

Minaret Work Plan 2019-2020

Component Name			2019				2020				2021			
Component 1 - Situational Analyses and Needs Assessment			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	1.2.2	Finalize MINARET Baseline.												
Component 2: Value Chain Mapping, Capacity Building & Training and Awareness			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.1		Run and functioning of the NEXUS Task Forces to ensure the continued effective implementation of SEAP and/or SECAP and support MINARET Activities during implementation and post-project.												
2.2		Prepare value chain mapping for socio-economic projects resulting from Assessments, focusing on agriculture in Al-Jdaidah - Lebanon, dairy & eco-tourism in Karak - Jordan, and Seawater preservation & eco-tourism in Monastir - Tunisia												
2.3		Develop and implement detailed capacity building and training & awareness plan & material relevant to planning, implementation, maintenance & monitoring of water & energy Pilot Projects and Socio-Economic Projects with the aim of introducing Job opportunities for local community specifically women & youth.												

Component 3: Communication			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3.1	3.1.1	Monitoring and evaluation on the implementation of communication action plan and carrying out assessment on the achieved results.												
	3.1.2	Develop 2 papers: a) One white paper on implementing NEXUS in municipalities, which provide a clear and quantitative case on the benefit of involving municipalities in NEXUS, and b) One position paper on required changes in laws, policies, procedures, & incentive mechanisms on a national / regional level to improve on NEXUS model & ensure replicability and scalability within the region based on Project findings.												
3.2		Organize annual meeting, learning workshops and exchange visits involving partners and relevant stakeholders to foster internal communication, discuss achievements and exchange knowledge.												
3.3		Organize a final event that will be structured as a two-day conference to be held in Amman, where the project results will be presented and disseminated.												
3.4		Follow-up and reporting on gender mainstreaming in the 3 selected municipalities (Monastir, Al-Karak, & Jdaideh).												

3.5		Introduce visual representation of the NEXUS response plan and related projects and services developed												
3.6		Activate and functioning the regional online learning platform and website												
Component 4: Project Implementation			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
4.1		Implement pilot projects for renewable energy & energy efficiency and water savings & management in the three selected Municipalities.												
4.2		Support small initiatives for Community Based Organizations & NGOs, with particular attention to women, that enable them to better use/optimize natural resources to generate economic, social and environmental benefits and in the process, enhance women's role in sustainable development. Implement the value chain socio-economic projects within municipalities in partnership with Community Based Organizations & NGOs.												
Component 5: Project Scalability & Replication			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.1		Develop Sustainable Energy Action Plans (SECAP) for Monastir & Al-Jdaideh Municipalities and propose any potential update to the developed SECAP for Karak Municipality, and												

		Perform follow up on Covenant of Mayors requirements												
5.2		Facilitate the participation of Project applicant, partners, municipality representatives and other key project stakeholders in regional & international conferences, forums and other learning & knowledge exchange venues to present MINARET NEXUS model and activities.												
5.3		Develop NEXUS Model Manual which includes lessons learned, best practices, guiding principles, policies, procedures and implementing templates to enable any municipality to implement NEXUS Model developed in the Project.												
5.4		Establish a NEXUS fund (Access to Finance) at each of the 3 project municipalities: <ul style="list-style-type: none"> - Develop fund mandate, scope & criteria; - Develop fund governance, ensuring engagement of community in the governance & management of the fund; - Develop fund operating procedures; - Develop fund auditing & quality assurance mechanism and procedures. 												

5.5		Organize 3 national events/workshops/open day, one in each country to establish public, private and community networking around identified opportunities at each of the 3 project's municipalities.												
		Produce final Project report.												

Rationale for Updated Work Plan

The Work Plan has been updated to meet the requirement for the coming period.

We have merged some activities that have the same purpose in one so that efforts are not scattered but unified to realize the core objectives of the project.

The following tables show in details the changes that were applied on the work plan, component by component.

