

STAKEHOLDER ANALYSIS REPORT – JORDAN



Table of Contents

Background to MINARET Project:	3
Karak Municipality:	3
Objective of the study:	5
Methodology:	5
Stakeholder definition:	6
Results:	6
Stakeholder identification:	6
Stakeholder Levels:	10
Type of participation:	13
Stakeholder contribution and Nexus Knowledge:	14
Stakeholder Effectiveness:	16
Stakeholder cooperation and coordination:	18
Stakeholder Representatives:	19
Conclusions and Recommendations:	19

Stakeholders Analysis

Background of the MINARET Project

Applying effectively-planned, structured and systematic processes in the Middle East and North Africa (MENA) is challenging in light of extreme scarcities and conflicting demands of different groups of people with different stakes in utilizing energy, water and food. IUCN ROWA is a partner in the MENA Region Initiative as a model of the NEXUS Approach and Renewable Energy Technologies (MINARET) project.

The overall goal of the proposed project is to “Strengthen regional cooperation within the MENA region through the implementation of the NEXUS approach (Energy-Water-Food) integratively with renewable energy technologies on the municipality level, to mitigate climate change impacts and combat poverty”.

This project has been designed and will be implemented based on a participatory approach where the “driver seat” is taken by the involved partners and stakeholders from the participating countries.

The MINARET project aims to analyze the variety of challenges that actors face on the local level within each community. The general population (especially women, youth and other marginalized groups), government agencies, the private sector, non-governmental organizations (NGOs), community-based organizations (CSOs), students, educational institutions (academia) and the media, will be actively consulted and involved in project planning and implementation.

Stakeholders input will be utilized to provide energy and water saving practices that can be applied Kingdom wide on a national level.

The project will benefit the target groups by providing entrepreneurial and job opportunities within the private sector in renewable energy and energy efficiency technologies and services; it will enhance water management and food production sustainability, while reducing poverty and unemployment.

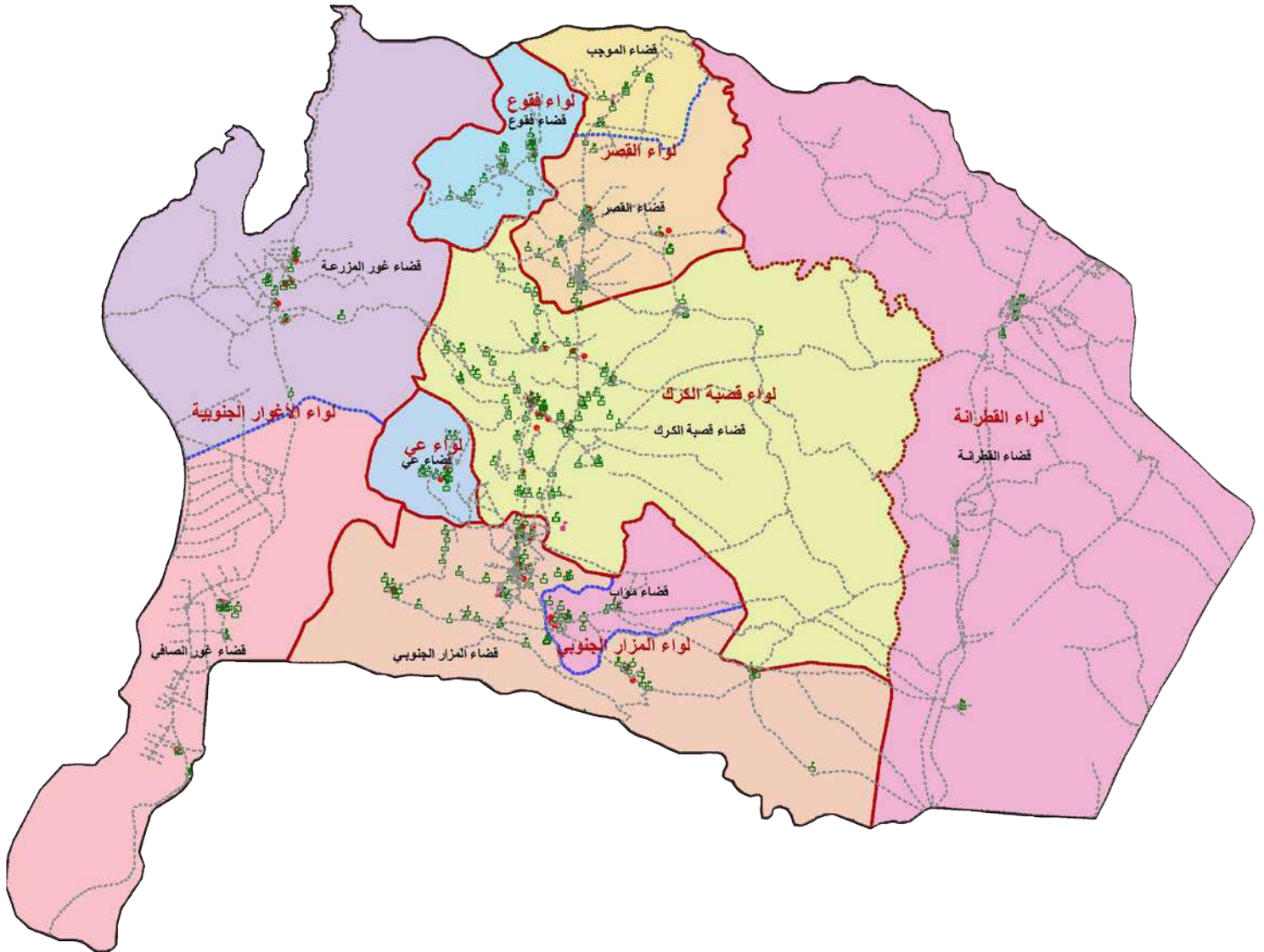
Karak Municipality

Karak city lies 140 kilometers to the south of Amman. The city is situated on a hilltop of about 1000 meters above sea level. The population of Karak was estimated to be about 68000 inhabitants in 2013.

