

A group of people are gathered in a meeting room. In the foreground, a man with glasses and a beard is speaking to a group. Two women in hijabs are listening. In the background, several other people are standing and talking. The room has white walls with several large, colorful abstract paintings. There are tables with white tablecloths and a blackboard. A large black speaker is on a stand in the background.

PDIA in Jordan

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**PDIA is possible in Jordan, and
the MENA Region. And it has
impact.**

PDIA in GIZ Jordan



Organizational Development and Process Optimization



Informal Sector Integration



Reduce Business Barriers for Private Sector

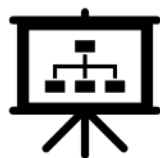


TECHNISCHE
UNIVERSITÄT
DARMSTADT

Long-term Study on Impact



Greater Amman Municipality



Problem Statement

Long processes and decision-making in solid waste management hinder effective reforms and projects



Why?

Centralization and hesitation in decision-making, data gaps, lack of need-based trainings, overlapping tasks of departments...



Authorizers:

H.E. Mayor of Amman, City and Deputy City Manager

Core Team:

Middle management, staff from 12 relevant departments



Greater Amman Municipality

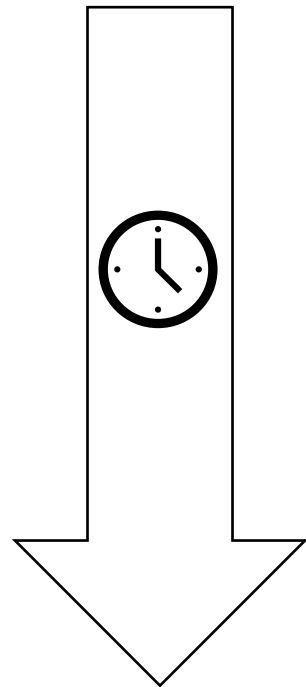




Greater Amman Municipality

What did we do?

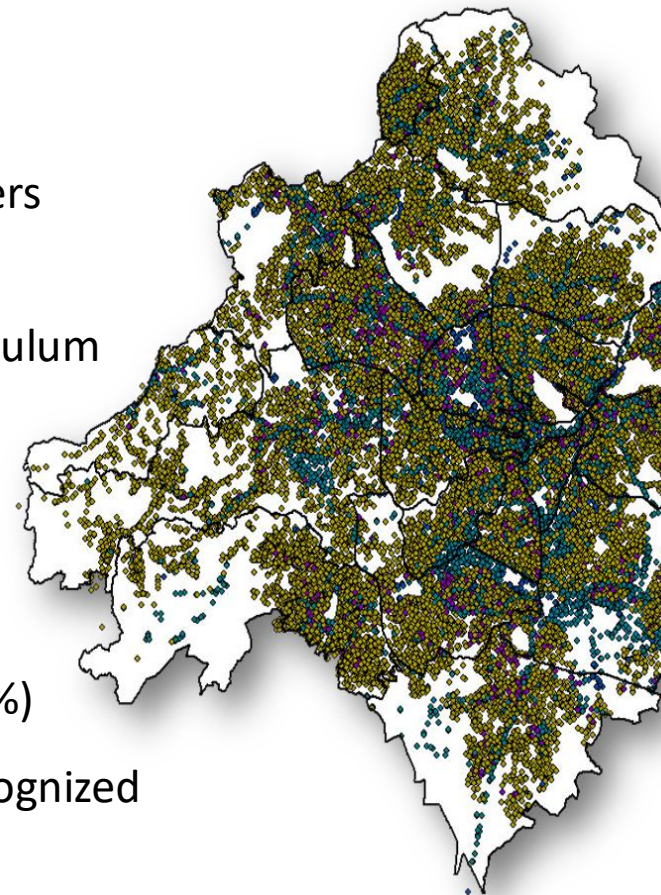
- **March–July 2022:** Secured authorization; Visited everyone
- **August 2022:** First PDIA workshop with all departments
- **December 2022:** Leadership approves problem and task force
- **January 2023:** Task Force size halved by new authorizer; delay
- **May 2023 until today:** Iterations started, later team expanded





Progress and Impact

- **Operational Efficiency:** GIS map of 41,000 waste containers reduced collection costs by 30% in pilots
- **Needs-based Trainings & Knowledge Sharing:** New curriculum and platform introduced
- **Better Coordination:** Improved task division and KPIs in Environmental Sector
- **Organizational Capability:** Improved teamwork beyond departments and admin processes (e.g., tendering by 66%)
- **Scaling Up:** In recycling pilots and to all GAM sectors; recognized as a public sector role model





بلدية اربد الكبرى

Greater Irbid Municipality



Informal Sector Partnership



Problem Statement

Challenges of informal recyclers lead to wasted opportunities for Irbid Municipality 1. to improve local SWM and 2. to improve their livelihood.



Why?

Not recognized as a profession, limited access to recyclables (fear of police)...



Authorizers:

H.E. Mayor of Irbid, supported by Ministry of Environment and Local Administration

Core Team:

Middle Management of Irbid and Waste Recycling Cooperative Association

Progress and Impact

“10.000 JD per month saved, the environment better protected and hundreds families have more income, their providers have more dignity.”





Progress and Impact

- **Legalization & Cooperation:** MoU enable 300+ recyclers to work legally with ID cards, boosting collection rates
- **Economic & Ecological Impact:** Most recyclers earn \$30–\$120 more monthly; Irbid saves \$12,700 and reduces waste by 250 tons/month
- **Dignity and Respect:** ID cards enhance respect and relations with police, businesses and residents (83% confirm)
- **Scaling Up:** MoU extended by 2 years, more ID cards, integrate workers in municipal sorting station, and role model for national strategy



Lessons Learned from Research and Practice

- **PDIA works:** Proven success tackling public challenges in Jordan's waste sector
- **Challenges:** Time-consuming, delays, staff turnover, and rigid donor requirements. Sustainability? Inshallah
- **Key to Success:** Flexible project frameworks, agile mindsets, and focus on problem-oriented indicators/outcomes
- **PDIA in MENA Region** is possible and can be impactful. Do it (more)!

Thank you

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