

U.S. Agency for International Development (USAID) funding levels for Jordan have increased tremendously in recent years. As a result of this increase, USAID/Jordan now ranks among the three or four largest USAID programs world-wide in terms of both total assistance levels and per capita assistance levels.

USAID-funded activities focus on three main issues. First, USAID promotes more effective water management, in part by improving data collection, institutional improvements and developing an improved policy framework. Second, USAID is supporting greater efficiency of water use by rehabilitating existing water systems and introducing modern water-use technologies. Third, USAID is improving and expanding the number of wastewater treatment facilities.

European Union

At the latest meeting of the Euro-Mediterranean Foreign Ministers a new MEDA financial assistance package for the EU's partners in the Mediterranean was launched. Thereafter, bilateral relations with Jordan were strengthened and new EU grant and loan agreements worth over EUR 200 million were signed in 2000. Jordan also benefits from a host of EU-funded regional actions and relief and rehabilitation programs.

German Government

There are two agencies financing and/or implementing development projects financed by the German Government, they are:

- KFW (Kreditanstalt für Wiederaufbau): this is the agency responsible for Financial Cooperation.
- GTZ: this is the agency responsible for Technical Cooperation.

KFW

KFW was created in 1948 to implement the Marshall Plan in Germany after World War II. Later it started offering financial assistance to developing countries. Under KFW there are three banks: the Export Bank, Finance Bank, and Development of East Germany Bank.

There are two KFW offices in the Middle East region. One is in Egypt, covering Egypt alone. The second, in Jordan, covers Jordan, West Bank/Gaza, and Israel. KFW finances big projects. It can finance technical services if these are part of a bigger project, or feasibility studies if they lead to financing the project itself.

KFW has been financing projects in Jordan since 1961. Money provided to Jordan by KFW are soft loans over a period of thirty years with a 2% interest rate. There is a ten year grace period. The total KFW financing for Jordan adds to about DM1.5 billion of Financial Cooperation.

GTZ

GTZ is a private, not for profit, limited liability company, that implements technical assistance projects for the Government of Germany, primarily the Ministry of Economic Cooperation and Development. In addition, GTZ implements technical assistance projects for other governments such as the governments of Saudi Arabia and United Arab Emirates.

In Jordan, GTZ has supported projects in the areas of rural development/ agriculture, water, institutional support, public administration, and recently environmental support. They established a water Forum for High Land with Ministry of Water and Irrigation where the Azraq will be the case study for it.

World Bank

The World Bank Group is one of the world's largest sources of development assistance. It works in more than 100 developing economies with the primary focus of helping the poorest people and the poorest countries.

Japanese International Cooperation Agency (JICA)

The Cooperation Agreement between the Government of Jordan and the Government of Japan was signed in 1985. Assistance funds were provided through the Japanese Embassy. In 1991, JICA office opened in Amman. However, with the rising incomes in Jordan, it is expected that grant aid to Jordan will cease within the coming three years.

In addition to the above, JICA is providing various equipments to the MWI i.e. leak noise correlator, leak detector, ultra sonic flow meter etc... Also, JICA annually trains 64 Jordanian staff in Japan.

United Nations Development Programme UNDP

The UNDP mission in Jordan works in four areas 1) Energy and Environment, 2) Gender and Poverty, 3) Competitiveness and Governance, and 4) Information Technology. The Environment projects include projects related to climate change, biodiversity, water resources, land degradation, solid waste management and sustainable development. Grants provided by the Global Environmental Facility (GEF) must be related to climate change, biological diversity, international waters, land degradation, organic pollutants and depletion of the ozone layer.

In 1992, UNDP launched the GEF Small Grants Program (SGP). This program provides grants of up to US\$50,000 to community-based activities supported by local organizations and non-governmental organizations that address one of the focal areas through providing local solutions to global issues.

Canadian International Development Agency

CIDA assistance to Jordan is focused on two main areas: water and sanitation, and education. In addition to the Gender and Social Fund program.

European Commission

The EU-Jordan technical and financial cooperation aims to support Jordan's reform and development agenda. Over 40 projects are currently underway in various sectors across the Kingdom. These projects mainly focus on supporting democratic development and human rights, good governance, regulatory reform and administrative capacity building, infrastructure development, and enhancing the independence and efficiency of the judicial system.

The main goals of EC funds are to enhance mutual understanding between cultures and to facilitate the exchange of knowledge. To this end, it promotes dialogues at the level of civil society.