The Karak area (Figure 1) is characterized by a Mediterranean climate with cold and wet winter, hot and dry summer. The average temperature ranges from 3-15 ° C in winter and 25-37 ° C during summer with very short spring periods in general. Rainfall averages between 100-300 mm per year. The Karak weather is characterized by a semi-arid climate that dominates the eastern mountain ranges.

Karak Municipality has been selected for its outstanding experiences in implementing renewable energy projects. Also, Karak is part of the WaterSum project implemented by IUCN and funded by SIDA which aims to develop local water security action plan. and the municipality has participated in a national training at RSS/NERC on how to develop SEAP.

Fig. (1): Al-Karak Governorate Map.



Objective of the study

The objective of this study is to conduct a comprehensive stakeholders' analysis in the Karak Municipality area in Jordan. For the purpose of this study, a stakeholder is defined as any person or any entity that is involved or whose work or interests are affected by the water, food or energy sectors. The stakeholder analysis was designed to provide detailed and comprehensive information as follows:

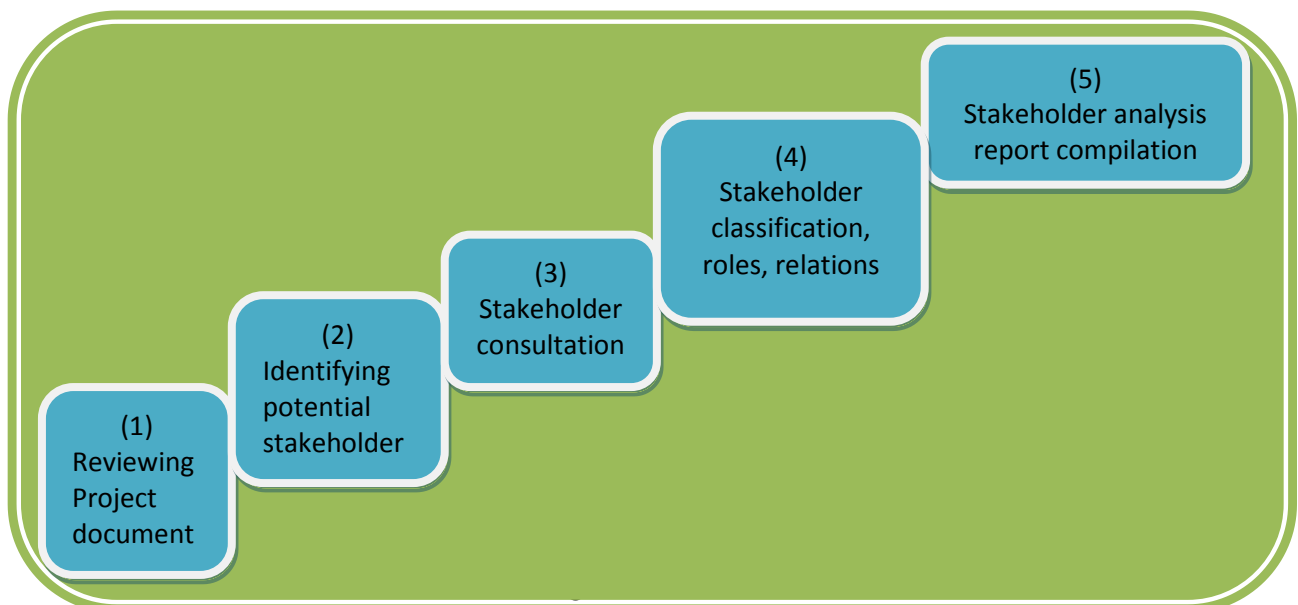
- Stakeholder types and levels.
- Roles and responsibilities.
- Interest and problems.
- Stakeholders' effectiveness.
- Coordination and cooperation among stakeholders.
- Stakeholder mapping.

Methodology

Several tools were used in the stakeholder analysis of Karak Municipality to identify and assess the importance of key people, groups of people, or institutions that may significantly influence the success of an activity or implementation of a project. This stakeholder study and analysis aim to provide a platform - not only to identify impacts of stakeholders, but to complement existing capacity assessment practices. For the purpose of this study, stakeholders are defined as any person or entity that is involved or whose work or interests are affected by the water, food or energy sectors. The main objectives of the stakeholder analysis are:

- To have a clear understanding of the different stakeholders involved at local level, their roles and responsibilities.
- To identify potential gaps or overlaps in the roles of different stakeholders.
- To understand the links among different stakeholders, particularly in terms of sharing and using information.

To accomplish this stakeholder analysis, the following steps were carried out:



Stakeholder definition:

Effective stakeholder dialogue depends on having all the appropriate stakeholders involved in the stakeholder platform – i.e. the people and institutions that need to become engaged if governance is to improve. Identifying stakeholders is a crucial step of any project to discover their stake in the management process. Depending on their roles, responsibilities and influence, stakeholders can be classified into; primary, secondary and key stakeholders.

Primary stakeholders are the people or organizations that stand to be directly affected, either positively or negatively, through efforts or actions. Secondary stakeholders are people or groups that are indirectly affected, either positively or negatively, through efforts or actions. While key stakeholders are those who must become and remain involved in the process of dialogue, intensive actions and efforts, they who exercise a significant amount of influence.

