

The MENA Region Initiative as a Model of NEXUS Approach and Renewable Energy Technologies (MINARET)

COMMUNICATION PLAN

March 2018

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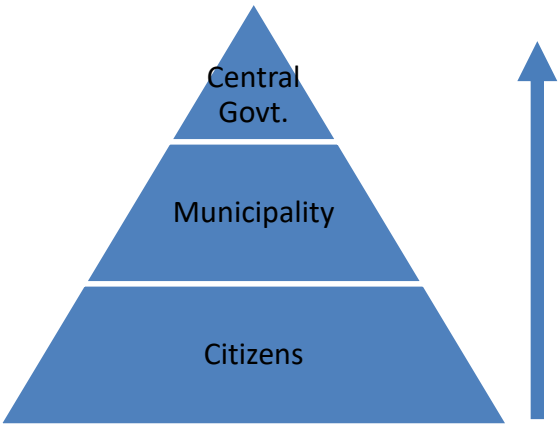
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1. BACKGROUND

1.1 PROJECT MODEL

It is the first Project in the region that utilizes a nexus approach to find sustainable solutions to the unique water, energy and food security challenges that face each of the countries from a local municipal level. Stakeholders from all around the region discuss and plan together how to overcome the increasing constraints their countries and the region faces through fundamentally rethinking how we produce and consume energy in relation to the water and food sectors.



Finally, on an international scale, the Project timely and exciting and is drawing the attention of experts, stakeholders and decision makers worldwide. This is because it tackles many of the world's priority challenges and initiatives such as the Sustainable Energy and Climate Action Plan (SECAP) under the Framework of the EU- Covenant of Mayors (CoM). The project also addresses five of the UN Sustainable Development Goals: SDG 5- Gender equality, SDG 6- Water, SDG 7- Affordable and clean energy, SDG 11-Sustainable cities and communities, and SDG 13- Climate action. It is also because the Project utilizes the latest and most relevant framework of action worldwide. That is: the renewable energy, energy efficiency, water management and efficiency, and food security sectors are interlinked. Therefore, we must leverage existing synergies, bridge the gap, and bring together key stakeholders from across those sectors to achieve simultaneous gains in all those sectors at once.



Why is NEXUS important?

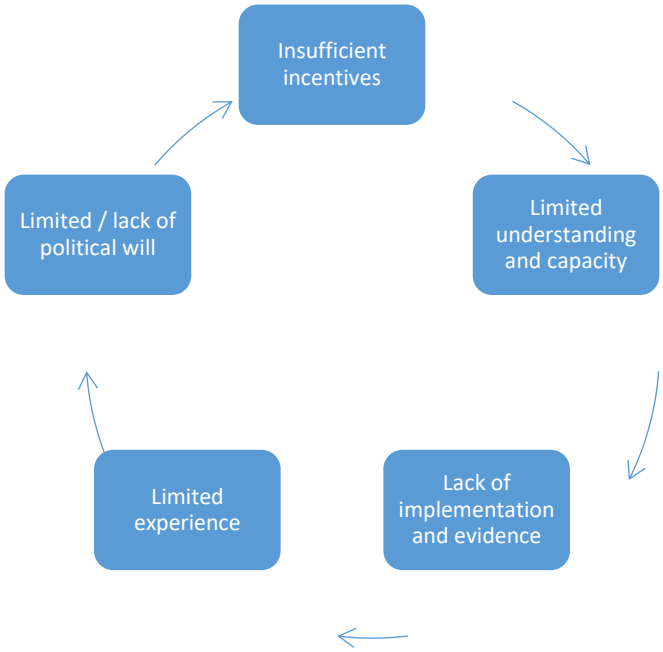
NEXUS is an extremely effective approach that must be used in addressing the challenges facing the MENA region with regards to overcoming resource challenges, improving human securities, providing additional employment, and contributing to political stability. However, MENA countries have made little progress in adopting and implementing this approach.

What are key obstacles in the way of implementing NEXUS approach?

National Level

There are several obstacles and constraints responsible for the unremarkable progress made in adopting and implementing the NEXUS approach. These include insufficient incentives for integrated policy planning, lack of economic incentives for developing integrated business solutions, and limited vision, knowledge and experience with the nexus. In turn, the lack of implementation and hence of empirical evidence of the benefits of a nexus approach, does little to strengthen political will for the development of enabling structures and procedures. Also businesses and investors are waiting for visible evidence of the added value from a nexus approach. Without this political will and when business opportunities are not realized, there is no nexus implementation.