Component 1: Situational Analyses and Needs Assessment

Original Item	New	Status	Rationale / Comment
1.1 Finalize Overall Project Management Guidelines & Procedures 1.2.1 Conduct an analysis of the mandate of municipalities including their responsibilities and authorities. 1.2.2 Finalize MINARET Baseline. 1.2.3 Prepare a Case Study on one municipality with Best Municipality Practices to Encourage NEXUS Thinking & Application. 1.2.4 Map Regional Players in NEXUS and with Municipalities.	Same as original	No changes	

Original Item	New	Status	Rationale / Comment
1.3 Finalize Covenant of Mayors requirements for Monastir.	5.1 Perform follow up on Covenant of Mayors requirements	Moved to component 5	The baseline and initial registration for each municipality are finalized. We still we need to prepare the SECAP, monitoring plan, awareness campaign and get the final approval for joining the CoM.

Original Item	New	Status	Rationale / Comment
1.4 Develop gender-mainstreaming strategic action plan in the 3 selected municipalities (Monastir, Karak, & Al Jdaidah).	3.4 Follow-up and reporting on gender mainstreaming in the 3 selected municipalities (Monastir, Karak, & Jdaideh).	This item is modified and moved to component 3	

Component 2: Value Chain Mapping, Capacity Building & Training and Awareness

Old: Project Value Chain Mapping & Selection

This component now includes the Value Chain Mapping and all related activities including Capacity building and training.

Original Item	New	Status	Rationale / Comment
<p>2.1.1 Develop NEXUS Municipality task force mandates, governance structures & operating procedures to ensure the continued effective implementation of SEAP and/or SECAP during and post-project.</p> <p>2.1.2 Develop a green procurement manual with municipalities.</p> <p>2.1.3 Establish NEXUS Task Forces within each municipality to prepare the local action plans & manage / govern / support Project activities</p> <p>2.1.4 Run NEXUS Task Forces</p>	<p>2.1 Run and functioning of NEXUS Task Forces to ensure the continued effective implementation of SEAP and/or SECAP and support MINARET Activities during implementation and post-project.</p>	It's an ongoing activity until the end of the project	<p>2.1.1</p> <p>2.1.2</p> <p>2.1.3</p> <p>are completed.</p>

Original Item	New	Status	Rationale / Comment
2.2 Prepare value chain mapping for socio-economic projects resulting from Assessments, focusing on agriculture in Al-Jdaidah - Lebanon, dairy & eco-tourism in Karak - Jordan, and Seawater preservation & eco-tourism in Monastir - Tunisia	Same as original	No changes	

Original Item	New	Status	Rationale / Comment
<p>2.3.1 Hold a Stakeholder Prioritization of initiatives session to build consensus around Projects & Job Creation opportunities and agree on scope of intervention;</p> <p>2.3.2 Present selected projects and interventions to ensure the buy-in & engagement of municipal councils on selected projects and interventions;</p> <p>2.3.3 Conduct a planning session with stakeholders for the purpose of coordinating project planning, implementation & monitoring between all relevant stakeholders (ensuring their role, responsibilities, authorities, deliverables, indicators etc. are agreed upon, and ensuring they have the capacities required to implement their component and/or the missing capacities are included in the capacity building plan for the Project.</p> <p>2.3.4 Prepare detailed capacities and needs assessment & plan relevant to planning, implementation & monitoring of Pilot Project, Socio-Economic Project & Job Creation Project Components.</p> <p>3.1.1 Establish cooperation with key training providers based on the identified areas of weakness of Project municipalities and key stakeholders;</p> <p>3.1.2 Customize and/or avail training opportunities through partnership with training providers;</p> <p>3.1.3 Where training gaps exist, design training materials to meet the needs training audiences and make them available in a variety of formats such as training manuals, PowerPoint, pdf files. This material will be uploaded in the online platform to be consulted when needed; Deliver trainings.</p> <p>3.2 Design & implement hands-on, on the job training and placement opportunities for youth and women at</p>	<p>2.3 Develop and implement detailed capacity building and training & awareness plan & material relevant to planning, implementation, maintenance & monitoring of water & energy Pilot Projects and Socio-Economic Projects with the aim of introducing Job opportunities for local community specifically women & youth.</p>	<p>The items (2.3.1, 2.3.2, 2.3.3, 4.2) had no allocated budget</p> <p>Now, they are merged under 2.3 with an allocated budget</p>	<p>All these activities are related to capacity building, training and job opportunities, and all their related sub activities including: identification, planning consultation with stakeholders were all merged in one activity.</p> <p>All sub-activities will remain as a reference for implementation.</p>

<p>the local level related to Clean Technology & Sustainable Development with more focus on solar, water and food sectors.</p> <p>4.2 Identify the Energy, Water, & Food / Agriculture direct and indirect job opportunities available based on the value chain mapping conducted on socio-economic projects as well as the technical and non-technical jobs availed through the pilot actions within the phases of: planning, implementation, monitoring & scaling.</p>			
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Component 3: Communication

Old: Capacity Enhancement & Communication

This component includes all items related to communication. Capacity building and training activities are moved to component 2 because they depend on identifying training needs based on the value chain mapping activity

Original Item	New	Status	Rationale / Comment
<p>3.1.1 Establish cooperation with key training providers based on the identified areas of weakness of Project municipalities and key stakeholders;</p> <p>3.1.2 Customize and/or avail training opportunities through partnership with training providers;</p> <p>3.1.3 Where training gaps exist, design training materials to meet the needs training audiences and make them available in a variety of formats such as training manuals, PowerPoint, pdf files. This material will be uploaded in the online platform to be consulted when needed; Deliver trainings.</p> <p>3.2 Design & implement hands-on, on the job training and placement opportunities for youth and women at the local level related to Clean Technology & Sustainable Development with more focus on solar, water and food sectors.</p>	<p>2.3 Develop and implement detailed capacity building and training & awareness plan & material relevant to planning, implementation, maintenance & monitoring of water & energy Pilot Projects and Socio-Economic Projects with the aim of introducing Job opportunities for local community specifically women & youth.</p>	<p>These items with the items (2.3.1, 2.3.2, 2.3.3, 4.2) are merged in 2.3</p> <p>The budget for 3.2 is mainly divided between pilot actions and socio-economic (2.3, 4.1 & 4.2)</p>	<p>All these activities are related to capacity building, training and job opportunities, and all their related sub activities including: identification, planning consultation with stakeholders were all merged in one activity.</p> <p>All sub-activities will remain as a reference for implementation</p>
Original Item	New	Status	Rationale / Comment

<p>3.4.1 Engage municipalities in establishing a communication baseline, and developing with them communication Action Plans for the purpose of communicating with other entities to improve NEXUS interlinkages, advocate for improved policies, solicit feedback and provide information to community and showcase success and increase MINARET NEXUS visibility. The process, from developing to conducting surveys, analyzing results and developing communication action plans is designed so that the municipalities learn by doing with the support of communication expert.</p> <p>3.4.2 Implementing Action Plan and monitoring & evaluating implementation</p>	<p>3.1.1 Monitoring and evaluation on the implementation of communication action plan and carrying out assessment on the achieved results.</p>	<p>It's an ongoing activity</p>	<p>3.4.1 - activity completed</p>
Original Item	New	Status	Rationale / Comment
<p>5.3.2 Develop 3 position papers on required changes in laws, policies, procedures, & incentive mechanisms on a national / regional level to improve on NEXUS model & ensure replicability and scalability within the region based on Project findings.</p> <p>5.3.3 Develop 3 position papers on required changes in laws, policies, procedures, & incentive mechanisms on a national / regional level to improve on NEXUS model & ensure replicability and scalability within the region based on Project findings.</p>	<p>3.1.2 Develop 2 papers: a) One white paper on implementing NEXUS in municipalities, which provide a clear and quantitative case on the benefit of involving municipalities in NEXUS, and b) One position paper on required changes in laws, policies, procedures, & incentive mechanisms on a national / regional level to improve on NEXUS model & ensure replicability and scalability within the region based on Project findings.</p>	<p>Number of papers are reduced</p>	<p>The position and white papers are addressing the regional context based on the results of the implementation of the pilot actions and access to finance activity. So, we found out that it is enough to develop one white paper and one position paper.</p>
Original Item	New	Status	Rationale / Comment
<p>3.3 Organize annual learning workshops that involve only the project partners and relevant stakeholders from the three countries.</p> <p>3.3.1. Conduct learning workshops involving the partners, and active</p>	<p>3.2 Organize annual meeting, learning workshops and exchange visits involving partners and relevant stakeholders</p>	<p>All these activities are merged together</p> <p>As for 5.4 activity, it is suggested to hold one conference back-to-</p>	<p>Time limitation</p>

<p>relevant stakeholders at national and regional level to foster internal communication and discussion of the major achievements and drawbacks of the project.</p> <p>3.3.2. Utilize these events to discuss the learnings & knowledge exchange opportunities based on Project achieved and upcoming milestones.</p> <p>3.6 Coordinate exchange visits between the three countries.</p> <p>5.4 Organize two regional conferences that include actors from different countries, to disseminate the results of the project and to draw the attention to the scientific community.</p>	<p>to foster internal communication, discuss achievements and exchange knowledge.</p>	<p>back with annual meeting and the other conference will also be held back-to-back with the final event. This item is moved to the new component 3.</p>	
Original Item	New	Status	Rationale / Comment
<p>5.4 Organize two regional conferences that include actors from different</p> <p>5.7 Organize a final event that will be structured as a two-day conference to be held in Amman, where the project results will be presented and disseminated.</p>	<p>3.3 Organize a final event that will be structured as a two-day conference to be held in Amman, where the project results will be presented and disseminated.</p>	<p>Items 5.4 & 5.7 are moved to the new component 3</p> <p>As for 5.4 activity, it is suggested to hold one conference back-to-back with annual meeting and the other conference will also be held back-to-back with the final event</p>	<p>Time limitation</p>
Original Item	New	Status	Rationale / Comment
<p>1.4 Develop gender-mainstreaming strategic action plan in the 3 selected municipalities (Monastir, Karak, & Al Jdaidah).</p>	<p>3.4 Follow-up and reporting on gender mainstreaming in the 3 selected municipalities (Monastir, Karak, & Jdaideh).</p>	<p>This item is modified and moved to component 3</p>	
Original Item	New	Status	Rationale / Comment
<p>4.4 in the budget</p>	<p>3.5 Introduce visual representation of the NEXUS response plan and related projects and services developed</p>	<p>It was moved to the new component 3</p>	
Original Item	New	Status	Rationale / Comment

3.5 Establish cooperation with other entities and NEXUS-related platforms for the purposes of maximizing content creation & sharing;	3.6 Activate and functioning the regional online learning platform and website		
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Component 4: Project Implementation

Original Item	New	Status	Rationale / Comment
4.1.3 Implement pilot projects for renewable energy & energy efficiency and water savings & management in the three selected Municipalities.	4.1 Implement pilot projects for renewable energy & energy efficiency and water savings & management in the three selected Municipalities.	Same item description but moved to 4.1 - change in numbering only	
Original Item	New	Status	Rationale / Comment
4.2 Identify the Energy, Water, & Food / Agriculture direct and indirect job opportunities available based on the value chain mapping conducted on socio-economic projects as well as the technical and non-technical jobs availed through the pilot actions within the phases of: planning, implementation, monitoring & scaling.	2.3 Develop and implement detailed capacity building and training & awareness plan & material relevant to planning, implementation, maintenance & monitoring of water & energy Pilot Projects and Socio-Economic Projects with the aim of introducing Job opportunities for local community specifically women & youth.	This is merged in 2.3	Capacity and training
Original Item	New	Status	Rationale / Comment
4.3 Support small initiatives for Community Based Organizations & NGOs, with particular attention to women, that enable them to better use/optimize natural resources to generate economic, social and environmental benefits and in the process, enhance women's role in sustainable development. Implement the value chain socio-	4.2 Support small initiatives for Community Based Organizations & NGOs, with particular attention to women, that enable them to better use/optimize natural resources to	Same item description but moved to 4.2 - change in numbering only	

economic projects within municipalities in partnership with Community Based Organizations & NGOs.	generate economic, social and environmental benefits and in the process, enhance women's role in sustainable development. Implement the value chain socio-economic projects within municipalities in partnership with Community Based Organizations & NGOs.		
Original Item	New	Status	Rationale / Comment
4.1.1 Calculate ROIs and/or payback period for highest feasibility technology adoption by municipalities; Select technology adoption with municipalities at 3 municipalities; 4.1.2 Receive commitment on fund establishment with 15-25% of savings / revenue generated from adoption of Renewable Energy / Energy Efficiency, Water and/or food/agriculture measures;	5.4 Establish a NEXUS fund (Access to Finance) at each of the 3 project municipalities	Merged in 5.4	Establishing the NEXUS fund depends on the results of “access to finance” and municipalities’ mandate assessment.

Component 5: Project Scalability & Replication

Original Item	New	Status	Rationale / Comment
5.1 Develop Sustainable Energy Action Plans (SEAP) for each of the selected Municipalities for the next (10) years.	5.1 Develop Sustainable Energy Action Plans (SECAP) for Monastir & Al-Jdaideh Municipalities and propose any potential update to the developed SECAP for Karak Municipality	Same number.	No changes
Original Item	New	Status	Rationale / Comment
1.3 Finalize Covenant of Mayors requirements for Monastir	5.1 Perform follow up on Covenant of Mayors requirements	Moved from component 1 to component 5	

Original Item	New	Status	Rationale / Comment
5.5 Facilitate the participation of Project applicant, partners, municipality representatives and other key project stakeholders in regional & international conferences, forums and other learning & knowledge exchange venues to present MINARET NEXUS model and activities.	5.2 Facilitate the participation of Project applicant, partners, municipality representatives and other key project stakeholders in regional & international conferences, forums and other learning & knowledge exchange venues to present MINARET NEXUS model and activities.	Same item- change in numbering only within same component	Budget has allocated for this activity (8000 JOD) as there was no budget allocated for this item in the previous budget.

Original Item	New	Status	Rationale / Comment
5.6 Develop NEXUS Model Manual which includes lessons learned, best practices, guiding principles, policies, procedures and implementing templates to enable any municipality to implement NEXUS Model developed in the Project.	5.3 Develop NEXUS Model Manual which includes lessons learned, best practices, guiding principles, policies, procedures and implementing templates to enable any municipality to implement NEXUS Model developed in the Project.	Same item - change in numbering only within same component	
Original Item	New	Status	Rationale / Comment

<p>5.2.1 Establish a NEXUS fund at each of the 3 project municipalities: 5.2.1.1. Develop fund mandate, scope & criteria; 5.2.1.2. Develop fund governance, ensuring engagement of community in the governance & management of the fund; 5.2.1.3. Develop fund operating procedures; 5.2.1.4. Develop fund auditing & quality assurance mechanism and procedures.</p>	<p>5.4 Establish a NEXUS fund (Access to Finance) at each of the 3 project municipalities:</p> <ul style="list-style-type: none"> - Develop fund mandate, scope & criteria; - Develop fund governance, ensuring engagement of community in the governance & management of the fund; - Develop fund operating procedures; - Develop fund auditing & quality assurance mechanism and procedures. 	<p>Same item- change in numbering only within same component & merged the four items under one items 5.4</p>	<p>4.1.1 & 4.1.2 are merged implicitly under this component</p>
Original Item	New	Status	Rationale / Comment
<p>5.2.2 Cultivate public private partnerships (PPPs) as well as community private partnerships (CPPs): 5.2.2.1. Identify opportunities for PPP & CPP within SEAP / SECAP Proposed Actions; 5.2.2.2. Build capabilities of the municipality to engage the private sector; 5.2.2.3. Hold public, private and community networking events around identified opportunities at each of the 3 project municipalities.</p> <p>4.4 Develop NEXUS-related services which municipalities can provide within their core mandate and establish synergies with related key Water and Energy private and public institutions and the community</p>	<p>5.5 Organize 3 national events/workshops/open day, one in each country to establish public, private and community networking around identified opportunities at each of the 3 project's municipalities</p>		<p>As for 4.4, the development of Nexus services at municipalities will be one of the mandate of the Nexus fund as it will be one of the access to finance assessment result.</p>
Original Item	New	Status	Rationale / Comment
<p>5.8 Produce final Project report.</p>	<p>5.6 Produce final Project report.</p>	<p>Same item - change in numbering only within same component</p>	