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| **http://upload.wikimedia.org/wikipedia/ar/thumb/0/01/Jordan_coat_of_arms.png/280px-Jordan_coat_of_arms.png** | **UNDP_Logo-Blue w TaglineBlue-ENG.png** | **GEF-notag-lowres_0** |

**United Nations Development Programme**

**Country: JORDAN**

**PROJECT DOCUMENT[[1]](#footnote-1)**

|  |  |  |
| --- | --- | --- |
| **Project Title:** Mainstreaming biodiversity conservation in tourism sector development in Jordan | |  |
| **UNDAF Outcome 5:** Government and national institutions have operationalized mechanisms to develop and implement strategies and plans targeting key cultural, environmental and Disaster Risk Reduction issues (including a transition to a Green Economy) at national and sub-national levels | | |
| **UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:**  Energy and environment for sustainable development | | |
| **Expected CP Outcome(s):** Outcome #3: Government and national institutions have operationalized mechanisms and improved capacities to develop and implement strategies and plans for targeted key environmental and disaster risk reduction issues facing Jordan and support a transition to a Green Economy | | |
| **Expected CP Output(s):**  Key Government and non-Government actors have capacities to undertake gender-sensitive management of natural resources in a climate-resilient manner in targeted governorates | | |
| **Implementing Partners:**  Royal Society for the Conservation of Nature (RSCN)  Petra Development and Tourism Regional Authority (PDTRA)  Aqaba Special Economic Zone Authority (ASEZA)  Ministry of Municipal Affairs (MoMA)  Ministry of Tourism and Antiquities (MoTA) |  | |
| **Implementing Entities/Responsible Partners:**  In RSCN – Dibeen PA Management; Shoubak PA Management  In PDTRA – Environment Directorate  In ASEZA – Wadi Rum PA Management  In MoMA – Urban and Master Planning Department  In MoTA –Communication, Media and International Cooperation Unit   |  | | --- | | **Brief Description**  The aim of the project is to reduce the impact of tourism on biodiversity in Jordan and it will intervene at three levels. At the national level, it will develop a regulatory and enforcement framework to reduce the impact of tourism on biodiversity, centrally (upstream); components will be piloted at the local level, assessed and refined before being adopted nationally and made available for replication and up-scaling. At the regional/landscape level, the project will target public awareness and sensitivity of the value of biodiversity as a tourism drawcard and institutional capacity for planning, monitoring and enforcement so as to manage the impacts of tourism development inside and outside formally protected areas. At the Protected Area site level, the project will work to enhance capacity and management effectiveness of PAs (including revenue generation, tourism planning and management and community relations) so as to reduce impacts on protected biodiversity and benefit from nature-based tourism and ecotourism. |     Total budget USD 25,410,343  GEF USD 2,700,000  Government USD 20,067,398  UNDP USD 500,000  Other USD 2,142,945  Programme Period: 4 years  Atlas Award ID: 00073143  Project ID: 00086109  PIMS # 4587  Start date: 2013  End Date 2017  Management Arrangements NIM  PAC Meeting Date TBD 2013  Agreed by the Ministry of Planning and International Cooperation (Government):  Date/Month/Year  Agreed by (UNDP):  Date/Month/Year | |  |

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ACRONYMS AND ABBREVIATIONS

AIG Alternative Income Generation

ASEZ Aqaba Special Economic Zone

ASEZA Aqaba Special Economic Zone Authority

APR/PIR Annual Project Review / Project implementation Report

AWP Annual Work Plan

BI’A Petra Ecotourism Network

BIMS Biodiversity Information Management System

BTOR Back to Office Report

CBD Convention on Biological Diversity

CO Country Office (of UNDP)

CPAP Country Programme Action Plan (of UNDP)

CPD Country Programme Document (of UNDP)

DVD Digital Versatile Disc (storage media)

EEG Environment and Energy Group (of UNDP)

EIA Environmental Impact Assessment

GDP Gross Domestic Product

GEF Global Environment Facility

GIS Geographic Information System

HACT Harmonized Approach to Cash Transfers (of UNDP)

IUCN International Union for the Conservation of Nature

JDC Jordan Dubai Capital

JTB Jordan Tourism Board

JVA Jordan Valley Authority

LPD Local Project Director

LPO Local Project Officer

LUP Land Use Plan

METT Management Effectiveness Tracking Tool

M&E Monitoring and Evaluation

MSB Migratory Soaring Birds

MoENV Ministry of the Environment

MoTA Ministry of Tourism and Antiquities

MoMA Ministry of Municipal Affairs

MoPIC Ministry of Planning and International Cooperation

NBSAP National Biodiversity Strategy and Action Plan

NBT Nature-Based Tourism

NCSA National Capacity Self-Assessment

NGOs Non-Government Organizations

NEX National Execution Modality of UNDP

NPC National Project Coordinator

NR Nature Reserve

PA Protected Area

PAFA Project Administration and Financial Assistant

PAP Petra Archaeological Park

PCU Project Coordination Unit

PDTRA Petra Development and Tourism Region Authority

PEB Project Executive Board

PIF Project Identification Form

PPG Project Preparation Grant

PPR Project Progress Report

RCU Regional Coordination Unit

RSCN Royal Society for the Conservation of Nature

RTA Regional Technical Advisor (of UNDP/GEF)

SBAA Standard Basic Assistance Agreement

SCA Special Conservation Area

SEA Strategic Environmental Assessment

TAC Technical Advisory Committee

TIES The International Ecotourism Society

ToT Training of Trainers

UNDAF United Nations Development Assistance Framework

UNDP United Nations Development Programme

UNESCO United Nations Educational, Scientific and Cultural Organization

USAID United States Agency for International Development

1.0 JD (Jordanian Dinar) = US$1.40

# SITUATION ANALYSIS

## 1.1 Introduction

Tourism is one of the main pillars of the Jordanian economy, accounting for 14% of GDP in 2010. Recent growth has been impressive: visitor numbers have grown by 27% over the past six years or from 5.5 million in 2004 to 7 million visitors in 2010. A further significant increase in visitor numbers is anticipated (the number of tourists is expected to grow to 9.4 million by 2015). Jordan has set out its future development objectives for the tourism sector in the National Tourism Strategy 2011 – 2015. The strategy is guiding the development of Jordan’s tourism sector over the five years with the goal of increasing Jordan’s tourism receipts to JD4.2 billion (US$5.92 billion at current exchange rates) by 2015. The strategy was developed by a consortium of institutions, including the private sector, the Ministry of Tourism and Antiquities (MoTA), the Jordan Tourism Board (JTB), and the Federation of Tourism Associations, with technical expertise supplied through USAID. Under the Strategy, the development of the ecotourism and Nature-Based Tourism (NBT) sub-sectors is highlighted as a priority, in support of “the mission to develop a distinctive destination offering diverse, year-round visitor’s experiences”.

Furthermore, in order to promote tourism development, the Government of Jordan has sought to create tourism development zones managed by tourism development authorities to attract investments in key tourist areas. The Aqaba Special Economic Zone Authority (ASEZA) was established in 2000; the Petra Development and Tourism Region Authority (PDTRA) was created in 2009; and tourism development zones in the Dead Sea and Aljoun were created in 2010. Each of these authorities has developed a Strategic Master Plan for its respective region/zone with the key objective of guiding development in each region/zone to ensure it occurs in an efficient, balanced and sustainable way over the next 20 years.

The Aqaba Special Economic Zone Authority (ASEZA) and the Petra Development and Tourism Region Authority (PDTRA) and their territories are of direct interest to the project, the former as it includes responsibility for the Wadi Rum World Heritage Park and Protected Area; the latter because Petra is the prime area of focus for tourism in Jordan. In addition, the project will also target the Jerash Governorate, which includes the Dibeen Forest Reserve, and the Shoubak proposed PA and its buffer zone situated adjacent to Petra Development and Tourism Region and within the Shoubak District which forms part of the large Ma’an Governorate. In both these governorates, the overall responsibility for land use planning lies with the MoMA but the implementation of the plans is a responsibility of the local administration (Governorates, districts and municipalities.

Efforts at central and regional level aim *inter alia* at extending the length of visitor stay and diversifying the tourism market by building upon the region’s assets, specifically its ecological assets. However, until now, tourism in Jordan has been based mainly on the country’s cultural and archeological heritage and the ecotourism sub-sector accounted for a mere 7% of total visitor numbers (500,000 tourists) in 2010.