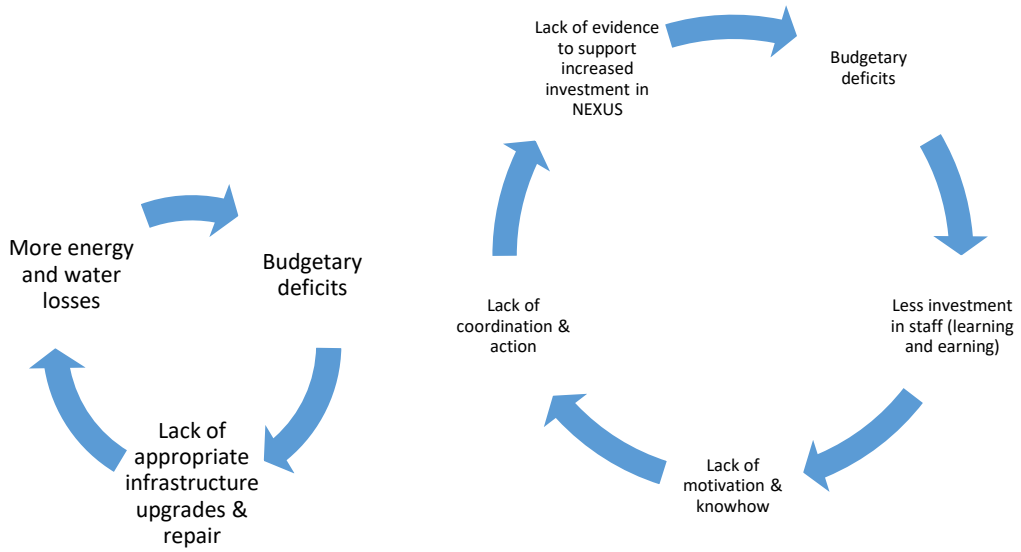
In short, countries are stuck in a vicious cycle:



Municipal Level

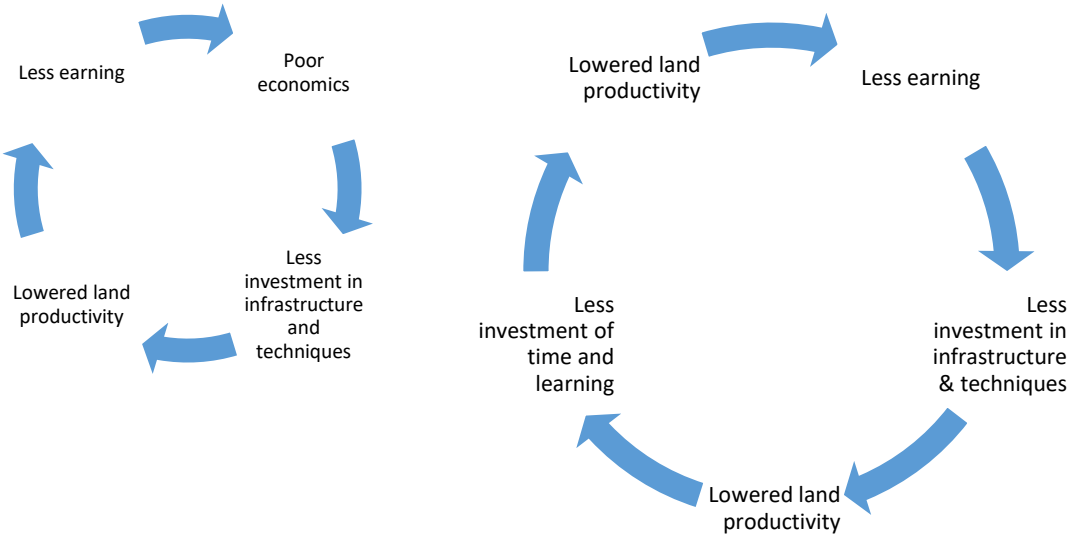
Similarly, municipalities are also stuck in a similar vicious cycle.

There are many vicious cycles municipalities are stuck within:



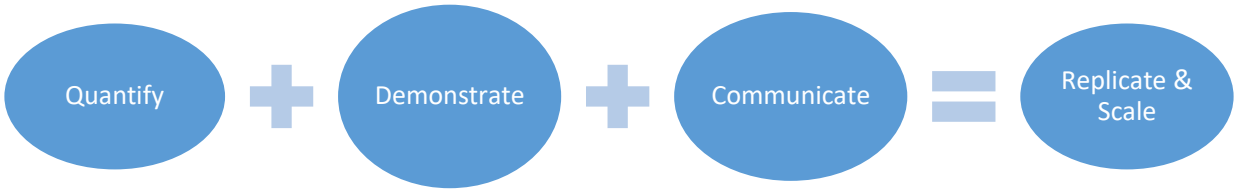
Citizen Level

Citizens themselves are stuck within a vicious cycle which contributes to the continued mismanagement and loss of scarce resources:



MINARET Project Provides an Alternative

In order to break the vicious circle, **pilot projects are required which demonstrate benefits and added value of the nexus approach.** It is however insufficient to implement pilot projects on the municipality level and/or on the level of the community if a scientific NEXUS approach is not used where the benefits and co-benefits are quantified. Also, a pilot project to become scalable and replicable must be communicated properly. It must be communicated horizontally with others for the purpose of replicating it. It also must be communicated vertically for the purpose of making the necessary policy changes / incentives to expand and scale it. Therefore, to be successful, we must



1.2 PROJECT PURPOSE

To transform the role of municipalities from one that is centred on service provision to one where municipalities utilize Energy, Water & Food NEXUS to:

- Preserve energy, water, & food inputs as natural resources;
- Provide equitable and fair access to energy, water, & food to all municipality residents;
- Use energy, water, & food to develop goods & services that improve the economic standing of the municipality;
- Support the community in using energy, water, & food to develop goods & services that avail economic opportunities, improve livelihoods and enhance the quality of life of citizens.

1.3 TARGET GROUPS

1.3.1 Main Project Beneficiaries

MINARET project basically targets four selected municipalities, which are considered the beneficiaries from the project:

- Al-Karak in Jordan
- Jdaidet Al-Chouf in Lebanon
- Monastir in Tunisia

1.3.2 Other Important Project Beneficiaries

- Relevant **municipality staff & NEXUS Task Force / Committee members** who receive capacity building opportunities through the Project.
- Relevant women-led **Community Based Organizations (CBOs) and Non-Governmental Organizations** (NGOs) working in the environmental and/or gender fields and developing, executing and benefiting from the Project's Socio-economic Projects.
- **Citizens of the municipality** who benefit from the direct and indirect services the municipality offers as a result of the implemented Pilot Projects.
- Energy, water, agriculture and/or fishery, & environment **ministries, directorates, and relevant national government bodies** who are supported by the municipalities to achieve on their relevant energy, water, food, employment and economic targets.
- The **private sector** who can take advantage of the economic opportunities presented in the SECAP and implement profitable / revenue-saving energy, water, and food projects outlined in the SECAP plan.

1.3.3 Stakeholders

- **General population of the selected municipalities** (including women groups and Syrian and other refugees' communities in Jordan, Tunisia and Lebanon, while maintaining focus on the gender equality perspective). More specifically:
    - ***Farmers, fishermen, and people working with livestock*** or within any step of the value chain of food (cattle, poultry, seafood/products, fresh & processed agricultural products) depending on the area of focus of each municipality (dairy in Al-Karak, Seafood in Monastir & Agricultural products in Jdaidet Al-Chouf);
    - ***Women*** who currently or potentially conduct paid or unpaid work within any step of the value chain of Energy, Water, Food and/or Climate Change goods and/or services;
    - ***Entrepreneurs and potential entrepreneurs*** working on developing and providing services and goods in the Energy, Water, Food and/or Climate Change arenas;
    - ***Youth*** interested in and/or studying in and/or working in the Energy, Water, Food and/or Climate Change arenas.
- **Relevant ministries, directorates, regulatory commissions and other national government institutions** who lead and/or support in putting strategies and plans in place, issuing and/or enforcing regulation, implementing and/or supervising implementation of plans such as the Ministry of Environment, Ministry of Energy/Electricity, Ministry of Agriculture and/or Fishery, Ministry of Municipalities and other relevant ministries, directorates and government bodies in each country.
- **Relevant national and/or regional agencies, steering committees and coordinating bodies working in NEXUS or in municipalities.**
- **Relevant national and/or regional research institutions and/or academia** working in the fields of Energy, Water, Food and/or Climate Change.
- **Relevant local, national and/or regional institutions enabling the growth and innovation in the Energy, Water, Food and/or Climate Change.**
- **Other Municipalities in the MENA region** who could benefit from the experience of this project (selected on the basis of their similarities with the selected municipalities).
- **Community Based Organizations (CBOs) including women organizations within the municipality** who are directly and indirectly involved in supporting the Project.
- **Media**

1.4 PROJECT COMPONENTS

Component 1	
Situational Analyses and Needs Assessment **Overall Goal: Identify specific political, technical and human needs and opportunities related to renewable energy, energy efficiency, safe water management and food security for each Municipality**	
Expected result(s)	**Result (1):** Identified baseline for energy, water, food/agriculture, transportation & GHG emissions at the national & municipality level.

	Result (2): Frameworks & actions for gender-mainstreaming based on human rights & equity standpoint identified to be integrated in Project Activities.	
Activities	1. Develop Overall Project Management Guidelines & Procedures for the following: a. Activity Briefs; **a.** Procurement; **b.** Contracting; **c.** Delivery; **d.** Verification; **e.** Payment; **f.** Communication & Reporting.	NERC
	2. Conduct an analysis of the mandate of municipalities including their responsibilities and authorities.	NERC
	3. Finalize data gathering for the purpose of finalizing Project Baseline and **finalizing needs and situation assessment:** **a.** Finalize MINARET Baseline; **b.** Develop proxies for quantitative indicators to benchmark and measure: capacity, policy, communication, & socio-economic status; **c.** Collect missing data based on baseline gap analysis; **d.** Revise & finalize Project Log frame & indicators.	All Partners
	4. Prepare a Case Study on one municipality with Best Municipality Practices to Encourage NEXUS Thinking & Application	NERC
	5. Map Regional Players in NEXUS and with Municipalities	IUCN
	6. Finalize Covenant of Mayors requirements for Monastir.	NERC
	7. Develop gender-mainstreaming strategic action plan in the 3 selected municipalities (Monastir, Karak, & Al Jdaidah).	FPEC
Deliverables	1) Standard Operating Procedures covering point 3 a-g in activities. 2) Report on municipalities in the region. 3) National & Municipal baseline for 3 Project municipalities. 4) Case Study on Best NEXUS Practices. 5) Regional NEXUS & Municipality players identified and prioritized. 6) Covenant of Mayors Report for Monastir – Tunis. 7) Gender-mainstreaming strategic action plan for 3 municipalities.	