Results

Stakeholder identification

In the context of the MINARET project, a stakeholder of Karak municipality area is defined as everybody/organization who is involved or whose work or interest is affected by the sectors of water, food and energy. In Karak city, Stakeholders have varied levels of interest, involvement and influence. In terms of the project and the influence of different actors, the stakeholders were identified and classified into primary and secondary actors. Simultaneously, interests, problems and roles of each stakeholder were defined (Table 1). As for stakeholders' power and interests (Figure3), the key stakeholders, who have the most power and most interests are the Ministries of Water and Irrigation; Agriculture; and Energy and Mineral Resources, in addition to the Karak Municipality and Women Associations.

Table (1): Stakeholders Identification

Stakeholder	Primary / Secondary	Role & Responsibilities	Interest	Problems
Directorate of Water	Primary	<ul style="list-style-type: none"> • Overall monitoring of the water sector, • Water supply, wastewater systems and related projects, • Planning and management, establishing national water strategies and policies, • Research and development, information systems and securing financial resources. • Provision of centralized water-related data, standardization and consolidation of data. 	<ul style="list-style-type: none"> • Covering people's water needs within WHO standards, • Managing water and sanitation issues. 	<ul style="list-style-type: none"> • Water resources shortage, • Weak public water awareness, • Weak coordination with other relevant institutions.
Directorate of Agriculture	Primary	<ul style="list-style-type: none"> • Achieving integrated agricultural development in terms of production and productivity • Increasing agriculture outputs both quantitatively and qualitatively (food security) 	<ul style="list-style-type: none"> • Conservation of agricultural resources 	<ul style="list-style-type: none"> • Water shortage, desertification, • Infringements on agricultural resources, urbanization, climate change and land ownership fragmentation.
Directorate of Energy and Mineral Resources	Primary	<ul style="list-style-type: none"> • Comprehensive planning process of the sector, setting general plans, ensuring their implementation in a way that achieves the general objectives of the energy sector, and most importantly: providing energy in its various forms, 	<ul style="list-style-type: none"> • Provision and management of energy and mineral resources. 	<ul style="list-style-type: none"> • High fuel cost, limited funds, limited energy resources and weak public awareness.

		for the development process, organizing energy issues, exchanging electricity power with neighboring countries and attracting international capital for investment in this field, especially the generation of electricity power, the production of oil derivatives, transportation of oil and gas and utilizing of local energy sources.		
Directorate of Health	Primary	<ul style="list-style-type: none"> • Protecting health by providing high quality and equitable preventive and curative health services by optimizing utilization of resources, technology advances and active partnerships with concerned authorities, • Adopting a regulatory and monitoring role related health of citizens and health services, within a national and comprehensive scope and national health policy. 	<ul style="list-style-type: none"> • Provision of high quality and equitable preventive and curative health services. 	<ul style="list-style-type: none"> • Weak public awareness, poor health guidance and weak laws enforcement.
Directorate of Environment	Primary	<ul style="list-style-type: none"> • Maintain and improve the quality of Jordan's environment, conserve natural resources and contribute to sustainable development through effective policies, strategies, legislation, monitoring and enforcement. • Mainstreaming environmental concepts into all national development plans. 	<ul style="list-style-type: none"> • Environmental protection and conserving natural resources. 	<ul style="list-style-type: none"> • Weak public awareness and weak law enforcement.
Environment Associations	Secondary	<ul style="list-style-type: none"> • Protecting the environment at the local level through public awareness and 	<ul style="list-style-type: none"> • Environmental protection 	<ul style="list-style-type: none"> • Limited fund and poor staff capacity.

		local scale projects.		
Cooperative Associations	Secondary	<ul style="list-style-type: none"> Improving and maintaining members' social and economic situations. 	<ul style="list-style-type: none"> Improving members situations. 	<ul style="list-style-type: none"> Limited funds.
Civil Society Organizations and Charitable Associations	Secondary	<ul style="list-style-type: none"> Initiatives and strengthening roles of the civil society. 	<ul style="list-style-type: none"> Strengthening the civil society. 	<ul style="list-style-type: none"> Limited funds.
Research Centres and Universities	Primary	<ul style="list-style-type: none"> Developing the community through scientific researches and studies. 	<ul style="list-style-type: none"> Guidance and awareness. 	<ul style="list-style-type: none"> Weak coordination and cooperation with relevant institutions, Limited fund.
Ministry of Education	Primary	<ul style="list-style-type: none"> Education plays a vital role in enhancing human development; it creates a balance between quantitative inputs and qualitative outputs Focusing on modernizing curriculum and textbooks to include modern concepts covering information on populations, environments, health, etc. Dedicate concepts on democracy and human rights; while emphasizing national, patriotic and human dimensions Boost students scientific research skills. 	<ul style="list-style-type: none"> Increase the level of education and improve its quality. 	<ul style="list-style-type: none"> Weak coordination and cooperation with relevant institutions.
Ministry of Interior	Primary	<ul style="list-style-type: none"> Coordination between all parties. 	<ul style="list-style-type: none"> Public safety. 	<ul style="list-style-type: none"> Reduction of authority.
Private companies Sector	Primary	<ul style="list-style-type: none"> Improve the financial situation of owners. Contribute in the developing communities. 	<ul style="list-style-type: none"> Increase the production and improve the economic situation. 	<ul style="list-style-type: none"> High cost of product inputs.