While the Government recognizes that tourism development can have an adverse impact on biodiversity, it is also cognizant of the opportunity which ecotourism and Nature Based-Tourism (NBT) can provide as an incentive for biodiversity conservation (in particular by providing an economic incentive to maintain and restore natural habitats and generating financing). The project is therefore designed specifically to reduce threats to biodiversity from the current and future development of the fast growing tourism industry and optimize the biodiversity ‘dividend’. There is a need to reduce the negative footprint of mass tourism on biodiversity while catalyzing more responsible ecotourism which, if well managed, could benefit biodiversity (for instance by financing protected areas). It aims to ‘mainstream’ biodiversity considerations into tourism sector development in Jordan as a whole and more specifically in the tourism development zones in the Jordan Rift Valley.

## 1.2 Jordanian Biodiversity and its Global Significance

Jordan’s position at the intersection of the African, Asian and European continents means that it harbours species from each of these continents. The country covers an area of 89,322 km2, 80% of which is classed as either semi-arid or arid. The country is topographically diverse, owing to the presence of the Great Rift Valley, with altitudes ranging from 400m below sea level on the shores of the Dead Sea up to 1,854m. As a result, Jordan's flora is rich and highly diverse. Around 2,500 species of vascular plants have been recorded, belonging to 152 families, and about 700 genera, representing about 1% of the total flora of the world. One hundred species are endemic (including species of the genus *Crocus*, *Colchicum*, *Iris* and *Verbascum*), 375 are rare or very rare (including species of the genus *Orchis*, *Romulea*, *Biarum* and *Globularia*), forming about 2.5% of the total flora of Jordan. 75 species are considered extinct. According to the IUCN Red List of 2006, Jordan has 47 globally threatened species of fauna. The proportion of threatened species to the total number of species is very high, especially for mammals, where 24 out of 77 mammals (31.16%) are considered globally threatened. Jordan's location by the Great Rift Valley makes the country one of the most important flyways and resting points for migratory birds in the Boreal Spring and Autumn. Hundreds of thousands of birds cross the area yearly, some of which are globally threatened *e.g.* the Corncrake (*Crex crex*).

Jordan initiated biodiversity conservation efforts as early as 1966 with the establishment of the Royal Society for the Conservation of Nature (RSCN), which was mandated by the government to set up a network of protected areas to conserve Jordan's fauna and flora. This was followed three decades later with the enactment of the Environmental Law No.12 in 1995 and of the Agricultural Law No.44 in 2000, both of which advance biodiversity conservation as a core priority at policy level. The strategy for the establishment of a protected areas network in Jordan aims at including at least 4% of each of the 13 different vegetation types of Jordan in the network. As a result, additional protected areas are to be added to the established sites to reach a total number of 16 protected areas covering 12% of the country’s area. This figure is expected to reach 15% by the year 2017, as Jordan is planning to establish a network of sites along the length of the Rift Valley, consisting of high status protected areas and several Special Conservation Areas (SCA) (generally smaller areas with specific objectives – such as the protection of particular species)[[2]](#footnote-2). Many of these new areas will be established in areas targeted for tourism development – meaning there is an urgent need to better integrate biodiversity management interventions with tourism sector plans and investments.

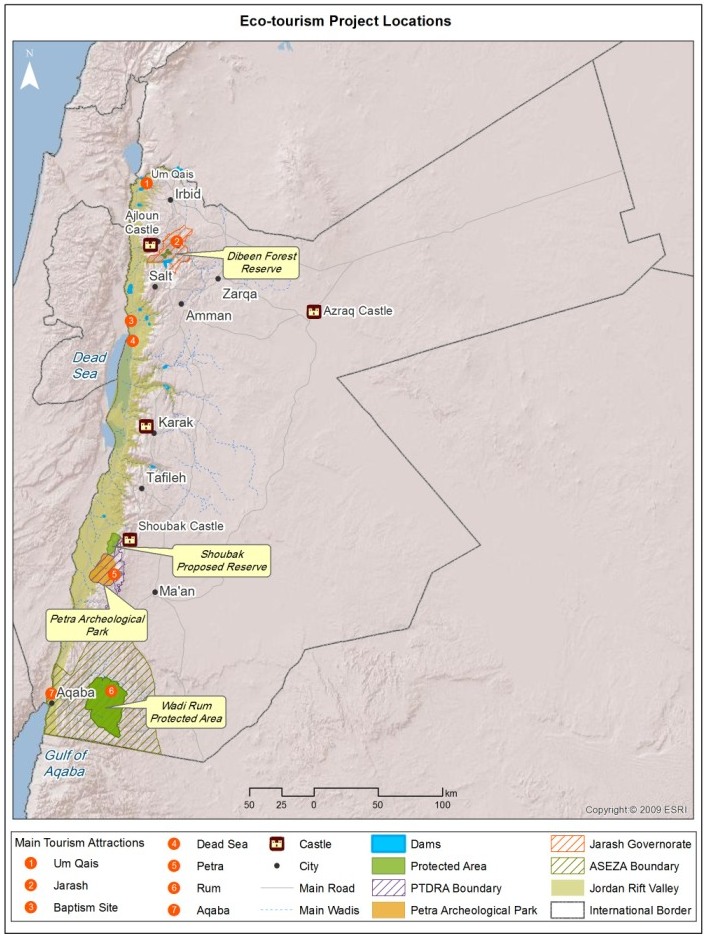
The tourism sector already poses a major threat to biodiversity and given the planned exponential growth of the sector, this threat is expected to grow significantly. The Government is seeking to expand the tourism marketing product and will market Jordan as a destination for nature-based tourism with wilderness being a key attraction (hiking, camping and other activities). PA visitation is therefore expected to grow over time.

The project will be focusing on the Jerash Governorate including Dibeen Forest Reserve, the Petra Development and Tourism Region, including the adjacent Shoubak locality which lies in Ma’an Governorate, and the greater Wadi Rum locality which lies within the ASEZ[[3]](#footnote-3) (Figure 1 depicts the project locations in Jordan). Each of these localities is a well-known tourist destination and each comprises valuable biodiversity that is being affected by tourism activities both within Protected Areas and outside.

## 1.3 Threats and Root Causes

The tourism sector already poses a major threat to biodiversity and given the planned exponential growth of the sector, this threat is expected to grow significantly. Currently, tourism is concentrated at two levels: (1) in tourism regions/zones such as Petra and Wadi Rum, both of which are ecologically sensitive areas; and (2) in wider areas between these regions/zones and the existing and planned protected areas (e.g. the area

**Figure 1: Project Localities in Jordan**



surrounding Dibeen PA in Jerash Governorate, the district surrounding Shoubak Proposed PA, and the wider territory around Wadi Rum outside the PA). These Tourism regions/zones lie in high biodiversity areas and in the proximity of several protected areas. Although few of Jordan’s current visitor intake are nature tourists *per se*, tourists do visit protected areas around the tourism regions/zones as part of their tour itinerary. The Government is seeking to expand the tourism marketing product—and will market Jordan as a destination for nature-based tourism—wilderness being a key attraction (hiking, camping and other activities). PA visitation is thus expected to grow over time.

Biodiversity is being threatened by mass tourism across the landscape as a whole, within each of the tourism regions/zones, and within protected areas (as well as planned new PA sites) in the Jordan Rift Valley. The tourism footprint on biodiversity is expected to grow over time. The Tourism Master Plans prepared for each of the tourism regions/zones and other areas identify current and potential impacts on biodiversity as a potentially serious issue that needs to be managed. The threat posed by tourism to biodiversity is also documented in protected area management plans. These threats may be divided into two categories: direct threats and indirect threats. Pressures vary spatially across the landscape and while some areas are currently not heavily impacted, there is no guarantee that they will remain so in future.

The prime *direct threats* from tourism activities to biodiversity are the following:

**1. Hotel and tourism infrastructure development:** Development of hotels and other tourism infrastructure in ecologically sensitive areas leading to fragmentation and loss of habitat. The loss of connectivity between different habitat blocks poses a significant risk to biodiversity in Jordan as a whole, and undermines the utility of PAs as a critical storehouse of biodiversity. PAs should ideally be connected through natural and undisturbed corridors to maintain ecological processes and ensure the free passage of wildlife. There is also little or no consideration of the cumulative impact of development projects.