Component 2
Project Value Chain Mapping & Selection **Overall Goal: to prioritize and select pilot actions, socio-economic projects, and job creation opportunities in partnership with Project municipalities and key stakeholders, ensuring that each of the Projects selected covers the value chain required for its effective impact creation.**

Expected result(s)	**Result (4):** Identified stakeholders' and beneficiaries' needs, and capacities relevant to the promotion and implementation of sustainable development measures and activities. **Result (5):** Stakeholders engaged and detailed project plans, & monitoring and evaluation plans are ready	
Activities	1. Establish task forces within each of the Project Municipalities with clear mandate, governance structure & operating procedures: a. Establish municipality task force committees to prepare the local action plans for the municipalities; b. Develop task force mandates, governance structures & operating procedures to ensure the continued effective implementation of SEAP and/or SECAP during and post-project; 2. Develop a green procurement manual with municipalities.	IUCN
	3. 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	FPEC
	4. Expand on the Stakeholder Engagement Assessment conducted during Year 1 for the purposes of detailing capacities and needs relevant to planning, implementation & monitoring of Pilot Project, Socio-Economic Project & Job Creation Project Components: a. Hold a Stakeholder Prioritization of initiatives session to build consensus around Projects & Job Creation opportunities and agree on scope of intervention; b. Present selected projects and interventions to ensure the buy-in & engagement of municipal councils on selected projects and interventions; c. 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.	IUCN
	5. Prepare detailed Project Plans & present them to Project municipalities and key partners.	
Deliverables	1) Mandate, Procedures, and Governance Structure for 3 Task Forces. 2) Green Procurement Manual. 3) Project Value Chain Map: Project Activity level and Development level indicators and Log frame. 4) Detailed Project Document for prioritized projects. 5) Capacity building gap analysis and plan.	

Component 3		
Capacity Enhancement & Communication **Overall Goal: Build local and inter-municipal, regional capacities in energy, water and food sustainability, especially for women, youth and other marginalized groups by providing the needed capacity building and communication opportunities & platforms to enable the planning, implementation, monitoring & scaling of NEXUS Projects & Initiatives**		
Expected result(s)	**Result (6):** Enhanced capacities of Project municipalities & key stakeholders specifically with regards to the ability to plan, implement, monitor and scale Project activities and effectively implement a scalable & replicable NEXUS model. **Result (7):** Fostered inter-municipal and Regional communication, cooperation and knowledge sharing to maximize their ability to plan, implement, monitor and scale Project activities and effectively implement a scalable & replicable NEXUS model.	
Activities	1. Design and implement capacity building programs for the purpose of ensuring that Project municipalities and key stakeholders have the capacity to plan, implement, monitor, replicate & scale NEXUS model: a. Select participants from relevant stakeholder based on defined criteria (such as gender, degree of involvement in the project that will be advertised in the project platform) to participate in trainings and ToT on energy and water management. The targeted categories will be: i. *Municipalities' employees;* ii. *Ministries' staff and experts;* iii. *Women NGOs;* iv. *Youth and marginalized groups* v. *Universities staff and researchers.* b. Establish cooperation with key training providers based on the identified areas of weakness of Project municipalities and key stakeholders; c. Customize and/or avail training opportunities through partnership with training providers; d. 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; e. Deliver trainings.	NERC & FPEC
	2. 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	IUCN

	communication expert.	
	3. Activate the regional online learning platform and website: a. Establish cooperation with other entities and NEXUS-related platforms for the purposes of maximizing content creation & sharing; b. Assign a team responsible for leading the regional online learning platform; c. Produce, curate and translate content for the purposes of: a) providing applicable knowledge to Project municipalities & key stakeholders, b) building dialogue regarding Project with municipalities & key project stakeholders, c) providing a platform for municipalities & key project stakeholders to showcase their work, challenges, and successes regarding NEXUS, d) providing a platform to increase communication and cooperation between Project municipalities & key stakeholders.	IUCN
	4. Coordinate exchange visits between the three countries.	
Deliverables	1) Capacity building opportunities are delivered based on capacity needs identified in Component 2. 2) Communication Baseline established in 3 Project municipalities. 3) Communication Action Plans developed in 3 Project municipalities. 4) Content is shared with other platforms. 5) Content is translated, curated and produced and then shared on website and platform.	

Component 4		
Project Implementation **Overall Goal: to test NEXUS project implementation approaches, benefits and co-benefits, and create demonstrable NEXUS projects on a municipal level that benefit municipalities & the community and provide a replicable and/or scalable example for other municipalities within Project countries and in the region to adopt.**		
Expected result(s)	**Result (8):** replicable & scalable NEXUS Projects benefiting municipalities and the community. **Result (9):** Recognized, empowered and enhanced roles of women, youth and marginalized groups as "Actors of Change" in sustainable development.	
Activities	1. Implement pilot projects for renewable energy & energy efficiency and water savings in the three selected Municipalities. a. Calculate ROIs and/or payback period for highest feasibility technology adoption by municipalities;	RSS/NERC

	b. Select technology adoption with municipalities at 3 municipalities; c. 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; d. Implement Pilot Actions in municipalities.	
	2. Introduce new job opportunities for youth and women at the local level related to Clean Technology & Sustainable Development with more focus on solar, water and food sectors. a. 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. b. Design & implement hands-on, on the job training and placement opportunities.	RSS/NERC
	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-economic projects within municipalities in partnership with Community Based Organizations & NGOs.	FPEC
	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	RSS/NERC
Deliverables	1) Pilot Projects on Water and renewable energy & energy efficiency are implemented at each municipality. 2) On-the-job training is provided. 3) Small initiatives for women are developed and operational. 4) Concept Note prepared with NEXUS municipality services based on their core mandate.	

Component 5	
Project Scalability & Replication **Overall Goal:**	
Expected result(s)	**Result (10):** Longer-term comprehensive Sustainable Action Plans developed and the municipalities mobilize communities, the private and public sector around them to scale and replicate Project. **Result (11):** Dissemination of knowledge and focused advocacy tools are developed for municipalities to communicate success for the purpose of replication,

	and advocate for changes for the purpose of expansion and scalability.	
Activities	1. Develop Sustainable Energy Action Plans (SEAP) for each of the selected Municipalities for the next (10) years.	NERC
	2. Provide access to finance through: 2.1. Establish a NEXUS fund at each of the 3 project municipalities: 2.1.1. Develop fund mandate, scope & criteria; 2.1.2. Develop fund governance, ensuring engagement of community in the governance & management of the fund; 2.1.3. Develop fund operating procedures; 2.1.4. Develop fund auditing & quality assurance mechanism and procedures. 2.2. Cultivate public private partnerships (PPPs) as well as community private partnerships (CPPs): 2.2.1. Identify opportunities for PPP & CPP within SEAP / SECAP Proposed Actions; 2.2.2. Build capabilities of the municipality to engage the private sector; 2.2.3. Hold public, private and community networking events around identified opportunities at each of the 3 project municipalities.	RSS/NERC
	3. Establish regular policy dialogue between the trained groups at regional level to discuss policy and business related activities and develop policy recommendations: 3.1. Establish cooperation with relevant entities for the purposes of advocating necessary policy changes to improve NEXUS adoption in municipalities; 3.2. Develop 3 white papers on implementing NEXUS in municipalities which provide a clear and quantitative case on the benefit of involving municipalities in NEXUS based on Project findings. 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.	IUCN
	4. Organize annual learning workshops that involve **only the project partners and relevant stakeholders from the three countries.** **4.1.** Conduct learning workshops involving the partners, and active relevant stakeholders at national and regional level to foster internal communication and discussion of the major achievements and drawbacks of the project. **4.2.** Utilize these events to discuss the learnings & knowledge exchange opportunities based on Project achieved and upcoming milestones.	RSS/NERC

	5. 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. **5.1.** The two regional conferences will be organized at the end of year two and at the end of year three to disseminate the results of the project benefiting from the support of relevant think tank and study centres, such as NERC. **5.2.** Invite to these regional conferences the decision makers and representatives of the four selected municipalities and other municipalities in the region to explore the possibility of extending the project and maximizing its impact. **5.3.** Identify among the participants a diverse group of representatives (technical experts, decision makers, local authorities) that will take part in three relevant international conferences (such as IRINA, Energy Forum) to disseminate and promote the projects' major achievements and to introduce new innovative practices implemented in MINARET.	
	6. 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.	RSS/NERC
	7. 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	RSS/NERC
	8. 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. 7.1 **The following parties will be invited**: • The League of Arab States (Environment, water and energy committee); • International donors; • Regional and local partners and stakeholders; • Civil society representatives, notably women NGOs • *Municipal representatives from the Region who could be potential participants in the next phase of the project* *7.2* ***In this Final event, a plan for the second phase of the project will be presented****; **MINARET II** which will ensure the follow up for the activities implemented during MINARET I. In particular the second phase of the project aims to:* • *Extend the best practices to other municipalities in the region;* • *Implement new pilot actions in the selected municipalities and in other Municipalities on the basis of lessons learned;* *Analyze the feasibility of twinning actions in the field of Sustainable development that endorse NEXUS approach at local level.*	RSS/NERC

	9. Produce final Project report.	RSS/NERC
Deliverables	1) Sustainable Energy Action Plans (SEAP) developed for 3 Project Municipalities. 2) NEXUS Fund Established in 3 Municipalities. 3) 3 Municipality-led PPP / CPP workshops held in 3 Project Municipalities (1 each). 4) 3 White Papers developed and shared by municipalities. 5) 3 Position Papers developed and shared by municipalities. 6) 3 Annual Learning workshops conducted. 7) 2 Regional Conferences Held. 8) 6 Presentations Conducted on MINARET NEXUS in Regional & International Forums & Events. 9) Detailed NEXUS Manual Developed to be used by any municipality to implement NEXUS approach. 10) Final Event conducted. 11) Final report produced.	

2. COMMUNICATION PLAN

2.1 COMMUNICATION IN MINARET - BACKGROUND

Effective and open communications is critical to the success of MINARET project. In fact, the MINARET Project handle was crafted, after months of research into the nature of NEXUS and what defines good utilization of NEXUS principles with communication at its heart. MINARET's handle is: "Networking for the Future". MINARET is one of the projects that focuses on communication as a main component and not a minor or supporting unit to other components. MINARET has allocated a considerable planning as well as budgeting for this component, especially that it is the component responsible for the dissemination of the results.

MINARET follows a bottom-up approach that aims to raising awareness over MINARET scope and its activities at local level. The bottom-up approach will assist and support authorities, the private sector and civil society in reducing poverty, improving living conditions and empowering local community groups, women, youth and other marginalized groups. It will build capabilities, resiliency, and economic, environmental, social and cultural sustainability around renewable energy, water management and food security for those living in their communities (including citizens, immigrants and refugees), through involving local stakeholders within each municipality in determining the details of the planning and implementation of the project as applied in their community.

This document is considered a support document for the Project Team to plan regular communication to different audiences via different channels.

2.2 PURPOSE OF COMMUNICATION PLAN

The purpose of this Communication Plan is to define who should be given specific information, when that information should be delivered and what communication channels will be used to deliver the information in order to ensure that Project Partners, beneficiaries, and other stakeholders optimally engage with, support and benefit from the Project based on their level of interest, influence and importance to the Project.

2.3 OBJECTIVES OF COMMUNICATION PLAN

The objectives of the Communication Plan are:

1. To clarify the Project's goals and objectives and ensure that they are articulated accurately and effectively to all stakeholders;
2. To clarify the relationships between Project Partners, Beneficiaries, and other stakeholders (message recipients), messages, channels, activities and materials;
3. To identify and implement a variety of communication activities;
4. To clarify the roles of Project Partners (lead Project Partners & all Project Staff Members, consultants, and support staff), and individual, organizational and municipality focal points in each step of the process in each activity;
5. To optimize planning and ensure that the right people are involved in the planning phase of activities, and thereby increase the effectiveness and creativity of the activities;
6. To ensure Project Partners, Beneficiaries, and other stakeholders are on the same page and can therefore articulate a consistent, accurate and appropriate message on the proceedings of the Project as well as its key goals and accomplishments;
7. To include stakeholder and beneficiary input in the Project activities in a systematized fashion;

2.4 COMMUNICATION AS A COMPONENT:

MINARET is structured in four components that address progressively the project's goals.

MINARET Project Components are:

1. Initiation and Situational Analysis
2. **Communication and networking at local and regional levels**
3. Implementation and Capacity Building
4. **Dissemination of results, best practices and lessons learned**

Communication is associated with all components and it is the key element to the success, reach and visibility to any product, service or project. However, there are two components where communication contributes directly to their content; these are:

Component 2: Communication and Networking at local and regional levels

Overall Goal: Enhance the political, technical, and human capacities to educate, communicate, and network energy, water, and food sustainability issues both locally and regionally

Component 4: Dissemination of results, best practices and lessons learned of the project

Overall Goal: Report, document and share best sustainability practices and lessons learned, at the local community, country and inter-regional levels, to foster dialogue and ongoing implementation of program results in communities throughout the Region.

2.5 COMMUNICATION LEVELS

2.5.1 Scope of Communication Plan

It is important to note that MINARET Project comprises of many partners, including the lead partner of the project (RSS / NERC), the implementing partners (IUCN & FPEC/Horizons), the beneficiaries (municipalities), individual and organizational focal points (local partner), and other key stakeholders and potential partners. This makes it critical to maintain a common understanding as well as to keep a momentum of unremitting communication.

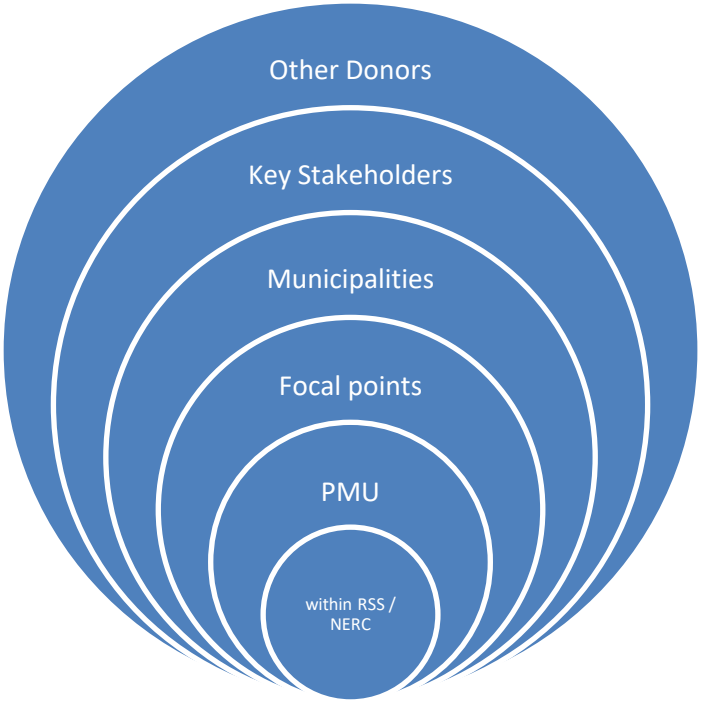
This communication plan aims to manage the flow of information between the different partners in a way that is clear to everyone, so that the message is conveyed clearly and accurately by the right person at the right time to the right person(s).

Communication is comprised of:

- Internal Communication
- External Communication

The diagram below describes the internal (within RSS / NERC and between RSS / NERC & Project Partners FPEC/Horizons & IUCN) and external communication (with focal points, municipalities, key stakeholders, and other donors).

FIGURE 1: Project Stakeholders



2.5.1.1 Internal Communication

The internal communication includes:

- Communication within the lead partner of the project (RSS/NERC) and that includes; the project manager, communication officer, secretary, NERC director, NERC deputy director, and technical engineers;
- Communication between the lead partner and implementing partners: National Energy Research Centre / Royal Scientific Society RSS/NERC, Future Pioneers for Empowering Communities (FPEC) and International Union for Conservation of Nature (IUCN).

2.5.1.1.1 Partner Responsibilities

As part of distributing tasks among partners according to their area of specialty and experience, each partner leads and is responsible for specific components of the project.

The following table shows the assigned components among the partners.

Component	Lead Partner
Water	FPEC
Energy Efficiency and Renewable Energy	NERC
Policy Assessment	IUCN
Stakeholder Analysis	IUCN
Gender	FPEC
Socio-economic	FPEC
Communication	IUCN

2.5.1.1.2 Internal Communication within the Project Management Unit (PMU)

In order to facilitate the internal communication between the lead partner and implementing partners, the Project Team established the Project Management Unit which includes the senior staff from each partner. The project management unit was established to cooperate based on distribution of tasks and taking decisions in a participatory approach.

The following table presents the **Project Management Unit**

Project Management Unit (PMU)	Assigned Person	Authority
NERC Director	Eng. Walid Shahin	Advisory Member
Project Manager (Communicator with Sida)	Mrs. Lulwa Saffarini	Voting Member – deciding vote in case of equal votes

Project Management Unit (PMU)	Assigned Person	Authority
NERC Focal point (Internal Communicator with other partners)	Eng. Muhieddin Tawalbeh	Voting Member
FPEC Focal Point (Internal Communicator with other partners)	Mr. Rami Al-Akhras	Voting Member
IUCN Focal Point (Internal Communicator with other partners)	Mr. Ali Hayajneh	Voting Member
Project Secretary	Mrs. Rizan Ismail	Minute-taker
Communication Officer	Ms. Dana Daqqaq	Observer & Substitute Minute-taker

2.5.1.2 External Communication

The external communication includes:

1- Communication with the donor: Swedish International Development and Cooperation Agency (Sida)

2- Communication with the focal points of the project: Lana Association in Lebanon and Notre Grand Bleu in Tunisia

3- Communication with the beneficiaries (municipalities): Karak municipality and Sahab municipality in Jordan, Jdaidet Chouf municipality in Lebanon and Monastir Municipality in Tunisia.

4- Communication with key stakeholders and other potential partners; like: directorates of water, agriculture, energy, environment and municipality affairs, USAID, GIZ, etc.

On another hand, the project aims to expose to more partners and engage in relevant projects' partnerships to widen the scope of MINARET, and allow more parties to get benefit from this project, through the various project's activities in the MENA region.

As part of the external communication, MINARET aims to reach to more stakeholders, donors, international organisations and experts, in addition to relevant projects to maximize the project's reach and visibility.

Here is a proposed list of potential new partners and projects where synergies can be established based on common goals and objectives for the MENA region.

Potential Stakeholders to communicate with:

- The League of Arab States
- German International Cooperation Agency (GIZ)
- USAID
- EU/EC
- United Nations
- IRENA: The International Renewable Energy Agency
- RCREEE
- Covenant of Mayors, Brussels, Belgium
- World Bank
- Stockholm Environment Institute
- The NEXUS Resource Platform: The water, energy and food security resource platform

Relevant projects to collaborate with are:

One of MINARET's main objectives is to establish synergies and fruitful cooperation with other relevant projects and actions at the Regional and local levels in order to avoid overlap and to maximize the impact of the project. Such projects have an 'established stakeholders' participation structure on water management in the same countries that MINARET project can build on.

MINARET can benefit from the following these projects and build on their experiences on energy and water management:

1) The Sustainable Use of Trans-boundary Water Resources and Water Security Management (WATER SUM); and
2) Capacity Building Programme on Water Integrity in the Middle East and North Africa (WI MENA).

3. COMMUNICATION GUIDELINES

Important tips to be considered when communicating in MINARET project:

- Language of Communication between partners and stakeholders is Arabic and English
- A project management unit has been composed from senior staff of each partner
- The Project Manager is in-charge to communicate with the donor (SIDA)
- Partner Focal Point is the only authorized person to communicate with the Project Manager and NERC top management
- NERC Top Management will oversee the overall project execution through directly communicating with the Project Manager
- Project partners should follow reports writing guidelines document, so that all

reports have the same formatting

- Communication with key stakeholders should be maintained frequently according to clear schedule, partners should be informed and focal points should be involved to participate in decision-making.
- Each focal point shall provide their feedback on the reports and any other documents submitted within 5 working days from the date of submission
- Project management unit should meet weekly in times of urgent matters, and bi-weekly in normal conditions
- Minutes of project management unit meetings should be documented by the project secretary, then to be reviewed by the project manager who will circulate them to the team
- The minutes of meetings are considered a reference to any decisions taken during the meeting
- Yearly action plans should be made in a participatory approach by the project management unit
- Communication with the focal points should be maintained in a weekly basis through phone calls followed by documented minutes of the calls by emails
- Communication with the municipalities should be maintained in weekly basis through phone calls, and monthly visits followed by documentation of the calls and meetings
- The donor should be informed about project's activities at least one month before, and should be invited to attend at all events
- Organizing events should begin at least 2 months beforehand, and according to the Events Management Plan Document
- Coordination with the donor should be made at every step, and having their approval on major issues is a must
- Branding and visibility of the donor should be maintained at all project's levels, activities, reports, invitations and everything relating to the project.
- Payments by the partners should be approved officially in written emails by the project manager
- Budget must be approved by all partners
- Every partner should submit monthly/bi-monthly reports to be submitted to project manager
- Municipalities should communicated and encouraged to use the online platform for sharing experiences and discuss common issues

3. COMMUNICATION MESSAGE AND DELIVERY

The following table outlines the targeted audiences, the key communication messages to be delivered, and the method for delivering the information, the communicator, and

the frequency of the delivery.

	Communication Method	Key Messages	Frequency	Communicator
RSS/NERC	Emails, debriefings, information sessions, staff meetings	Progress	Daily	Project manager
Project Partners (RSS/NERC, FPEC. IUCN)	PMU Meetings, phone calls, emails, whatsApp group	Current situation, progress, plans, reports		Project manager, communication officer
Donor (Sida)	Emails, reports, Publications	Progress of the project, financial status		Project manager
Focal Points **Lana Association, Lebanon** **Notre Grand Bleu, Tunisia**	Email, letters, whatsApp, phone calls, skype calls, conference calls, Knowledge sharing sessions, Publications	Ongoing and upcoming activities of the project, Current needs to assist in coordinating & decision making		Project manager, communication officer
Municipalities	Email, letters, online platform, Knowledge sharing sessions, Publications	Promote the NEXUS model at municipalities' level, Promote changed behaviours in sustainable practices		Project manager, communication officer
Stakeholders	Brochures, leaflets and presentations, Knowledge sharing sessions, Publications	Activities, events and achievements to explore potential cooperation		Project manager, communication officer
Media	Press releases, interviews, speeches, workshops/seminars	Activities, events and achievements		Project manager, communication officer

	, website			

Key messages the project aims to deliver to the public:

- Promoting NEXUS model at municipalities' level in the MENA Region
- Promoting gender mainstreaming to enhance women's role in socio-economic and sustainable development relevant issues
- Promoting the role of youth and other marginalized groups in sustainable development
- Increase awareness to climate change and GHG emissions impacts on the environment through education, on-the-job training and implementation support for identified sustainability projects,
- Promote the role of community based organisations, women's NGOs and entrepreneurial enterprises
- Encourage changed behaviours in sustainable practices that aims for conservation of resources

4. COMMUNICATION TOOLS/CHANNELS

To communicate its core messages effectively to the target audience, MINARET will use a set of communication tools in the form of specific activities and actions such as media, social media, events, website, online platform, relations with relevant projects and potential partners.

Language of posts: Arabic and English

MINARET Online Platforms

- Website: www.minaretproject.com
- MINARET Community; the online regional dialogue platform
- Social media platforms (facebook, linkedIn, twitter, youtube).

The following table shows the online platforms and frequency of posting news and communication through social media channels:

PLATFORM	FRQUENCY	KPI	IMPACT
Website	As news, events and activities rise	• Website content is updated to clarify the latest news/events • All communication items according to the branding	• Increase awareness about project goals and activities • Clear and effective communication with potential partners • Increased exposure

		• Increase in monthly traffic to website and social media channels	
Community		Increase in monthly traffic to website and social media channels	Increase awareness about project goals and activities
Facebook	As news, events and activities rise	• Increase in monthly traffic to website and social media channels • Page Likes (number of likes)	• Increase awareness about project goals and activities
Twitter	As news, events and activities rise	• Increase in monthly traffic to website and social media channels • Page Likes (number of likes)	Increase awareness about project goals and activities
LinkedIn	As news, events and activities rise	Increase in monthly traffic to website and social media channels	Increase awareness about project goals and activities
Youtube Channel	As news, events and activities rise	Increase in monthly traffic to website and social media channels	Increase awareness about project goals and activities

Other communication actions:

- Field visits
- Meetings
- Interviews with potential stakeholders (public officers, municipality officials, community organizations (including women organizations), NGOs working in the sustainable development field, schools, and universities, and other organizations as needed.
- Consultation workshops
- Conference calls (skype calls)

The following table shows other activities to be conducted:

ACTIVITY	FREQUENCY	KPI	IMPACT
Press Releases: ACWUA will issue a press release for any newsworthy event about the association, or a success story accomplished by the association. The content of the press releases must be kept interesting and newsworthy	As opportunity rises; yet a minimum of 2 press releases per yea	# of press releases published per year	Increased visibility Increased credibility of MINARET
One-on-one Interviews Conduct in-depth and personal interviews with potential stakeholders.	As opportunity rises; yet a minimum of 1 interview per year		• Spread awareness on core mandate • Generate interest • Increase support
Visiting and Participating in Events	Attend at least three major industry related events (conferences, expos, etc.) per year.		• Networking opportunities • Meeting new contacts • Increased credibility • Increased business opportunities
Workshops			•
Exchange visits			•
Awareness campaigns			•