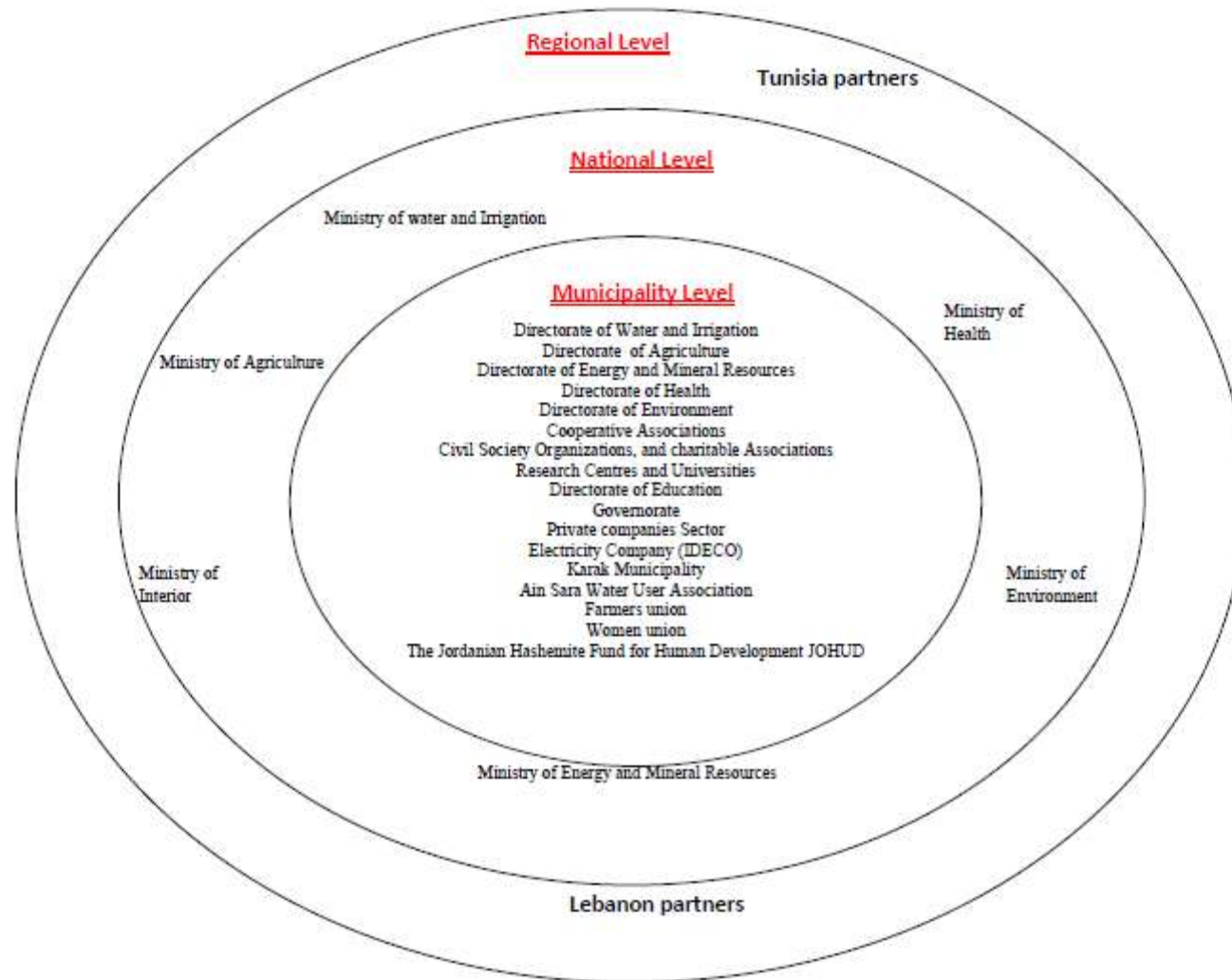
Electricity Company (IDECO)	Primary	<ul style="list-style-type: none"> Provision of electricity with modernized techniques. 	<ul style="list-style-type: none"> Increase the revenues and achieving people's satisfaction. 	<ul style="list-style-type: none"> High cost and high loss of power.
Karak Municipality	Primary	<ul style="list-style-type: none"> Providing the services for inhabitants in best way. 	<ul style="list-style-type: none"> Improving the inhabitants' livelihoods. 	<ul style="list-style-type: none"> Weak financial sources, weak planning and institutional weakness.
Ain Sara Water User Association	Secondary	<ul style="list-style-type: none"> Managing water allocation for farmers. 	<ul style="list-style-type: none"> Improving springs and the related infrastructure. 	<ul style="list-style-type: none"> Limited funds.
Farmers' Union	Primary	<ul style="list-style-type: none"> Managing the agricultural sector and contributing in solving farmers problems. 	<ul style="list-style-type: none"> Improving farmers revenue. 	<ul style="list-style-type: none"> Marketing, climate change and high price of inputs (water, energy...)
The Jordanian Hashemite Fund for Human Development (JOHUD)	Secondary	<ul style="list-style-type: none"> Link community drivers and contribute in solving water-agriculture problems. 	<ul style="list-style-type: none"> Improving living standards of people and sustaining the environment. 	<ul style="list-style-type: none"> Limited funding sources to meet people's needs.
Women's Union, Rakeen Women Society, Mansheiat Abu Hamoud women society, etc.	Primary	<ul style="list-style-type: none"> Link community drivers, empower women and raise public awareness. 	<ul style="list-style-type: none"> Improving women's production and empowering women's role. 	<ul style="list-style-type: none"> Limited funds, weak capacity and marginalisation.

Stakeholder Levels

The MINARET project is a municipal project carried out within the scopes of national and regional debates. This means that the project is likely to have a diverse group of stakeholders from or related to the municipality as well as national and even regional

players. At the municipality level, stakeholders include officials, civil society organizations (environmental, cooperative, charitable, farmers associations, women groups), private companies and universities. Moving further away, at the national level, stakeholders include: governmental ministries such as the Ministries of Water and Irrigation, Agriculture, Energy and Mineral Resources, Health, etc.; at the regional level, stakeholders include the municipalities / organizations in Lebanon and Tunisia. Figure 2 shows the stakeholders' levels.

Figure (2): Stakeholders levels



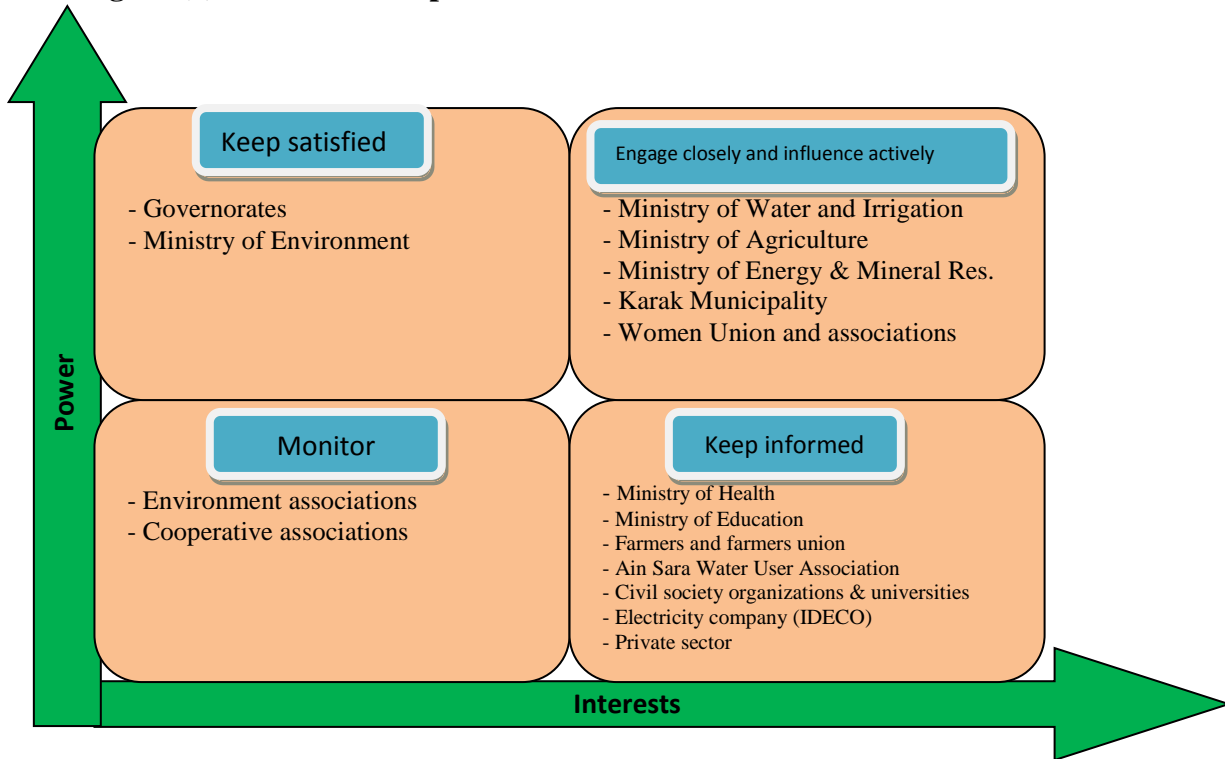
Type of participation

In order to achieve the project's objectives and enhance people's living standards and livelihoods, there has to be an increased participation by all stakeholders in all phases of planning, implementation and monitoring. The following Table (2) and Figure (3) indicate the types of participation activities in relation to the different stakeholder groups:

Table (2): Stakeholder participation.

Stakeholder	Activity
<ul style="list-style-type: none">• Ministry of Water and Irrigation• Ministry of Agriculture• Ministry of Energy and Mineral Resources• Karak Municipality• Women's Union and associations	This group of stakeholders will be continuously consulted with and engaged throughout all phases of the project. It will facilitate the implementation of the activities and follow up on projects progress.
<ul style="list-style-type: none">• Governorates• Ministry of Environment	This group of stakeholders will be kept satisfied from the project (operations and results). It will facilitate partners' cooperation and coordination.
<ul style="list-style-type: none">• Ministry of Health• Ministry of Education• Farmers and farmers Union• Ain-Sara Water User Association• Civil society organizations & universities• Electricity company (IDECO)• Private sector	This group of stakeholders will be kept informed about the project. It will raise awareness and build capacity among farmers, civil society organizations and private sector on rights, needs and responsibilities.
<ul style="list-style-type: none">• Environment associations• Cooperative associations	This group of stakeholders will be kept informed of project monitoring and activities progress. It will facilitate communications, encourage participation and information activities.

Figure (3): Stakeholders powers and interests.



Stakeholder contribution and nexus knowledge:

In regards to the nature of the MINARET project, the contributions and knowledge amounts of each stakeholder in the Karak municipality was identified (Table 3).

Table (3): Stakeholders contribution ability and knowledge amounts.

Stakeholder	Contribution	Knowledge
Directorate of Water and Irrigation	Facilitate project implementation. Provide water data and technical advice on water issues.	Implement some nexus projects.
Directorate of Agriculture	Facilitate project implementation. Provide agricultural data and technical advice on agricultural issues.	Implement some projects in wastewater reuse and water pumping by using solar energy.
Directorate of Energy and Mineral Resources	Facilitate project implementation. Provide energy data and technical advice on energy issues	Implement some projects within the water-energy nexus.

Directorate of Health	Guiding and providing needed health data and contributing in food security awareness companies.	Weak knowledge, capacity rising is needed.
Directorate of Environment	Environmental awareness and providing environment data.	Weak knowledge, capacity rising is needed.
Environment associations: - Mroud Society for Social Development - The Jordanian Environment Association / Karak.	Environmental awareness.	Weak knowledge of nexus. Implementing small scale water-food and biogas projects. Lack capacity building.
Cooperative Associations	Education, guidance and implementation of small projects.	Weak knowledge, implementing small scale and individual projects.
Civil society organizations and charitable Associations	Education, guidance and the implementation of small projects.	Weak knowledge, implementing small scale and individual projects.
Research Centres and Universities	Scientific guidance and provision of data.	Theoretical knowledge and implementing small scale and individual projects.
Ministry of Education	Education and guidance of students.	Weak knowledge. Capacity building is needed.
Ministry of Interior	Facilitate work. Cooperate and coordinate with all parties.	Weak knowledge. Capacity building is needed.
Private companies Sector	Technical advice.	Implementing some small-scale water-food projects. Capacity building is needed.
Electricity Company (IDECO)	Technical advice in electricity.	Weak knowledge. Capacity building is needed.
Karak Municipality	Facilitate work with all parties and provision of logistics support.	Weak knowledge. Capacity building is needed. Implementing some small-scale energy projects.

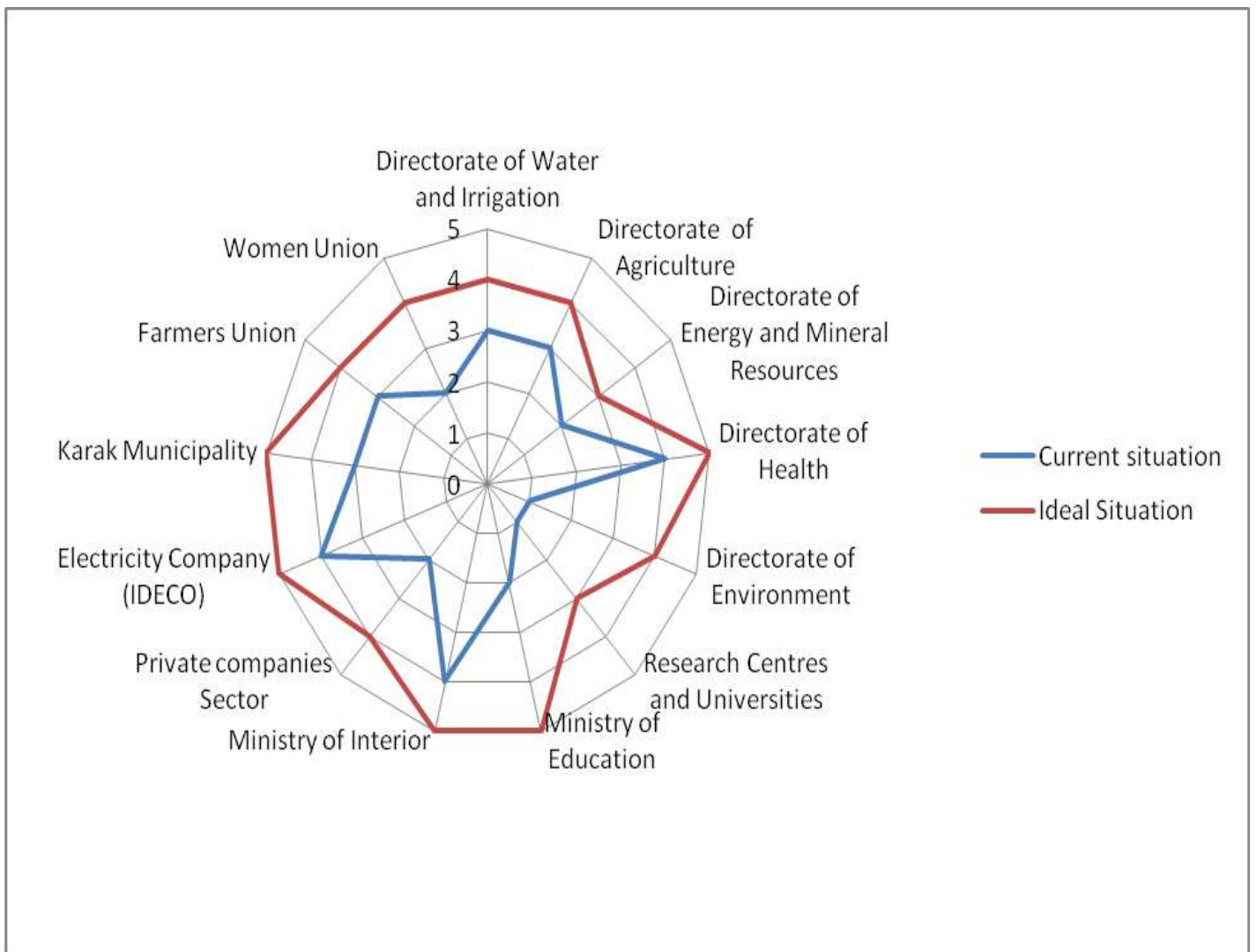
Ain Sara Water User Association	Providing the needed land for the project.	Weak knowledge. Capacity building is needed. Implementing some agricultural projects.
Farmers union	Facilitate work with farmers.	Weak knowledge. Capacity building is needed. Implementing some agricultural projects.
The Jordanian Hashemite Fund for Human Development (JOHUD)	Public awareness and providing loans.	Good knowledge, implementing several small projects.
Women union, Rakeen Women Society, Mansheiat Abu Hamoud Women Society...	Education, public awareness and providing loans.	Weak knowledge. Capacity building is needed. Implementing some small-scale projects.

الجهة	الأعمال/المشاريع	المعرفة بالمفهوم
وزارة المياه والري	مشاريع الري الحديثة	مشاريع الري الحديثة
وزارة الزراعة	مشاريع الزراعة الحديثة	مشاريع الزراعة الحديثة
وزارة الطاقة والثروة المعدنية	مشاريع الطاقة المتجددة	مشاريع الطاقة المتجددة
وزارة الصحة	مشاريع الصحة العامة	مشاريع الصحة العامة
وزارة البيئة	مشاريع البيئة	مشاريع البيئة
الجمعية البيئية	مشاريع البيئة	مشاريع البيئة
الجمعية التعاونية	مشاريع التعاونية	مشاريع التعاونية
مؤسسات المجتمع المدني	مشاريع المجتمع المدني	مشاريع المجتمع المدني
الجمعيات الخيرية	مشاريع الجمعيات الخيرية	مشاريع الجمعيات الخيرية
مراكز الأبحاث و البحوث	مشاريع الأبحاث و البحوث	مشاريع الأبحاث و البحوث
وزارة التعليم	مشاريع التعليم	مشاريع التعليم
وزارة الداخلية	مشاريع الداخلية	مشاريع الداخلية
القطاع الخاص	مشاريع القطاع الخاص	مشاريع القطاع الخاص
شركة الكهرباء	مشاريع شركة الكهرباء	مشاريع شركة الكهرباء
بلدية الكرك	مشاريع البلدية	مشاريع البلدية
جمعية مستخدمي مياه محافظة الكرك	مشاريع جمعية مستخدمي مياه محافظة الكرك	مشاريع جمعية مستخدمي مياه محافظة الكرك

Stakeholder Effectiveness

Furthermore, Figure (4) highlights the gap between current and desirable effectiveness of different actors taking into account their roles and responsibilities in the area. It is therefore clear that different stakeholder need to increase their effectiveness to achieve the desired outcomes and realize better dwellers' satisfaction.

Figure (4): Stakeholder effectiveness.



Stakeholder cooperation and coordination

The coordination and cooperation among Karak stakeholders were deeply analyzed as major issues, while inspecting relations among all stakeholders on the municipality level, indicated as follows and in Table. 4:

- Coordination among some stakeholders is limited or rather absent, which probably leads to conflicts in some cases.
- Despite the strong and acceptable relations among other stakeholders, mutual coordination and cooperation are absent or weak.

Table (2) below, reflects the coordination among related stakeholders in the city.

Table (2) legend of symbols and digits:

(+) there is an existing relation

(-) the relation is absent

(1) the relation is weak

(2) the relation is strong

Table (4): Coordination relations among stakeholders in Karak.

No.	Stakeholder	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
1	Directorate of Water and Irrigation	-1	+1	+1	+2	+2	+2	+1	+2	+1	-1	+1	+2	-2	+2
2	Directorate of Agriculture	-1	+1	+2	+2	+2	-2	+2	+1	+1	+1	+1	+1	+1
3	Directorate of Energy	-1	+1	-1	-1	+1	+2	+1	+2	+1	+1	+1	+1
4	Directorate of Health	+1	+1	-1	+1	+2	+2	+1	+2	+2	+2	+2
5	Directorate of Environment	-1	+1	-2	-1	+1	-2	+2	+1	+1	-2
6	Research centres and universities	+1	+2	-2	-2	+2	+1	+1	+1	+1
7	Ministry of Education	+1	+2	-1	+1	+1	+1	+1	+1
8	Ministry of Interior	+2	+2	+1	+2	+2	+2	+1
9	Private companies Sector	-1	-1	+1	+1	+1	+1
10	Electricity company (IDECO)	+1	+2	+1	+1	+2
11	Karak Municipality	-2	+1	+2
12	Ain Sara Water User Association	-2	+1	+2
13	Farmers' Union	-2	+1
14	Jordanian Hashemite Fund (JOHUD)	+1
15	Women Associations...

Stakeholder Representatives

The stakeholders listed in Table (5) will be able to participate in project phases consultations related to planning, design and implementation of activities; Furthermore, they will be able to discuss improvements and progress of the project.

Table (5): Stakeholder representatives

Stakeholder	Representative
Agricultural Resources Management Project	Ma'moun Attallah Al-Adailah
Moutah University-Price Faisal Center	Dr. Tayel Al-Hasan
The Jordanian Hashemite Fund (JOHUD)	Ali Al-Souab
Electrical Distribution Company (IDECO)	Hala Jaradat
Water Directorate	Eng. Abeer Al-Aidi
Rakeen Women Society	Sarah Ali Rahayfeh
Environment Directorate	Alia Flaih Daajah
Arabic Potassium Company	Waleed Ahmad Al-Adailah
Health Directorate	Dr. Abdullah Zaal Al-Jbour
Agricultural Directorate	Eng. Khaled Jameel
Cooperative Union	Attallah Al-Abiat
Interior Directorate	Adnan Abdul kareem Adailah
Farmers Union	Asmat Al-Jamal
Women Union	Maisoun Kamal Mobaideen
Development Unit / Karak Municipality	Mohamad Abdul Hameed Al-Omour
Education Directorate	Mohamad Al-Malahmah
Karak Municipality	Rami Jameel Saleem Habasneh
Agricultural Al-Ghweir Station	Dou'a Al-Majali
Mroud Society for Social Development	Husein Al-Majali
Jordanian Environmental association / Karak.	Jameel Al-Jaafrah

Conclusions and Recommendations

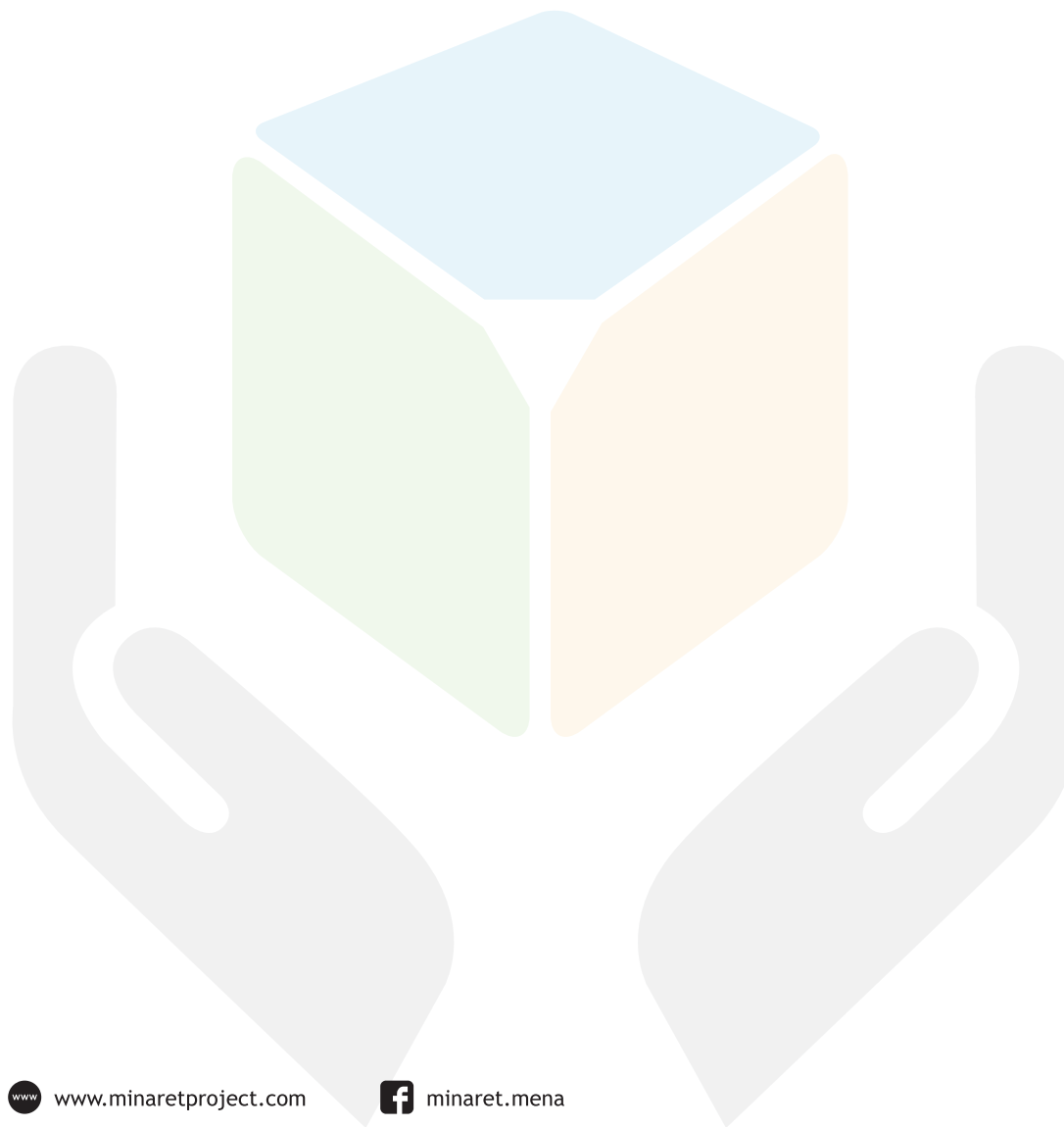
Based on the findings of the stakeholders analysis, the following conclusions and recommendations were reached to:

- Involve all primary stakeholders in the design and implementation of all project activities to achieve successful results.
- Ensure that stakeholders' participation is not limited or controlled or dominated by any actor(s).
- Create appropriate atmospheres for stakeholders to meet in order to develop and share their visions, views and agendas to empower and strengthen the cooperation and coordination among stakeholders.
- Develop relevant awareness programs in close cooperation with all stakeholders and sectors to ensure smooth implementation of all project activities.
- Many stakeholders have little knowledge of water-food-energy nexus; this requires awareness and training to improve the knowledge and capacity.

- Developing and delivering a training program to expand the systematic participatory approach and raise the technical capacity of the stakeholders to facilitate activities in support of the nexus in Karak municipality.
- Engage women, youth and marginalized people in project activities that will generate a positive chain reaction with extensive outcomes.







 www.minaretproject.com

 [minaret.mena](https://www.facebook.com/minaret.mena)

National Energy Research Center / Royal Scientific Society (NERC/RSS) P.O.Box: 1945 Jubeiha, Amman 11941 Jordan Tel: +962 6 5338014/42 Fax: +962 6 5338043