**2. High visitor numbers:** High visitor numbers in sensitive environments and protected areas leading to disturbance of the habitat. Visitors’ activities have exerted extensive pressure on biodiversity from trampling, hunting, plant collection, uncontrolled trekking and climbing, etc. In Petra, which is by far the most visited tourism site in Jordan, habitat degradation has already been recorded—and tourism is believed to have an impact on wildlife populations. The disturbance from tourism activities, among others, is responsible for the absence or scarcity of avifauna.

**3. Effluent discharges:** Effluent discharges, litter accumulation and extensive abstraction of water. Hotels generate significant wastes, often dumped in ecologically sensitive areas. This has changed animal behavior – *e.g.* waste dumps are scavenged by species such as the Red Fox. However, this practice also results in the accumulation of toxic compounds in the ecosystem. A second problem arises as a result of the excessive extraction of ground water and surface water from wadis. The latter is a serious problem, as it threatens the biodiversity of these small, fragile but important habitats.

The *indirect threats* from tourism on biodiversity include:

**4. Roads development:** Roads are being developed to increase access to tourism areas. The placement of roads around tourism regions/zones is providing easy access to ecologically important areas and increasing the pressure from tourists on these areas. Unless planned to incorporate biodiversity values, this could have the inadvertent effect of increasing other threats (*e.g.* poaching).

**5.** **Encroachment by local population:** Local populations encroach on natural resources in sensitive areas and practice intensive resource use to support their livelihood needs. Local populations are using the provisioning and regulating ecosystem services to support their economies. A further increase in agriculture and pastoralist activities is expected as the local population will aim to meet increased demand for food produce from tourism establishments in the tourism regions/zones and this will cause additional pressure on biodiversity from overgrazing, loss of the vegetation cover, wood-cutting, etc. There is a need for tourism establishments to factor these impacts into supply chain management so as to mitigate the pressure on biodiversity, ecosystems and ecosystem services.

## 1.4 Long-term Solution, Baseline Project and Barriers

The long-term solution advanced under this project to address the identified threats is to change the course of tourism sector development, so as to reduce the negative externality on development. The solution is brought about through the ‘mainstreaming’ of biodiversity considerations into the process of tourism development and management.

If threats to biodiversity from tourism sector development are to be effectively curtailed—action will be needed at three levels - (1) at the national level—influencing regulations and investment strategies; (2) at the landscape level in the tourism zones—where physical development occurs and where there is a need to change the trajectory of that development to address direct and indirect threats; and (3) at the site level—in protected areas and sensitive corridors, where additional management intervention is needed to address direct pressures on ecosystems. The current baseline investments are described below at each of these levels, together with an accompanying description of the barriers impeding effective biodiversity management. The project is designed to remove these barriers.

Situation at the National (upstream) Level:Jordan’s national tourism development budget for the years 2011-2013 is around US$170 million, accounting for 26% of the total public sector investment in economic development. This outlay, which is intended to assist the MoTA to implement the National Tourism Strategy, is complemented by investments from several development partners, the most significant of which is the USAID/Jordan Tourism Development Project II[[4]](#footnote-4). MoTA is vested with the overall responsibility for developing tourism in Jordan and this includes cultivating investment in hotels and other infrastructure particularly from the private sector, catalyzing investment in tourism services (such as training); and licensing and regulating development. The Jordan Tourism Board works through a public private partnership between MoTA and tourism businesses to market Jordan as a tourism destination (11 Jordan Tourism Board Offices have been set up to support destination marketing). The baseline provides, *inter alia*, for major infrastructure development, destination marketing and diversifying the tourism product, for instance by encouraging ecotourism and nature based tourism. The JTB’s annual budget is around JD4.5 million (US$6.315 million), provided by the government and through private sector investments including private tourism services. A classification system has been developed for hotels and restaurants, providing a unified system for rating establishments (using a star rating system). The hotel classification system needs to be strengthened further and extended to eco-tour operators, eco-lodges and environmental camp sites.

Barriers at the National (upstream) Level: A comprehensive understanding of the impacts of the tourism sector on biodiversity is lacking. Although the tourism sector speaks of reducing the environmental footprint of tourism, it has focused for instance on energy and water use and rarely on biodiversity management. National land-use planning has not factored in the impact of tourism development on biodiversity. EIAs are required for specific site interventions but these do not evaluate the off-site impacts or the cumulative and synergistic effect on biodiversity of different development activities over larger areas. This is of particular concern given the fragility of ecosystems in Jordan which already suffer from a high level of fragmentation. Moreover, the national classification system for hotels and restaurants developed by MoTA which is expected to be adopted by 100% of hotels and 80% of restaurants by 2015, does not specifically address biodiversity. Specific norms and standards to regulate tourism development at the enterprise and landscape level so as to reduce and mitigate threats are also lacking. In practice, this means that biodiversity management needs are not factored into licensing decisions for development. As noted above, the Government has delegated the responsibility for issuing permits for tourism development to the new regional tourism authorities, of which, the PDTRA and the ASEZA are of interest to the project. Outside these special territories, the Ministry of Municipal Affairs is responsible for land-use planning, and the Governorates and municipalities regulate development through the implementation of the land-use plans. Of interest to the project are the Governorates of Jerash and Ma’an, the former includes Dibeen PA and the latter includes land surrounding Shoubak. These authorities are also responsible for commissioning EIAs and they are accountable to MoTA and the Ministry of Environment for the discharge of this duty. However, without national biodiversity standards, a system of rewards and penalties, and a better capacity in national institutions to monitor and ensure compliance, there is a risk that biodiversity management will be sidelined. Finally, voluntary mechanisms to cultivate good corporate environmental stewardship on the part of businesses are lacking and there is a need for economic incentives and disincentives to reward those that observe environmental protection and penalize those that do not. In addition, a more formal system of penalties for breaches of permit/certification conditions is also required so as to distinguish between those companies with a solid record of stewardship, from those with a poor one.

Situation at the Landscape Level: Jordan is currently implementing an ambitious regional tourism development policy – establishing development regions/zones, as financially and administratively autonomous entities. Of special interest to the project is the Petra Development and Tourism Region and the Aqaba Special Economic Zone . These development authorities play a critical role in planning and approving physical tourism development by having a major say in the siting of infrastructure. This provides a major opportunity for ensuring that biodiversity needs are taken into account in the land use allocation process and that development applies the mitigation hierarchy from the outset to avoid, reduce, mitigate and offset impacts. Likewise, the Ministry of Municipal Affairs (MoMA) is in a similar position of influence since it has overall responsibility for land use planning, land use allocation and management outside the tourism and development zones. Areas of interest to the project that come under this classification (where MoMA has responsibility for land-use planning), are the Jerash Governorate and, as mentioned, parts of Ma’an Governorate in the area surrounding Shoubak[[5]](#footnote-5). The tourism and development Authorities as well as MoMA have responsibility for promoting local tourism development, directly or indirectly (in the case of MoMA) drawing on public funds and private sector investments. The Authorities and Governorates/Districts/Municipalities (Local Administrations) are also responsible for licensing development and commissioning EIAs and this makes them powerful players. The Authorities have developed Master Plans for tourism development and local employment creation, while the Local Administrations are in process of plan development (in collaboration with the MoMA). However, both the Authorities and the Local Administrations lack adequate information on the biodiversity values in their territory. They are also not strong on enforcement and monitoring. Their reliance on the Environmental Police, the Police Department, the Ministry of Agriculture, the Ministry of the Environment and RSCN leaves them without sufficient capacity because these agencies lack the institutional capacity to effectively protect the environment and their roles and mandates are currently being reviewed. Even if national biodiversity standards are developed for the tourism sector and there is a strong national level compliance auditing and management system in place, biodiversity will continue to be lost unless these authorities have a specific mandate and capability to address biodiversity management in their operations. In parallel to the impacts arising from tourism are impacts generated by recreational and livelihood activities of local residents, some of which are allied to tourism development.

Barriers at the Landscape Level: An important barrier to the mainstreaming of biodiversity in the tourism sector in Jordan is the weak vertical and horizontal coordination among the stakeholders involved in the sector. Several institutions have responsibilities at the regional level in planning, monitoring and enforcing regulations relating to tourism sector development and biodiversity conservation – MoMA, Governorates/Districts/Municipalities, RSCN, Ministry of Environment, PDTRA, ASEZA and the Police. However, the mandates for surveillance and prosecution of unlawful tourism activities and breaches of planning provisions at the level of these institutions are unclear and overlapping and need to be clarified and closely coordinated in order to ensure the integration of biodiversity conservation in the tourism development agenda. Moreover, there are weak capacities for permitting, monitoring and enforcing biodiversity-friendly development at the level of the tourism authorities/zones with respect to managing direct and indirect threats.

However, an even more fundamental barrier is the general lack of data and information on biodiversity among decision-makers and other professionals responsible for natural resource use, and even more so among the general public. This is hindering appreciation of the value of biodiversity (including to the tourism sector) and its vulnerability to various impacts. This lack of data and information is a fundamental barrier to efforts to reflect biodiversity in the planning and other initiatives on resource use – it can only be resolved through effective ecological surveys which, while not overly meticulous, must provide a robust basis for decision making.

Whereas Strategic Plans have been prepared, land-use planning is a comparatively new activity in Jordan. The MoMA has only been entrusted with land-use planning comparatively recently (in 2012) and because of the lack of data and information on biodiversity, it is difficult for planners to take biodiversity into account in their planning initiatives. Biodiversity management objectives need to be accommodated in the overarching land use plans which will guide the placement of hotel infrastructure, the siting of roads and water reticulation and waste management systems amongst other things. This needs to take an adaptive approach employing the acceptable limits of change approach, which will in turn require a sound environmental monitoring and data management system.

Allied to the lack of data and information on biodiversity, and with the exception of some work in protected areas, there is little or no monitoring of ecosystems, no assessment of the state of ecosystems and critical species, no recording of trends. Without an effective monitoring system, those responsible for the protection and management of biodiversity in Jordan cannot be aware of the dire consequences of tourism and other impacts on biodiversity, until it is too late.

The country set up the "Environmental Police" unit in 2006, an innovative system to coordinate the activities of the Police Department, Ministry of Agriculture, Ministry of Environment and RSCN with a view to addressing threats to the environment. However, the unit has in practice not been able to effectively oversee enforcement in the tourism sector, partly because regulations, standards and penalties governing enforcement are wanting in the first place, but also because there is limited technical capacity to deal with the sector (because many threats occur from a conjunction of different pressures from different enterprises). The whole system of enforcement in environmental protection in Jordan is currently under review and results are expected by the time the project in under implementation and it will be able to play an active role in the follow-up to this exercise with a focus on capacity building.

While some interpretation exists in Protected Areas, there is a general and severe lack of effective interpretation and information outside formally protected areas and little, if any, communication with the public on the values and vulnerabilities of ecological resources and the consequences (ecological and legal) of not adhering to land-use plans, not observing set limits and breaking regulations.

Situation at the Protected Areas Site Level: Jordan has also allocated $6 million of its national budget for the years 2011-2013 for the management of existing protected areas through RSCN and several development partners are also supporting RSCN in the management and development of ecotourism in the existing and planned protected areas. In addition, ASEZA manages two protected areas, namely Wadi Rum World Heritage Site and the Aqaba Marine Reserve. Among the most important initiatives, is the USAID $8.2 million funded Eco-tourism Project which aims to create a world-class nature tourism complex in southern Jordan as a means to promote economic opportunities for poor rural communities and protect the Kingdom’s finest natural landscapes. However, this support is still not able to respond to the threats that PAs face from the significant increase in tourism development in the wider Rift Valley. Dibeen PA (in Jerash Governorate) and Wadi Rum PA in ASEZ, are already well established, while Shoubak (in Ma’an Governorate and adjacent to PDTR is in the process of being established. An ambitious progamme is underway in Jordan to establish additional PAs including the community managed Special Conservation Areas (SCAs). The capacity of PA sites to manage tourism is asymmetric – while the management capacity is relatively good in the Dana NR, other sites have generally weak management capacity. Moreover, they lack the financial wherewithal to increase staffing and to construct visitor infrastructure.

Barriers to effective PA management: Laudable efforts are currently made by most PA management to involve local communities. However, this does not reach all communities and even less so the private sector, and it serves as a barrier to the effective management of PAs. Partnerships are required to convey the message that PAs are a shared resource as well as a shared responsibility and this will lead to collaboration in attempting to resolve differences between factions.

To a certain extent, the PAs are managed in isolation from the surrounding lands in a situation that observes strict boundaries of jurisdiction. This is a barrier and it works against the PAs themselves. While it is not advocated to dismantle jurisdictional boundaries, recognition of mutual land use plans and management commitments on either side of the boundary should be encouraged. This will lead to a sounder basis for management in the PAs which can reflect better the provisions that might be made outside their boundaries to protect biodiversity.

There is a need to disperse tourism from heavily visited areas within Protected Areas where tourism is placing pressure on the environment. This will require the development of infrastructure in new areas (waste management systems, interpretation facilities, trails, picnic facilities, etc) as well as the institution of visitor controls. Additional resources need to be generated to staff PAs to deal with tourism pressures, as well as cover other operational expenses. The absence of ecotourism-based business plans for PAs and the lack of efficient user fees collection systems create a barrier to the ultimate ability of PAs to be self-supporting and gain financial sustainability.

## 1.5 Project Localities

Some of the project’s initiatives will be carried out “upstream” and will develop tools which will help to mainstream biodiversity considerations into tourism development. The Upstream portfolio will be coordinated by the Project Coordination Unit with the full participation and leadership of the MoTA based in Amman.

The project will also have three other sites, namely, the Jerash Governorate to be led by MoMA for land-use planning and RSCN for the Dibeen PA; the greater Petra region which will be led by the Environment Directorate of PDTRA, including the Shoubak proposed PA, led by RSCN; and the greater Wadi Rum locality led by ASEZA and its PA management team.

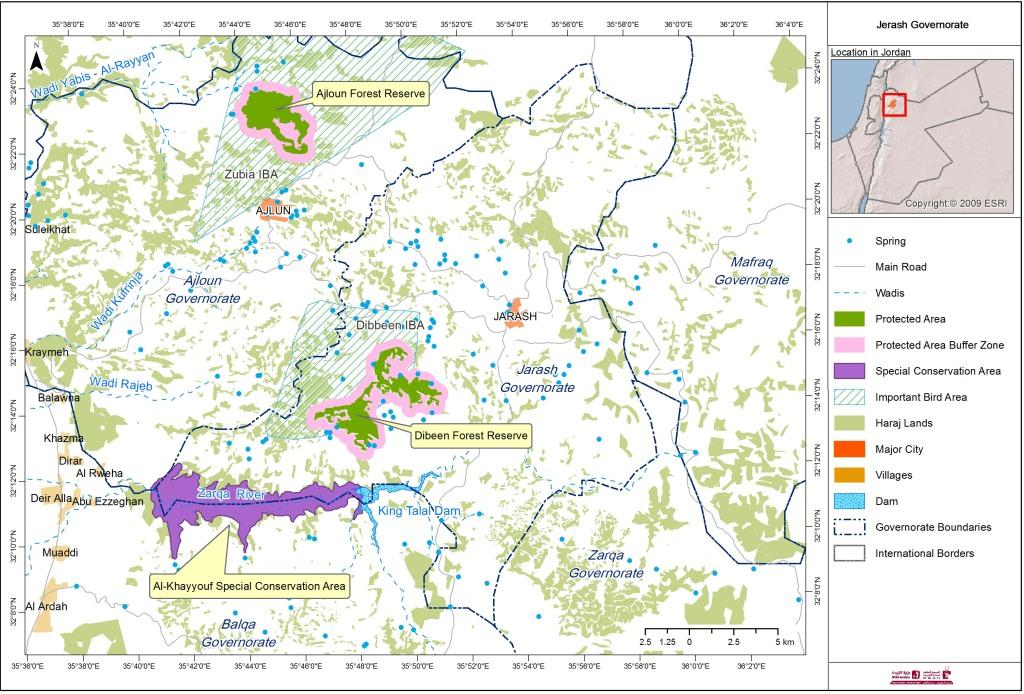
A description of the tourism regions/zones, and the protected areas within or adjacent to the regions/zones that the project will target, together with their biodiversity fundamentals are discussed below:

### 1.5.1 Jerash Governorate

Locality and Administration:

Jerash Governorate lies in the north-west of Jordan, with a total area of 40,980 hectares (0.46% of the total area of Jordan). The Governorate is located between Irbid and Ajloun Governorates in the north, Ajloun Governorate in the west, Zarqa and Marfraq Governorates in the east and Belqa Governorate in the south (see Figure 2). The Governorate has five municipalities: (1) The Greater Jerash Municipality comprising Jerash City, Souf and Al-Kefir towns; (2) Me’raad Municipality comprising Rimon, Nahleh, Kitteh and Sakeb towns; (3) Bab Amman Municipality comprising Marsa’, Mestaba and Jebbah towns; (4) Al Naseem Municipality comprising Qafqafa, Al Rabwa, Kofor Khal and Belila towns; (5) Burma Municipality comprising Burma towns.

**Figure 2: Jerash Governorate**



Physical Characteristics:

Although the area of Jerash Governorate is small, it has a considerably diverse topography. Altitudes range from 100 meters below sea level at the King Talal Dam to 1,050 m above sea level (masl) near Assfour and Souf. Precipitation in the Governorate is relatively high (400 – 500 mm per year) and large number of springs (compared to other regions in Jordan) can be found. Climate in general can be characterised as Mediterranean semi-arid with two distinct seasons: a long dry hot summer season extending from May to September and a moderate winter season extending from October to April, with the main rainfall occurring in the months from December to March. The climate of the Governorate is highly influenced by elevation. The western part which has elevations below 200 masl has scarce rainfall and is dominated by hot dry weather. The northern part of the Governorate with elevations reaching 1,000 masl has high annual precipitation (more than 600 mm) and frequent snowfall in winter. The Dibeen area, which has an elevation of 750 masl and lies in the path of the humid west winds originating from the Mediterranean Sea, has an annual rainfall of around 500 mm. The area is characterised by deeply incised valleys, most having water flowing in them a limited number of days depending on rainfall, others are spring fed. Springs show a seasonal discharge variation, indicating restricted storage capacity of groundwater. The only perennial river in the Governorate is the Zerqa River, which discharges into the King Talal Dam.

Socio-economic Aspects:

The Jerash Governorate has a population of around 183,500 human inhabitants (51.4% males; 48.6% females, with 41% of people under the age of 15 years) distributed in 52 settlements and agglomerations, resulting in a population density of 447.5 persons/km2. This is the second highest population density in Jordan after Irbid Governorate. About 37.3% of the population live in settlements of less than 5,000 people. Jerash City is the main center of the Governorate with a population of 32,000 inhabitants. There are 30,252 households in the Governorate with the average household members being 5.9 persons. 20.3% of the population is considered as poor. The unemployment rate is 10.6% for males and 27% for females.

Biodiversity and Ecosystem Values and its Protection:

Jerash Governorate falls within the Mediterranean Biogeographical region of Jordan. Three vegetation types occur in Jerash, namely Pine Forest, Evergreen Oak Forest and Mediterranean Non-Forest Vegetation. The Pine Forests of Jordan are typical vegetation forms, with the trees of Aleppo pine (*Pinus halepensis*) dominating. This forest vegetation usually occurs naturally on high altitudes, mostly over 700 masl. Pine forests are made up of four strata namely (i) The high trees: *Pinus halepensis*, (ii) The low trees and shrubs: *Arbutus andrachne*, *Quercus calliprines* and *Pistacia palaestina*, and (iii) Low shrubs and bushes: *Calycotome villosa*, *Cistus villosus*, *Cistus salvifolius*, *Smila aspera* and others, and (iv) Herbaceous plants: *Fumana arabica*, *Thesium bergeri*, *Helianthemun lavandulaefolium*. Evergreen Oak Forest is often classified as Mediterranean shrub land known as maquis or chaparral in other parts of the world. The dominant element is the evergreen oak *Quercus calliprinos*. It comprises the major part of the forest vegetation in Jordan. Many of the forest components are deciduous like *Pistacia palaestina*, *Pyrus syriaca* and *Crataegas azarolus*. Three strata are recognised: Stratum 1. Trees and high shrubs: *Quercus calliprinos*, *Pistacia palaestina*, *Pyrus syriaca*, *Arbatus andrachne*, *Crataegus azarolus*, *Phillyrea media*. Stratum 2: Low shrubs and climbers: *Amygodalus communis*, *Phamnus palaestinus*, *Asparagus aphyllus*, *Rubia olivieri*, *Lonicera etrusca*, *Calycotome villosa*, *Sarcopoterium spinosum*, *Cistus villosus*. Stratum 3. Herbaceous: *Dactylis glomerata*, *Poa bulbosa*, *Anemone coronaria*, *Cyclamen persicum*, *Echinops* spp., *Linum pubescens*, *Lecokoa cretica*, *Adonis paleastina*, *Orchis anatolica*. The Mediterranean region which is not covered by forests contains some shrubs and bushes, known as Mediterranean non-forest vegetation. The leading species of this vegetation are *Rhamnus palaestinus*, *Calycotome villosa*, *Sarcopoterium spinosum* and *Cistus* spp. The Mediterranean non-forest vegetation can be treated as degraded forest. Composition also includes *Echinops* spp., *Dactylis glomerata*, *Teucrium polium*, *Ononis natrix*, *Ballota undalata*, *Eryngium glomeratum*, *Noaea mucronata*, *Capparis spinosa*, *Hordeum bulbosum*, *Varthemia iphionoides*, *Artemisia herba-alba*, *Poa bulbosa*, *Thymus capitatus*, *Asphodelus aestivus*, *Asparagus aphyllus*.

More than 266 flora species were recorded in the Governorate of which 34 species are considered rare. Ten plant species found in the Jerash Governorate have vulnerable status and one threatened status. These are: Vulnerable: Pyramidal Orchid (*Anacamptis pyramidalis*), Abundant Flowering Orchid (*Neotinea macalata*), Sword-leaved Helleborine (*Cephalanthera longifolia*), Anatolian Orchid (*Orchis anatolica*), Violet Limodore (*Limodorum aborytivum*); Spider Orchid (*Ophrys transhyrcana*), Toothed Orchid (*Orchis tridentate*), Holy Orchid (*Orchis sancta*), Nazaretti Iris (*Iris bismarckiana*), Pistacio (*Pistacia lentiscus*); Threatened: Cyclamen (*Cyclamen pesticum*). From a flora biodiversity perspective, the most important area in the Jerash Governorate is the Dibeen forest, which is an intact Mediterranean Pine forest covering 6,200 hectares. Dibeen forest is considered as a genetic source of Aleppo Pine (*Pinus halepensis*) trees. Dibeen’s flora biodiversity also includes wild crops relatives such as wild olive (*Olea europea*), wild pear (*Pyrus syriaca*) and wild hawthorn (*Crataegus azarolus*).

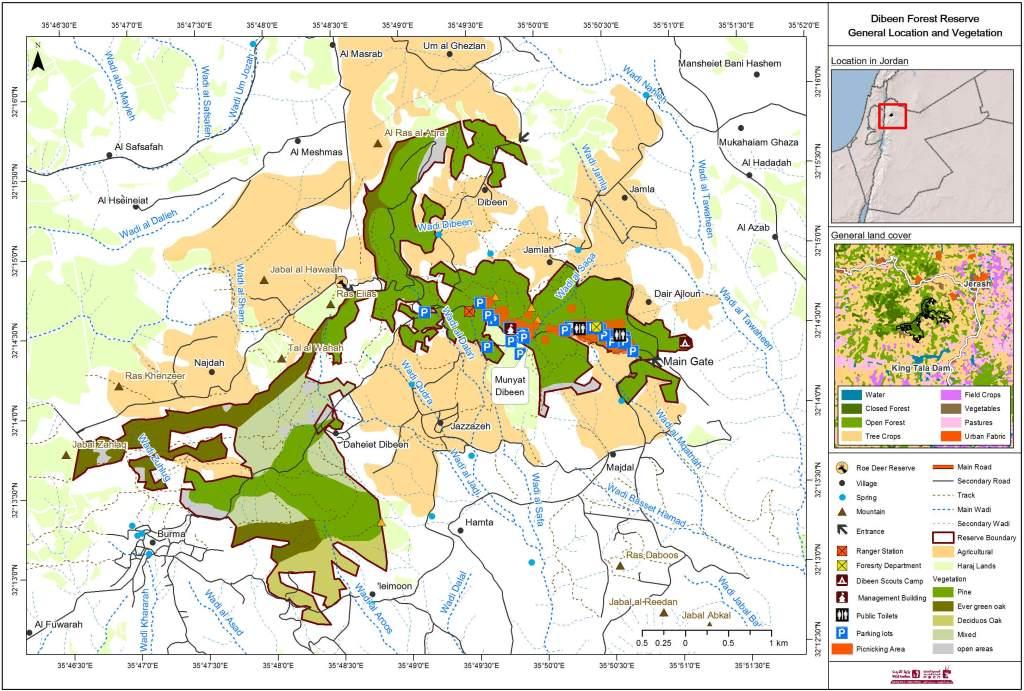
The region hosts numerous species of rodents and mammals like foxes, wild cats, jackals, hyenas, as well as the Horseshoe Bat (*Rhinolophus ferrumequinum*) and the Persian Mongoose (*Sciurus anomalus*), which is threatened by extinction. Also found in the Governorate are the Greek Tortoise (*Testudo graeca*), Lavant Green Lizard (*Lacerta media isrealica*), Mediterranean Thin-toed Gecko (*Cyrtopodion heterocercum*), Stone Marten (*Martes foina*) and Persian Squirrel (*Sciurus anomalus*), all of which have a restricted range or are threatened in Jordan, where they reach their southernmost limit in distribution. Dibeen Forest is also an Important Bird Area (IBA) due to its distinctive bird community which includes breeding and resident species usually found around the Mediterranean and other temperate climates of Eurasia, e.g. Short-toed Eagle (*Circaetus gallicus*), Hobby (*Falco longipennis*), Tawny Owl (*Strix aluco*), Syrian Woodpecker (*Dendrocopos syriacus*), Masked shrike (*Lanius nubicus*) and Woodchat shrike (*Lanius senator*), Hoopoe (*Upupa epops*), Winter Wren (*Troglodytes troglodytes*) and Blue Tit (*Parus caeruleus*). The eastern Bonelli’s Warbler (*Phylloscopus orientalis*) used to breed in the past, but there is no recent evidence. In winter the reserve harbours good numbers of Sparrow Hawk (*Accipiter nisus)*, Brambling (*Fringilla montifringilla*), Hawfinch (*Coccothraustes coccothraustes*) and Siskin (*Fringilla spinus*), among many others. A phylogenetic study revealed that the isolated population of Blue Tit (*Parus caeruleus*) is genetically distinct from all other Eurasian populations.

Addition to the biodiversity values of the Governorate, the natural habitat provides the following ecosystem services:

* Carbon storage and sequestration – the forests especially store high carbon values which will be released to the atmosphere if lost. The forests and other vegetation also sequestrate carbon.
* Freshwater - the Jerash Governorate encompasses three important catchments namely the Burma Catchment, the Me’raad Catchment and the Mestabah Catchment. The natural vegetation in these catchments reduces runoff and loss of soil and regulates the flow of water and groundwater recharge.
* Timber – many of the villagers in the Governorate use wood for domestic purposes, many of it harvested illegally. Domestic picnickers to Dibeen Forest collect and sometimes cut wood for outdoor cooking.
* Recreation and tourism – Dibeen Forest is one of the most important tourism sites in Jordan for locals and visitors from Arab Gulf countries.

The Governorate has one protected area within its borders, namely the Dibeen Forest Reserve (see Figure 3) which is situated within the Dibeen Forest. It was officially established in 2004, with a size of 849ha and it is managed by RSCN. In addition to its intrinsic and biodiversity values, the Dibeen Forest Reserve is a very important site for day tourists from surrounding cities and towns, mainly from Amman, Jerash, Zarqa and Mafraq. There is also the Kheyouf Special Conservation Area[[6]](#footnote-6), which spans the border with Balqa Governorate and is part of the Zarqa River lower catchment, located to the west of the King Talal Dam. This

**Figure 3: Dibeen Forest Reserve**



SCA was selected due to its ecological significance and the need for integration of nature protection with development.

Production Sectors and Threats to Biodiversity:

*Agriculture:* The area of arable lands in the governorate amounts to 9,840 ha. Of this, the area planted with field crops is about 2,370 ha, that planted in fruit trees constitutes 6,770 ha, and vegetables about 700 ha. Livestock populations total about 40,450 of which goats number 33,440, lambs 5,360, and cows 1,650. Olive and grape make up the largest percentage of fruit production. The number of workers in this sector amounts to 3.2% and it suffers from a number of challenges and obstacles that include: fragmentation of agricultural holdings, high cost of production and weakness in competition with other markets. However, the development plan for the Jerash Governorate has given this sector top priority, and if this is pursued without due consideration of biodiversity, especially in the "catchments" and forest lands, the values of biodiversity in the governorate may suffer. Accordingly, any development planning process for this sector must take into account land use plans, zones, patterns and farming practices in the areas near or overlapping with forest lands, natural pastures and watersheds.

In this regard, it is important to note that the mission of the Agriculture Directorate in Jerash reflects that of the ministry which seeks the integration of agricultural production with the protection of environment and natural resources, whilst meeting national food security. The Department of Forestry, within the Agriculture Directorate, has as its main role the protection of forests from all abuse. The agricultural law 44 for 2002 (articles 27-42) prohibits construction and logging activities within any forestry land.

*Tourism:* Statistics indicate that this sector is the most promising and competitive in the governorate. This arises from the existence of the city of Jerash and richness of natural scenery, aesthetics and forests and makes the governorate a popular destination for a wide range of foreign visitors and Jordanians alike. The historical city of Jerash is the second most important tourist destination in Jordan in terms of visitor numbers. The total number of tourists to Jerash Governorate in 2011 was 241,900 people (179,700 foreigners; 62,200 Jordanians) which was a decrease from the total numbers in 2010, which were 412,649 people (354,508 foreigners and 58,141 Jordanians).

In spite of the high number of visitors, the impact of tourism on local development is still limited, with statistics of the Ministry of Tourism and Antiquities indicating that the Governorate contains only two hotels, 11 restaurants and cafes, and 27 souvenir shops. The sector contributes a mere 2% of the total workforce in the governorate and the statistics indicate most tourism is a "one-day visit", whether it is to archaeological sites or for recreation in natural areas.

The proximity of Jerash Governorate to the heavily populated cities like Amman, Zerqa and Irbid makes it a favorite destination for leisure and recreation by Jordanians, particularly in the summer season and on Fridays, when Jordanians prefer recreation in the highlands characterized with a temperate climate and dense vegetation cover. As a result, the Dibeen Protected Area is one of the favorite summer destinations for Jordanians. Around 80,000 persons visited the PA in 2011. In spite of the fact that the PA makes up a mere 850 ha of the Dibeen Forest, visitors tend to congregate in the PA due to the major road that crosses through it. Jordanian trips are characterized as:

* Family-based,
* For recreation and leisure,
* Grill picnics known as *hash ou nash* (visitors prefer to collect wood from the wild),
* Minimum expenditure at the destination,
* High impact on nature values.

Official statistics on Gulf citizens’ tourism in Jordan show an increase of more than 14% between 2011 and 2012. This growth is supported by the current political situation in the region, which is giving Jordan an increasing popularity, due its stability and the mutual connections that join the Gulf people with Jordanians in terms of traditions and social customs, taking into consideration that most of the Gulf tourism is family-based for leisure and recreation purpose, and extends for one or two weeks during summer time.

In order to meet this increasing demand, a new orientation has emerged within the tourism sector planning by expanding the tourism product of Jordan to include the nature-based attractions which embrace biodiversity values, whilst, focusing on developing family tourism. On the other hand, these measures do not focus on preparing the stage where most of the activities of the Gulf tourists will take place, such as in the forests of the high mountains of Jordan, especially in Jerash and Ajloun. The anticipated effects on agricultural and forest lands through new buildings (villas, resorts, guest houses, etc.) especially on private land adjacent to important biodiversity areas, must be carefully managed through land use and tourism product development planning, so as to ensure sustainable tourism that can conserve nature and involve and benefit the wider local community.

One such an example is the the Munya Resort and Spa. It was first launched in 2006 by Jordan Dubai Capital (JDC). The project was to have included 600 luxury residences (villas and condominiums) a hotel, spa, convention centers and resort facilities. The developers sought a change in the law to allow forest clearing for development. RSCN, together with journalists and other individual activists and groups, lobbied successfully against the change and the proposals were scaled back. Yet even at its current scaled back version, it is going to have a profound impact on the forest and the Jerash environment. It is being built on steep slopes above the Zarqa’ River and has important downstream implications. JDC made genuine attempts to reduce the impact, the most notable of which was the transplantation of 544 old-growth pines which were tagged, numbered and transplanted at a cost of JD2.7 million. The company has archived information on soil testing, tagging and photographing every tree *in situ* before and after transplantation, and continues to monitor their progress. To date they have lost only 78 of the 544 – a success rate of 86%.

The proximity of the Pine Forests to Jerash old city and the development of the road network connecting the rural areas with the adjacent urban areas have contributed to a rapid increase in the number of picnickers to the Dibeen Forest and several other natural areas in Jerash Governorate. Wood is collected for barbeques resulting in forest loss/degradation in close proximity to popular picnic spots. This is even evident inside the Dibeen Forest Reserve. Furthermore, even with the high visitor numbers (2011 – 80,000 visitors) to the Dibeen Forest Reserve, the PA was only able to generate US$ 43,000 from tourism in 2011. This is seen against the financing needs for the PA for basic management costs (operational and investments) that were estimated at US$ 160,000 per year.

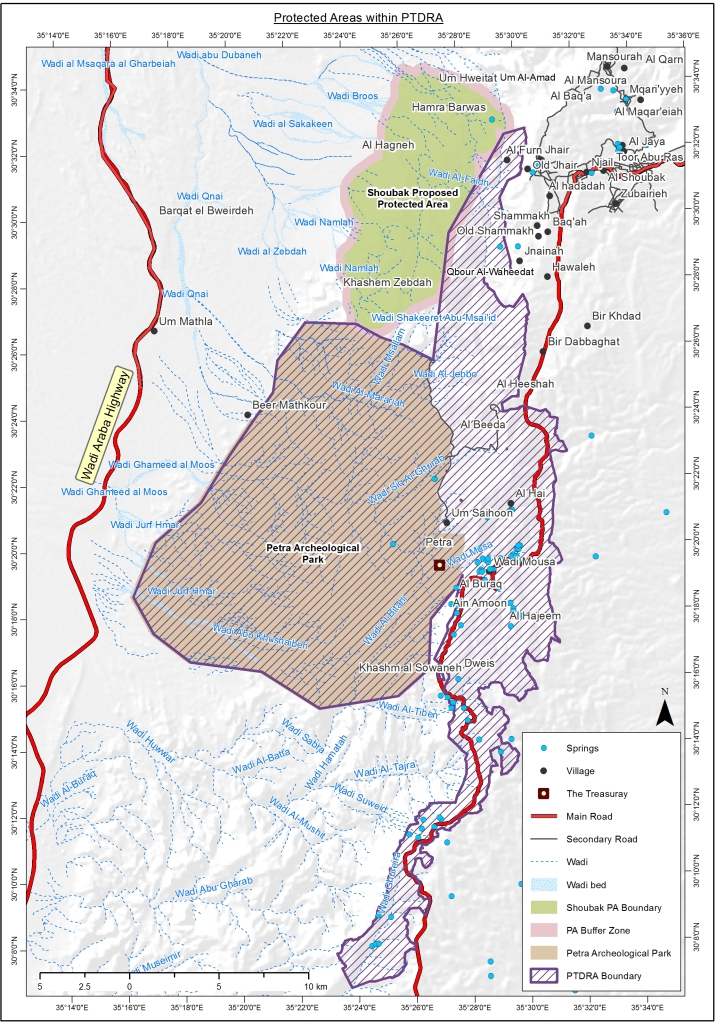
|  |
| --- |
| **Key threats/barriers to biodiversity from tourism and related activities in Jerash Governorate** |
| 1. Catastrophic events such as fire and alien species introduction could affect regeneration and the composition of the forests. |
| 2. Uncontrolled visitor activities (random hiking, firewood cutting, etc), |
| 3. The excessive expansion of roads and tourist facilities in important and sensitive wild habitats as well as important water catchment areas. |
| 4. Planning and management without the inclusion of primary stakeholders, particularly those are close to the biodiversity resources and incur the cost of any planning and management interventions. |
| 5. The strict protection approach with insufficient resources exposes biodiversity to opportunistic abuse and risks. |
| 6. Lack of sound pricing and valuation mechanisms of the ecosystem services and biodiversity resources. Failure to adequately value natural resources within a market economy will result in unsustainable use or resource replacement with other land use options. |
| 7. Inadequate financing for the management programs of Dibeen PA. A functionally and effective Dibeen PA management requires sufficient core funding at both the site level and the national level |

### 1.5.2 Petra Development and Tourism Region

Locality and Administration:

The Petra Development and Tourism Region is administratively located within Ma’an Governorate in the south of Jordan. However, the Petra Development and Tourism Region Authority (PDTRA) is an administratively autonomous body established in 2009 and it administers an area of 79,641 ha[[7]](#footnote-7) (see Figure 4). The region is best known for the renowned World Heritage Site – the Petra Archaeological Park (PAP)

**Figure 4: PDTRA territory, the Archaeological Park, and the proposed Shoubak Protected Area**

**

which attracts some 900,000 visitors a year. The PDTRA enjoys a legal personality with financial and administrative independence, it is affiliated with the Prime Minister’s Office and its head office is located in Wadi Musa town. According to Law No. (15) of the year 2009, “Petra Tourism Development Zone Authority Law”, PDTRA is meant to develop and improve the Petra Development and Tourism Region touristically, economically, socially and culturally, and it will do this through the following mandate:

*a- Manage the zone and oversee all its affairs according to the provisions of this law.*

*b- Disclose the Arab cultural heritage existing in the zone and maximize the national benefit there from.*

*c- Manage and improve tourism in cooperation and coordination with the national and international institutions and organizations related to the tourism sector and economic activities in the zone.*

*d- Create investment environment needed for practicing and regulating different economic activities towards optimal utilization of available resources and enhance competitiveness.*

*e- Participate in developing a comprehensive strategy and specific controls for protecting archaeological sites, their maintenance and conservation works in partnership with the Department of Antiquities in the zone.*

*f- Identify, document, improve and retain the areas and buildings of heritage value and designate the areas that have potential for utilizing for Tourism purposes.*

*g- Develop the social conditions of the zone’s local community and private institutions to initiate projects for them in the fields of cultural and traditional handicrafts, folklore and tourism support services in the zone, and draw up the principles and provisions for their regulation.*

*h- Protect the environment, water sources, natural resources and biodiversity, and draw up necessary principles and standards to that effect in coordination with the relevant authorities and in line with the Environment Protection Law along with the regulations and instructions issued according to it.*

*i- Develop the plans and programs needed for strengthening the human resources capacities in the zone in order to meet the zone needs.*

From the project’s perspective, item (h) above is especially important since it specifically mentions the responsibility of the PDTRA to protect the environment including biodiversity. It should also be noted that zoning and land use are considered as a responsibility within the scope of the PDTRA mandate.

While they do not have administrative responsibilities strictly speaking, three important institutional stakeholders do exert a degree of influence. These are UNESCO, USAID/Siyaha and the Petra National Trust (PNT). UNESCO, as administrator of the World Heritage List, is involved in any major (and many minor) decisions about the Petra Archaeological Park. The Petra National Trust is a Jordanian NGO *“…seek(ing) a rational balance between the requirements of tourism and Petra’s fragile and unique cultural and natural environment…”* (PNT 2012). PNT is more or less a watchdog organization which has largely supported UNESCO and the Department of Antiquities, with an emphasis on conservation of the antiquities sites within the park. USAID has been involved in the Petra Region since the founding of the Archaeological Park in 1968, funding planning exercises and management plans. Since 2006 its Siyaha initiative has been involved in the development of handicrafts projects and, more recently, in a site planning exercise within the Park.

The multiplicity of institutions wielding authority over the Petra Archaeological Park (PAP) has historically made planning, development and even conservation complicated within the Park and often difficult outside the Park boundaries. The boundary of the protected area itself has only recently been digitally geo-referenced and physically marked on the ground.[[8]](#footnote-8) The vagueness of the putative buffer zone has made Region officials reluctant to permit private sector and often public sector projects.[[9]](#footnote-9) Though the Strategic Master Plan (SMP) for Petra Region (PDTRA 2011) was specifically tasked with, among other things, creating a rational basis for zoning codes, these have yet even to be ratified, much less implemented.

Physical Characteristics:

The Petra Region is a mountainous region on the western edge of Wadi Araba, the Jordan Rift Valley. There is a considerable variation in its topography and its elevation varies from 200 masl at Wadi Araba to 1,115 masl in Wadi Musa, and 1340 masl in Shoubak; to a maximum altitude of 1734 masl at Jabel Al-Hisha, 6km north of Wadi Musa. The area in general considered as very arid to semi-arid, and marked by sharp seasonal variation in both temperature and rainfall. Annual rainfall is about 298mm and it occurs only in the winter season, which means between November and April. The average temperature is 21.5oC, with minimum values of 4.1 oC in January and a maximum of 38.0 oC in July (Department of Meteorology, 2004).

The Petra mountains link two parts of the southern highlands and rift margins with each other: the Dana-Shoubak mountains and rift margins with the Masuda-Ras-Ennaqqab-Wadi Rum (Hizma Basin) area in the south. The ancient city of Petra is located in the heart of a mountainous desert, but importantly, adjacent to an ancient route down from the high plateau to Wadi Araba. The PAP site occupies an open valley surrounded by mountains. Routes through the mountains follow deep clefts or siqs. The gorges were formed when the force of desert flash floods exploited lines of weakness in the rocks (faults, joints and fractures) - over many thousands of years, and the process continues today.

Socio-economic Aspects:

The Petra region has a population of 29,390 inhabitants, distributed in six main communities as follows:

|  |  |  |
| --- | --- | --- |
| **Community** | **Population[[10]](#footnote-10)** | **Tribe** |
| Baidha | 401 | Amaariin |
| Umm Sayhoum | 1,631 | Bidoul |
| Wadi Musa | 17,085 | Layathnah |
| Taybeh | 5,719 | Layathnah |
| Rajif | 1,674 | Rawajfah |
| Dlagha | 1,434 | Saidiyyiin |

The majority of those working in tourism-related businesses in the Petra Region are from Wadi Musa and Umm Sayhoun, the two communities immediately adjacent to the Petra Archaeological Park. There also is some tourism activity in Taybeh, the community closest to Wadi Musa to the south, because of a five-star hotel located there, Taybet Zaman; and Taybeh also has a relatively successful women’s souvenir cooperative, Taybeh Ladies Society (*jam3iyya sayyidaat al-Tayyibah*), which produces ceramics. In Baidha, the community immediately north of Umm Sayhoun, there is a community cooperative (Baidha Tourism Association) within which a women’s cooperative produces souvenirs from recycled materials and a men’s cooperative runs a relatively successful camp operation near Little Petra.

After decades of tourism activities at Petra, a major part of the local population which relied on animal husbandry and/or farming have changed their lifestyle. This is noticeable particularly among the Bedul Bedouins (now settled in Um Sayhoon), and the inhabitants of Wadi Musa and Taybeh. According to MoTA, an estimated 1,800 persons were working in the tourism sector in 2010 and although this figure probably reflects the number of people employed full-time, as opposed to casual or seasonal workers, the total figure is not thought to be much higher.

Institutionally all of the local tourism businesses are represented by Cooperative Associations (*jam3iyyat ta3ouniyya*), legal business associations registered with the national Cooperatives Association. The tourism-related cooperatives are:

* Tourist Guides Association (Wadi Musa)
* Hotel Owners Association (Wadi Musa)
* Travel Agents Association (Wadi Musa)
* Tourist Restaurants Association (Wadi Musa)
* Horse Owners Association (horse guides and carriage drivers in Petra -- Wadi Musa)
* The Nabatean Ladies Society (souvenirs [jewelery] - Wadi Musa)
* Petra Gates Society (souvenirs [copper, wood & ceramics] -- Wadi Musa)
* Bait al-Anbat (souvenirs [textile goods] -- Wadi Musa)
* Taybeh Ladies Society (souvenirs [ceramics] -- Taybeh)
* Baidha Tourism Association (souvenirs [tote bags, rucksacks from recycled plastics] -- Baidha)
* Umm Sayhoun Tourism Society (guides and travel agents -- Umm Sayhoun)

Of these, the strongest are the Guides and Horse Owners Association, because they take a cut of the revenues from the Park itself. All of the others are more vulnerable to the vagaries of the market, which, since the global economic crisis and the Arab Spring, has been miserable for Jordan.

There is a strong feeling among the local community that it does not benefit adequately from Petra revenues and this perception was voiced in every single interview with locals, without exception during the research carried out for the preparatory phase. Economic gains in the local community have not been commensurate with the increasing economic importance of Petra. The table below summarizes changes in local and national economic indicators between 2006 and 2009 (rounded to nearest whole number):

**Summary of economic indicators for Petra Region, Ma’an Governorate, Jordan**

|  |  |
| --- | --- |
| Rise in visitor numbers | 350% |
| Rise in top 8 revenue | 350% |
| Rise in per capita income, Jordan | 4% |
| Rise in household income, Jordan | 20% |
| Rise in household income, Ma`an Governorate | 18% |
| Rise in household income, tourism families in Wadi Musa | 32% |
| Rise in percentage of Wadi Musa pop. directly employed in tourism | 0.2% |
| Rise in land prices in tourist area, Wadi Musa | 428-625% |
| Rise in land prices in Wadi Musa municipality, outside tourist area | 200-400% |
| Rise in land prices in Wadi Musa, outside municipality | 166% (average) |
| Growth of PRA/PDTRA budget | 610% |
| Growth in PDTRA staff | 58% |
| Growth in PDTRA administration | 500% |
| Growth in salary budget for top PDTRA officials | 700% |

These figures support certain local public perceptions of the political and economic situation in their community:

* The rise in tourism revenue (350%) is not reflected in a comparable rise in the incomes of most local households (4-20%).
* Tourism families are benefiting significantly more than other households (32%), but the percentage of population working in tourism has not risen significantly (0.2%).
* The rise in land values/property taxes (166-625%) is not reflected in a comparable rise in incomes of local families.
* The rise in the PDTRA budget (610%) and administrative salary line (700%) are not reflected in a comparable rise in incomes of local families.

In sum, the importance of Petra to the national economy has been well-publicized, but benefits to the local community are perceived as inequitable. SMP’s Diagnostic Exercise found significant shortcomings in healthcare, transportation and public open space. The relatively high cost of living which comes with Petra’s tourism status is not compensated for by a correspondingly higher income for most residents.

The lack of jobs, particularly for young people and women, is a problem. This is a complex issue especially for women, due to traditional gender norms and their early exit from the labour force means that their employment opportunities are restrained. The role of women remains predominantly confined to childbearing and rearing as well as to household chores. Because activities that bring them in direct contact with tourists are regarded as inappropriate, many women said that the production of handicraft and other self-made products would be the most suitable income generating activity for them. Even women with high education levels are struggling to find adequate jobs within the region. The unemployment of women is potentially leading to other serious implications such as for women’s rights and empowerment.

A major part of the population in all communities shows a desire to be involved in tourism and to either attract tourists to their communities or at least to find reasonably well-paid employment opportunities in tourism enterprises. Others, especially women, see opportunities for themselves in selling their handicraft products (jewellery, souvenirs, woollen clothing, carpets, etc.) to tourists or their agricultural products (grain, meat, milk products, fruit and vegetables, etc.) to hotels and restaurants. Both of these market opportunities are not well organized yet and therefore bring only very limited benefit to the local population.

Biodiversity and Ecosystem Values and its Protection:

The Petra region is also important ecologically as it spans four different biogeographical zones according to the distribution of plants: Mediterranean and Irano-Turanian at higher elevations, and Saharo-Arabian and the Afro-tropical penetration zone at medium to low altitudes. The altitude gradient which ranges from approximately 1500 to 200 masl has a significant influence on biological diversity.

As noted above, the Petra mountains link two parts of the southern highlands and rift margins with each other: the Dana/Shoubak mountains and rift margins in the north with the Masuda-Ras-Ennaqqab-Wadi Rum (Hizma Basin) area in the south; this serves the migration of many species thus maintaining a meta-population structure which is important for the stability of the populations of several rare species in Jordan and the entire region, *e.g*. Nubian Ibex (*Capra nubiana*), and several other species of invertebrates, reptiles, mammals and resident birds. The Petra Mountains also include wadis flowing from east to west into Wadi Araba, which form natural corridors, enabling local movement of certain wild animals. The Mountains also lie along an important route for bird migration, including the migration of soaring birds.

The Petra area is known to have high biodiversity due to its location, topography and geological features and altitudinal gradients. It was declared an Important Bird Area in 2000 because globally threatened species (*e.g.* Imperial Eagle, *Aquila heliacal*, in winter), regionally declining species (*e.g.* Lammergeier Eagle, *Gypaetus barbatus*, Bonelli’s Eagle, *Hieraaetus fasciatus fasciatus*) and species with a restricted range (*e.g*. Sand Partridge, *Ammoperdix heyi,* