

Activity Appraisal Document ODA

€ 1.000.000 or more

I REQUESTED DECISION CONCERNS

Explanation of the policy data can be found in the ODA Policy Data Guide.

For the **highlighted** subjects in table below the de ODA Policy Data Guide gives further explanation.

Red --> Parts which should not be published in the open data.

Application number	4000003913
Short name application	Water Operator Partnership (WOP) between Yarmouk Water Company (YWC) and World Waternet (WWn)
Long name application	The Water Operator Partnership (WOP) between Yarmouk Water Company (YWC) and World Waternet (WWn) strives to improve performance of YWC. Several key challenges will be addressed by WWn through peer-to-peer support and on the job training as part of the WOP activities.
Description application	<p>The WOP focus will be on:</p> <ol style="list-style-type: none">1. Rehabilitation of Wastewater network2. Operation and maintenance of wastewater network3. Asset management4. Procurement and tendering specifications and procedures5. Safety training <p>The interventions are demand-driven. The WOP has a specific focus on the northern part of Jordan (Irbid, Mafraq and Jerash), where YWC is active. After expiring in 2023, the WOP is expected to continue and become part of the Blue Deal programme until 2030.</p>
Budget holder	AMM
Number business partner	30040226
Implementing organisation(s)	World Waternet
Legal relationship	Grant
Commitment in foreign currency (if applicable)	EUR
Corporate rate	N.A.
Commitment in euros	EUR 5,692,323
Funds centre	1702U02030013
Activity start date	1 November 2020

Activity end date	30 October 2023		
Contract start date	1 November 2020		
Contract end date	30 October 2023		
Has an evaluation been planned?	Yes, mandatory (see decisiontree in 5.3.6.)		
<u>Aid modality</u>	Other aid		
<u>Donor role</u>	Single donor		
<u>Technical assistance</u>	10<TA<25 Between 10% and 25% of the activity budget		
<u>Beneficiary's country/region</u>	Hashemite Kingdom of Jordan		
Countries within the region (if applicable)	N.A.		
Allocation country information	100%		
Location within the country (be as specific as possible)	District	Name location(s)	The northern part of Jordan (Irbid, Mafraq and Jerash)
<u>CRS Code</u>	14081		
<u>Policy marker weight is 'principal'</u> (no minimum or maximum amount)	DrwSan: Veilig drinkwater en adequate sanitatie		
<u>Policy marker weight is 'significant'</u> (no minimum or maximum amount)	InsOntw: Institutionele ontwikkeling en capaciteitsopbouw		
<u>Special pledges made by the Minister or State Secretary / and/ or special marks regarding sensitive information</u>	N.A.		

II. ACTIVITY APPRAISAL

2.1 Contribution made by the activity to BZ policy objectives (policy relevance)

2.1.1 Description policy relevance

The Water Operator Partnership (WOP) is a peer-to-peer support partnership between a Jordanian water and sanitation utility and a Dutch counterpart. A 'twinning' arrangement aiming to share knowledge and skills to improve the performance and service delivery of utilities and make them stronger, financially healthier and more resilient. WOPs work through exchange of skills, knowledge and goodwill to build the capacity of a utility that demands assistance or guidance. This requires the involvement of an equal public counterpart which is dealing with issues related to water and sanitation provision itself; this level of daily and practical expertise on production and distribution of water and treating wastewater is not available in the private sector. We were therefore pleased to receive a proposal from World Waternet Amsterdam (WWn) for this WOP. Waternet is unique among Dutch water utilities as it combines the responsibilities of a public water and sanitation utility with those of a public Waterboard, and thereby managing the whole water cycle.

The objective of this WOP is to improve and sustain wastewater networks/ treatment operations & management at YWC through long-term peer-to-peer support in combination with capacity building, training and key investment in wastewater infrastructure rehabilitation. The WOP interventions will focus on 5 areas of intervention that are closely linked.

Due to the hectic COVID-19 crisis times and the rapid developments with respect to knowledge and standard practices, safety measures have been incorporated into the WOP. These measures will address the potentially critical situation in the service area and operations of YWC, including all necessary measures with respect to the recent COVID-19 outbreak: staff safety, decentralised wastewater treatment at hospitals and COVID-19 testing and communication campaigns for YWC customers.

Alignment with NL/MFA policy

Water is one of the Dutch top sectors, with world-class businesses and knowledge institutes. One of the NL government's goals is to create more opportunities in foreign markets for Dutch businesses and knowledge institutes, including those active in the water sector. This is also in line with a comprehensive, sustainable approach to global issues.

This WOP conforms with the Multi-annual country strategy (MACS) of the Ministry of Foreign Affairs of the Netherlands in Jordan. It is perfectly in line with the Ministry's long-term policy objective of strengthening the economic resilience in the face of extreme water scarcity and climate change.

Jordan faces multiple challenges constraining its sustainable development. A core problem is the shortage of respective capacities to respond to the ever-growing pressure on the limited water resources. This is of particular importance for the Netherlands – Jordan development cooperation.

The WOP will pay attention to the extra challenges posed by COVID-19 and possible measures to be taken by Water operators including Waternet and Yarmouk Water Company. This new COVID-19 reality is fully integrated in this programme, addressing the potential critical situation in the service area of Yarmouk Water Company in the Northern part of Jordan. Within this service area there are several refugee camps of Palestinians and Syri-









ans that without proper water and wastewater services and hygiene are facing a potential humanitarian crisis. By supporting Jordan with this water programme, there is an opportunity to further improve YWC's resilience capacity while dealing with COVID-19 crisis and its impact on water and wastewater management.

Alignment with SDGs

The Netherlands contributes to the Sustainable Development Goals (SDGs) through work on improved water management, drinking water, sanitation and hygiene (WASH). This partnership contributes to SDG 6 (clean water and sanitation). The WOP contributes to achieving Sustainable Development Goals 6.3–6.6. by strengthening the 3 crucial elements of good water management: sufficient knowledge and expertise, a well-functioning organisation, and cooperation with key stakeholders.

2.1.2 Appraisal

Appraise the policy relevance of the project, using the appraisal table. If the maximum score is not achieved, explain why. If certain criteria do not apply, please indicate this.

No.	Criteria 2.1 Policy relevance	Indicators (score 0, 1, 2)	Score	EXPLANATION/ REFERENCES
2.1.1	The proposed intervention ties in with the operational objectives in the Explanatory Memorandum and the related policy memorandum (policy theory and intervention logic).	 The proposed intervention ties in with both the main objective and the secondary objectives .	 2	Please see 2.1.1
2.1.2	The proposed intervention ties in with the ODA priorities	 The proposed intervention ties in with more than one of the result areas of the BH&OS priorities.	 2	Please see 2.1.1
2.1.3	The proposed intervention ties in with the annual plan and the result chain of the MIB/MASP	 The intervention is specifically mentioned in the result chain of the MIB/MASP.	 2	
2.1.4	The relevance of the proposed intervention to the crosscutting themes of women's rights and gender equality / climate / PSD / coherence and strengthen-	 The proposed intervention is relevant to one of the crosscutting themes.	 1	The proposed intervention is of relevance to gender equality and climate

	ing of civil society organizations			
Total score (maximum 8 out of 8 points)			7	

2.2 Problem analysis and lessons learned

2.2.1 Problem (1): Water scarcity

Jordan is extremely water-scarce with just 167 m³ per capita per year to meet domestic, industrial, agricultural, tourism, and environmental demands. The heavy exploitation of water resources has contributed to declines in the levels of groundwater aquifers. Rapid growth in demand, particularly for higher quality water for domestic, industrial, and tourism uses, is significantly increasing pressure on agricultural and environmental uses of water, both of which must continue to adapt to reduced volumes and lower quality water.

Jordan's water resources are limited to support population in a sustainable manner. The situation has been intensified by the fact that Jordan shares most of its surface water resources with neighboring countries; their control of the water has partially disallowed Jordan its fair share of water. Current use of water already exceeds its renewable supply. The deficit is covered by the unsustainable practice of overdrawing highland aquifers, resulting in lowered water tables and declining water quality. The basis of a sustainable solution requires infrastructure investment as well as building the capacity of water & wastewater experts/operators/decision makers in water and sanitation management.

Intervention mitigating problem (1):

To lessen current and future water shortage problems, integrated sustainable wastewater management projects must be developed. As part of the new integrated and sustainable strategies, treated wastewater reuse can play a vital and crucial role in helping to alleviate water shortage problems. The key objective of the WOP is contributing to the improved service delivery of YWC and its clients to increase access to improved sanitation and clean, sufficient and safe water. Improving the wastewater services will maximise the potential benefits of wastewater reuse, wastewater treatment and management strategies in the northern areas of Jordan. The sustainable operation and management of YWC facilities (Waste Water networks and Waste Water Treatment Plants) is an essential component to achieve the integrated approach of wastewater management in Jordan.

2.2.2 Problem (2): Unprecedented stress on wastewater infrastructure causes severe operational problems

Yarmouk Water Company (YWC) is one of the three water utilities in Jordan, responsible for drinking water and wastewater service delivery. The influx of 1.3 million Syrians has put a substantial burden on Jordanian cities' municipal infrastructure and service delivery, as 90% of refugees live outside camps and within Jordanian cities. This is of particular importance for YWC's service area located in the Northern part of Jordan. At the same time, wastewater services are characterized by a lack of technical and financial capacity and therefore unable to sustainably operate, expand or absorb the increasing wastewater flows. The situation is worsened due to high energy costs for those operations and the general demographic- and economic growth. The massive increase of

the population in the northern municipalities has placed unprecedented stress on wastewater infrastructure and led to a failure to meet the standards of operation. It is estimated that nowadays only 36 per cent of the population in the north is connected to the wastewater network.

Intervention mitigating problem (2):

The Water Operator Partnership (WOP) between YWC and World Waternet (WWn) strives to address several key challenges with respect to performance improvement of YWC. There is large potential for improvement in: i) operation and maintenance, service delivery, cost reductions through energy savings and operation optimisation', revenue collection and cost recovery, ii) better design of new investments so that they add more value to the existing water services system.

The WOP's focus will be on:

1. Rehabilitation of Wastewater network
2. Operation and maintenance of wastewater network & WWTPs
3. Asset management
4. Procurement and tendering specifications and procedures
5. Safety training

2.2.3 Problem (3): COVID-19 health crisis with a negative impact on water and wastewater assets.

Since March 2020, the immediate and critical global spread of the dangerous COVID-19 has impacted the initial agreed focus of the WOP. The World Health Organisation (WHO) declared it a pandemic on 11 March 2020 and described it a "defining global health crisis of our time." The virus has spread rapidly across the world, with governments and international agencies working to contain the transmission of the virus between and within countries. The virus is highly contagious and, while most infected people experience little or mild symptoms, can trigger life-threatening reactions in high-risk populations such as the elderly and communities with lack of proper hygiene facilities.

Therefore, an uncontained outbreak can quickly overwhelm a country's medical system, resulting in a high death toll due to insufficient medical care. The WHO is calling for governments to take immediate and aggressive action to control the outbreak, including communication with citizens; containing, treating and tracing each case; and mobilizing health services, including protecting and training of health workers.

As in other countries around the world, COVID-19 is putting further pressure on water supply and sanitation in Jordan. The COVID-19 crisis poses three main challenges for water utilities including the Yarmouk Water Company. The first is the loss of revenue, just when water consumption is increasing (i.e. more hand washing against COVID-19). The suspension of water billing has been a common and understandable feature of countries' response to the crisis.

The second challenge is the reduced availability of critical elements for operations, such as chemicals for water treatment, fuel for water pumps, or spare parts. Water utilities in Jordan are also facing challenges in covering labor costs and providing adequate personal protective equipment (PPE) to their staff at a time when income is drying up. They are also adding costs as they rush water services to vulnerable communities by increasing access to water points, tanker services, and other enhanced delivery mechanisms.

The third challenge stems from the deferment of critical investments to meet the more urgent necessity of funding emergency responses. This is affecting areas such as the expansion of services, asset rehabilitation, and other capital expenditures.

YWC's service area in the Northern part of Jordan hosts several refugee camps of Palestinians and Syrians, that are facing a potential humanitarian crisis without proper water and wastewater services and hygiene. The over-all overstressed public health system in the North could even worsen the situation.

Intervention mitigating problem (3):



The WOP 2020-2023, with specific focus on performance improvement of YWC infrastructure, staff and customers, will also focus on preventing further spread of COVID-19. Accordingly, this constitutes an addition to the initial focus, scope and planning. All COVID-19 related actions will be primarily covered under Safety support and training. All these actions aim to protect staff and citizens of Jordan by preventing the uncontrollable spread of the virus and the resulting health system challenges that have occurred in other countries.





Based on swift exchange with responsible institutions dealing with COVID-19 in Jordan and the Netherlands, the following COVID-19 related activities have been selected that will be taken up in the present WOP:


1. YWC staff safety, including standard operation procedures conform WHO standards,
2. Communication campaigns for YWC customers and subcontractors,
3. COVID-19 testing in wastewater,
4. And possibly, decentralised wastewater treatment at hospitals and health centers.

2.2.2 Appraisal

Appraise the [contextual analysis](#) of the project proposal using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.2 Contextual analysis	Indicators (score 0,1,2)	Score	EXPLANATION/ REFERENCES
2.2.1	The proposal is based on a careful and thorough contextual analysis, from which a logical problem definition and objective are generated.	 The proposal is based on a careful and thorough analysis and results in a logical problem definition and objective.	 2	All proposed activities have been discussed between responsible and dedicated staff of YWC and WWn staff, the Netherlands Embassy in Amman and the Ministry of Foreign Affairs in The Netherlands.

2.2.2	Based on the problem formulated, the proposal explains in a logical manner why the intervention is aimed at the specified geographical location.	 <p>The proposal gives a realistic explanation of why the intervention is aimed at the specified geographical location and substantiates this with examples.</p>	2	YWC's service area is located in the Northern part of Jordan. It is selected because of the massive increase of the population in the northern municipalities as well as the heavy concentration of Syrian refugees, which have placed a severe stress on infrastructure of water and wastewater assets. In addition, YWC faces challenges to meet the standards of operation.
2.2.3	The proposal justifies the choice of target group .	 <p>The proposal clearly justifies the choice of target group.</p>	2	Target group selection is sufficiently detailed in the proposal, which also explains how the vulnerable people including women and refugees will benefit from the intervention.
2.2.4	The proposal sets out which relevant actors were involved in formulating the proposal and what influence they had on the content of the proposal.	 <p>The proposal sets out the involvement of actors, both in formulating the proposal and in the proposed intervention (including its management).</p>	2	World Waternet is the implementing partner. The proposal clearly justifies the selection of the WWn and YWC.
2.2.5	A stakeholder analysis (incl. women and youth) has been carried out and the results incorporated in the proposal.	 <p>The proposal sets out who has a stake in the programme/project but their relative interests are not set out in detail.</p>	1	Thorough exchange with responsible institutions/stakeholders has been done. Clear justification provided in the proposal.

2.2.6	The proposal describes how the results of evaluations and/or studies feed into formulation of the proposal.	 <p>The proposal clearly sets out how results from evaluations and/or studies contributed to formulation of the proposal.</p>	2	The proposal reflects the goals of the WOP-initiative, and is in line with the objectives of YWC Business plan 2019-2021 and the National Water Strategy 2016-2025 of Jordan
Total score (maximum ¹² out of 12 points)			11	

2.3 Objectives (outcomes), results (outputs), activities and resources, based on the SMART principle

2.3.1 Description

The objective of this WOP is to improve and sustain wastewater networks/treatment operations at YWC through long-term peer-to-peer support in combination with capacity building, training and key investment in waste water infrastructure rehabilitation.

The proposed implementation and planning of interventions are based on an average of five WWn working visits/ missions per year of 1-2 weeks each. Each working visit will include a team of 4-6 dedicated experts that may address 2 to 3 focal interventions. This team will be guided by a project leader, who will ensure the overall WOP coordination and implementation.

The WOP has 36 months duration with a 5.8 million EURO budget to implement the interventions that will focus on 5 areas which are closely linked. As such one mission can address more than one area. The specific activities are demand-driven and implementation depends on the progress made. For instance the COVID-19 area will require more safety measures than foreseen.

After developing a longlist of activities for supporting YWC, it was agreed that the WOP should maintain a clear focus towards the long-term partnership that might be extended until 2030. This WOP will be linked to the Blue Deal programme which could be the basis for a long-term partnership between World Waternet and YWC.

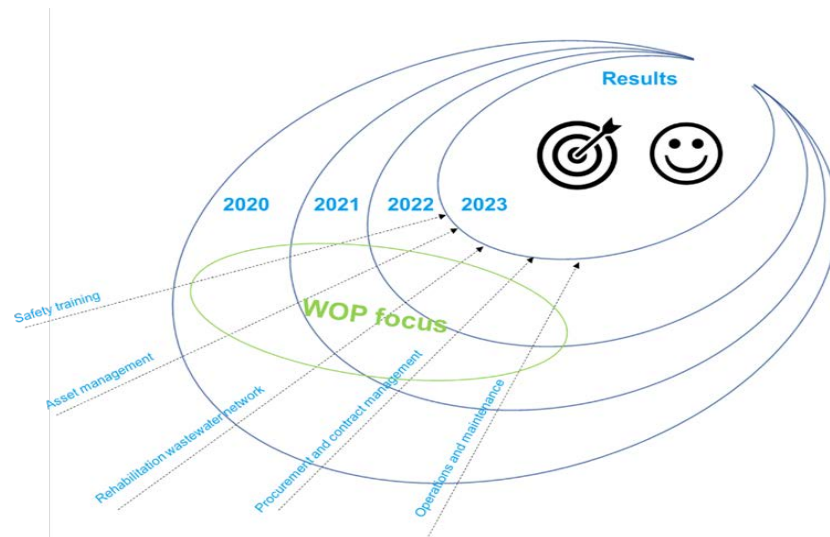


Figure 1: WOP activities 2020-2022

The framework 'objective-result-activities-resources' (logical framework) is annexed to the BEMO.

2.3.2 Appraisal

Appraise the logical framework using the appraisal table. If the maximum score is not achieved, explain why and how this is dealt with. If certain criteria do not apply, please indicate this.

No.	Criteria 2.3 Outcomes, outputs, activities and resources based on the SMART principle	Explanation of score (1 point per indicator)	Score
2.3.1	The objectives at outcome level are clearly formulated, fall within the proposal's span of influence and are realistic. The outcomes follow logically from the problem formulated.	<input checked="" type="checkbox"/> The outcomes are specifically formulated. <input checked="" type="checkbox"/> The objectives follow logically from the problem formulated. <input checked="" type="checkbox"/> The objectives fall within the proposal's span of influence and are realistic (taking account of its duration and local circumstances). <input checked="" type="checkbox"/> The objectives are acceptable to the target group and other stakeholders.	5

		<p>The objectives formulated are realistic bearing in</p> <p><input checked="" type="checkbox"/> mind the scope of the activities and the capacity of the (local) organisation(s).</p>		
EXPLANATION/ REFERENCES <p>Additional appreciation:</p> <p>In order to achieve equal opportunities for men and women during the WOP trainings a number of actions will be taken, including establishing criteria for selection of participants, which will roughly aim to have the same number of women and men. In addition, gender issues will be addressed in several other ways: including approximately the same number of men and women as trainers, and taking a gender perspective across all dimensions of capacity development in the WOP activities through mainstreaming gender awareness in the project activities and project planning for gender inclusion.</p>				
2.3.2	Progress in achieving the outcomes can be determined objectively on the basis of measurable performance indicators.	<p>Relevant performance indicators have been formulated for each outcome.</p> <p><input checked="" type="checkbox"/></p> <p>A baseline measurement and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p><input checked="" type="checkbox"/></p> <p>The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p> <p><input type="checkbox"/></p>	2	
EXPLANATION/ REFERENCES <p>Baseline measurement is available for all the targets that will be achieved in 2020 and 2021. A slight change is expected to occur in 2022 & 2023 since the WOP has a demand driven approach.</p>				
2.3.3	The outputs formulated are concrete and fall within the proposal's span of control. The outputs follow logically from the outcomes formulated.	<p>The project proposal is divided into clear phases, each having concretely formulated outputs.</p> <p><input checked="" type="checkbox"/></p> <p>The outputs are specific.</p> <p><input checked="" type="checkbox"/></p>	5	

		<p>There is a clear link between the outputs and the out-comes, i.e.</p> <p><input checked="" type="checkbox"/> the outputs can be expected to contribute to achievement of the outcomes.</p> <p>The outputs are</p> <p><input checked="" type="checkbox"/> acceptable to the target group and other</p> <p>The outputs formulated are</p> <p><input checked="" type="checkbox"/> realistic bearing in mind the scope of the activities and the capacity of the (local) organisation(s) .</p>		
EXPLANATION/ REFERENCES The WOP proposal was developed in a close communication and coordination with the relevant partners. The formulation of the outcomes is in line with various national water strategies and policies.				
2.3.4	Progress in achieving the outputs can be determined objectively on the basis of measurable performance indicators.	<p><input checked="" type="checkbox"/> Relevant performance indicators have been formulated for each output.</p> <p><input type="checkbox"/> A baseline and a measurable target (quantitative and/or qualitative) have been formulated for each performance indicator.</p> <p><input type="checkbox"/> The verification method (the means by which data is collected and the sources of that data) is realistic and feasible.</p>	1	
EXPLANATION/ REFERENCES Additional appreciation: Performance indicators are clearly formulated for the 2020 & 2021 activities with a realistic target and a feasible verification method. However, the rest of the performance indicators needs to be devolved and submitted annually.				
2.3.5	There is a logical link between the proposed activities and the outputs formulated.		1	

		<p>The proposal sets out the nature of the activities and explains how the activities formulated will contribute to achieving the outputs.</p>		
EXPLANATION/ REFERENCES Clear sequence of activities is planned with a logical link between the activities and the output.				
2.3.6	There is a logical link between the activities and the project budget (efficiency).	<p><input checked="" type="checkbox"/> The budget is supported by figures on price and quantity (p x q).</p> <p><input checked="" type="checkbox"/> The budget is broken down by output and/or outcome.</p>	2	
EXPLANATION/ REFERENCES Budget provides a detailed breakdown of cost per activity.				
2.3.7	When the activity ends, its envisaged outputs will have a lasting effect for the ultimate target group.	<p><input checked="" type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the activities will be continued when the intervention comes to an end.</p> <p><input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activities to ensure that the target group will help continue the activities.</p> <p><input checked="" type="checkbox"/> The proposal contains suitable criteria against which progress in continuing the activities can be measured.</p> <p><input checked="" type="checkbox"/> The proposal includes a transition plan or exit strategy, identifying the various actors.</p>	4	

EXPLANATION/ REFERENCES				
<p>The WOP offers peer-to-peer on job training. Training manuals will be developed in English and translated in Arabic to ensure optimum application and usage by all YWC staff. After the implementation of training, further coordination instruments for regularly updating the planning can be suggested. The WOP is an initial partnership that could be extended until 2030 towards a long term partnership under the Blue deal approach.</p>				
2.3.8	At the end of the activity, the envisaged outputs will have a lasting effect on the local partners.	<p><input type="checkbox"/> The proposal contains a clear vision (with objectives) as to how the quality of the activities and/or financial independence of the local partner will be enhanced.</p> <p><input checked="" type="checkbox"/> To achieve these objectives, specific measures will be taken during implementation of the activity.</p> <p><input type="checkbox"/> The proposal devotes attention to the capacity of the local partner to generate income from various sources.</p> <p><input type="checkbox"/> The proposal sets out suitable criteria against which progress in regard to institutional sustainability can be measured.</p>	1	
EXPLANATION/ REFERENCES				
<p>One of the main expected project results is to improve the operational practices of YWC with regards to wastewater networks and treatment, and build the capacity of YWC in safety and procurement aspects.</p> <p>The proposal does not devote attention to income generation. One of the project's concerns is whether YWC will have enough funds available for preventative maintenance of its assets. Coordination with other donors such as USAID, AFD and EBRD to allocate funds for preventative maintenance might be needed.</p>				

Total score (maximum score 27 points)

2

2.4 Cooperation, harmonisation and added value

IGG is funding this project, with the Embassy of the Kingdom of the Netherlands being the delegated budget holder. The project falls under the water programme of the Embassy of the Kingdom of the Netherlands in Jordan.

Harmonisation:

The WOP interventions have been identified carefully, keeping intensive investments by other donors including USAID, KfW and AFD in the water sector in mind. Close coordination has and will be done by WWn and the Embassy to ensure the harmonisation with other donor's water projects and the alignment of priorities with national development priorities and national systems for planning, implementation, monitoring, evaluation, and reporting. The key reason for this is to eliminate the duplication/repetition of efforts and rationalising donor activities to make them as cost-effective as possible.

Likewise, synergies between this WOP project and other similar Dutch funded projects in Jordan are ensured by including WWn in the embassy's coordination mechanism on water, agriculture and energy (3x3x3). WWn will be linked up with the RVO in order to ensure the collaboration between this WOP project and the project on energy efficiency in the water sector, which is financed by RVO from the Energy Transition Facility (ETF).

Cooperation:

The core of the cooperation focuses on the YWC. The project will be implemented in close cooperation with relevant government partners, such as the Ministry of Water and Irrigation (MWI) and the Water Authority of Jordan (WAJ) which owns the YWC. A Memorandum of understanding (MoU) will be signed with the relevant parties including the MWI, WAJ, YWC, WWn and Embassy.

Added value of expected project results:

Number	Outcome/Output	Indicator/Milestones
	Main aspect (see Outcomes refers to appendix I, Log-Frame, of proposal (25 August 2020), page 41)	
1.1	Multi-annual maintenance programme for cleaning and inspection wastewater network in five sections in Central Irbid	
1.1.1	Milestone 1	Cleaning and inspection of 2 appointed streets in Central Irbid (Irbid specialist hospital; Amaya restaurant/Baghdad Street)
1.1.2	Milestone 2	Cleaning and inspection of other sewer systems (Martyr's court street (Abu Ghriba neighbourhood) Jerusalem street

1.1.3	Milestone 3	Cleaning and inspection of other sewer systems (From Jordan Valley complex to Pr. Basma Hospital. Al Ain poplar Hall - Jerusalem/Palestine street)
1.1.4	Milestone 4	Action plan cleaning and inspection based on previous inspections
1.1.5	Milestone 5	Cleaning an Inspection plan supported by YWC management
1.2	YWC staff trained on procurement and contract management of result-based contracts (hydraulic modelling/rehabilitation of network Central Irbid	
1.2.1	Milestone 1	Description of procurement processes for result-based subcontracting
1.2.2	Milestone 2	Training of YWC staff - Introduction to life cycle analysis and Total Cost of Ownership; implementation of procedures
1.2.3	Milestone 3	Finish first result-based procurement process
1.3	Improved O&M plans for 3 WWTPs, which will encompass sludge, energy and data management	
1.3.1	Milestone 1	Training of YWC staff on sludge management, digester and biogas treatment
1.3.2	Milestone 2	Energy analysis of WWTPs; preparation recommendations for improvement
1.3.3	Milestone 3	Overall sludge management plan 3 WWTPs
1.4	Roadmap for Asset Management in place (including energy efficiency, sludge management, future tendering processes)	
1.4.1	Milestone 1	Action plan for road map in place
1.4.2	Milestone 2	Draft road map, including overview processes and training
1.4.3	Milestone 3	Road map approved
1.4.4	Milestone 4	Training YWC staff on asset management
1.4.5	Milestone 5	Online asset management register of sewer network and WWTPs in place
1.5	Rehabilitation of transport lines in seven streets in Central Irbid in place	
1.5.1	Milestone 1	Cleaning and Inspection completed (7 streets Central Irbid)
1.5.2.	Milestone 2	Action plan repair/replacement sewer lines
1.5.3	Milestone 3	Select and contract contracting company
1.5.4	Milestone 4	Replacement in place

1.6	YWC staff trained on preventive maintenance and inspection of wastewater networks to ensure the proper maintenance and functioning. Shift towards preventive maintenance is needed to reduce costs and improve services.	
1.6.1	Milestone 1	Training on cleaning, inspection and network maintenance done
1.6.2	Milestone 2	Overview of results cleaning (debris, maintenance status)
1.6.3	Milestone 3	Maintenance and inspection plan in place
1.7	YWC staff implements safety procedures: use of proper tools, equipment, safety clothing and masks for maintenance of wastewater networks and WWTPs	
1.7.1	Milestone 1	YWC staff trained on use of safety tools/clothes (operational) for sewer maintenance
1.7.2	Milestone 2	YWC staff trained in safety WWTPs
1.8	YWC staff trained on inspection and monitoring of wastewater networks by use of quick view man-hole- and sewerage camera	
1.8.1	Milestone 1	Classroom and field training (Irbid)
1.8.2	Milestone 2	Classroom and field training (Mafraq/Jerash)
1.8.3	Milestone 3	Refresh training use sewerage camera (Irbid)
1.9	Current status of the wastewater network is up to date and of good quality by using new inspection tools and vacuum trucks	
1.9.1	Milestone 1	First evaluation of actual status wastewater network (Irbid)
1.9.2	Milestone 2	Second evaluation of actual status wastewater network (Irbid)
1.9.3	Milestone 3	Third (final) evaluation wastewater network (Irbid)
1.11	Inspection programme in place that supports data collection and inventory of network in GIS	
1.11.1	Milestone 1	Outline for event and complaint registration
1.11.2	Milestone 2	Framework for event registration in GIS (or equivalent)
1.11.3	Milestone 3	Complaint registration in GIS
1.12	YWC staff is trained on asset management and online asset register of wastewater networks and WWTPs: operational efficiency with respect to energy, spare parts, chemical use and ensure more sustainable operations and practices	

1.12.1	Milestone 1	Training on digester, biogas treatment and biological treatment (3 WWTPs)
1.12.2	Milestone 2	Operational asset management training at senior management level
1.12.3	Milestone 3	Refresh training asset optimization
2.1	Procurement and tendering specifications and procedures are in place, including result-based contracting	
2.1.1	Milestone 1	Action plan implementation procurement and tendering processes
2.1.2	Milestone 2	Procurement process design according ISO 20400
2.1.3	Milestone 3	First tendering process according new procedures/workaround completed and evaluated
2.1.4	Milestone 4	Evaluation new process
3.1	YWC is informed on new technologies and policies for operating more energy efficiently, by exchanging and engaging in national governance processes with Energy Transition Facility (ETF/RVO)	
3.1.1	Milestone 1	Energy analysis of WWTPs; preparation recommendations for improvement (see 1.3.2)
3.1.2	Milestone 2	Implementation of recommendations
3.1.3	Milestone 3	Monitoring energy improvement (3rd/4th quarter 2021)
3.1.4	Milestone 4	Monitoring energy improvement (1st/2nd quarter 2022)

2.5 Channel and aid modality (including alignment)

The aid modality chosen is a subsidy arrangement between the Embassy of the Netherlands in Jordan and World Waternet. World Waternet will be the commissioner of the sub-contracts such as the design and rehabilitation of the wastewater networks of the and the managing organisation for this project.

V. IMPLEMENTATION

5.1 Budget

5.1.1 Breakdown of costs

State the overall cost of the activity and overheads. Indicate the various cost centres (activities and outputs) in the rows and cost types (e.g. personnel, equipment, etc.) in the columns.

Budget overview		Amounts in €				
Component	Title	WOP	12 months(Nov.2020- Nov.2021)	12 months(Nov.2021- Nov.2022)	12 months(Nov.2022- Nov.2023)	Total budget
Comp 1	1. Rehabilitation of Wastewater network	2,787,654	732,589	912,670	1,142,395	2,787,654
Comp 2	2. Operations and maintenance WW network	543,007	166,600	196,607	179,800	543,007
Comp 3	3. Asset management training	608,608	84,914	289,147	234,547	608,608
Comp 4	4. Procurement and tendering	351,894	35,000	205,947	110,947	351,894
Comp 5	5. Safety training	909,603	656,225	124,377	129,001	909,603
Management	6. Management	441,557	147,673	143,343	150,541	441,557
	% management		7.8%	7.5%	7.7%	7.68%
Audit and evaluation		50,000	0	0	50,000	
Total WOP budget funded by the Embassy		5,692,323	1,823,001	1,872,091	1,997,231	5,692,323
in-kind contribution Waternet		110,000	60,000	40,000	10,000	110,000
In-kind contribution YWC		225,000	85,000	75,000	65,000	225,000
Total WOP budget including in-kind contributions		6,027,323	1,968,001	1,987,091	2,072,231	6,027,323

5.3 Monitoring

5.3.1 Narrative and financial reports

Yearly narrative and financial reports are required.

5.3.2 Audit opinion

Use the [audit certificate decision tree](#) to determine which type of audit opinion is required for the activity. Give a short explanation with the result of the decision tree.

An Audit needs to be part of the monitoring at the end of the project. The audit protocol will be shared with WWn 6 months before the actual audit.

Additional reports by the auditor:

If it is desirable for the audit opinion to be accompanied by an additional report on certain aspects, explain why (e.g. high-risk activity, poor management capacity on the part of the implementing organisation).

If the organisation itself also makes prepayments and reports on an accrual basis, the [audit protocol](#) (annexe to decision) should require the external auditor to report on the effectiveness of the control exercised by the organisation on the making of prepayments.

5.3.3 IATI - International Aid transparency Initiative

<https://www.government.nl/documents/publications/2015/12/01/open-data-and-development-cooperation>

WWn will report on results in accordance with the IATI standard, as set out in the BZ publication guidelines. See reporting information.

5.3.4 Annual plans and other reports

5.3.5 Monitoring calendar

Set out the reporting requirements in the table below, to ensure they are accurately incorporated in the decision/agreement.

Report type	Any specific requirements*	Period	Submission by
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Annual plan		01/11/2021-31/10/2022 01/11/2022-31/10/2023	15/08/2021 15/08/2022
Narrative IATI *		01/11/2020-31/10/2023	on quarterly basis (before the end of the next quarter)
Narrative		01/11/2020-31/10/2021 01/11/2021-31/10/2022 01/11/2022-31/10/2023	31/12/2021 31/12/2022 In final report
Financial		01/11/2020-31/10/2021 01/11/2021-31/10/2022 01/11/2022-31/10/2023	31/12/2021 31/12/2022 In final report
Field visit	TBD		
Final narrative**		01/11/2020-31/10/2023	31/01/2024
Final financial		01/11/2020-31/10/2023	31/01/2024
Audit and evaluation	<i>External auditor</i>	01/11/2020-31/10/2023	28/02/2024
Certified statement	<i>N.A.</i>		
Others to be included	<i>N.A.</i>		

* Narrative / narrative IATI: reports on the contributions by third parties (inputs), outputs, outcome, sustainability and the spending of the Dutch contribution in accordance with the latest approved budget. If a financial report (other than the A statement) is submitted separately, please insert a line.

In the case of IATI-compliant reporting, also refer to the additional reporting requirements specified under 5.3.3.

In this case, include the following text in the BEMO:

The organisation will report in accordance with the BZ publication guidelines on the IATI standard.

For more information about the narrative reports, please see 5.3.3.

** See also the results given in section 5.3.1; if any additional criteria are desirable, insert them here.

5.3.6 Evaluations

Use the [decision tree evaluations](#) to determine whether an evaluation is required for the activity. Explain in this paragraph.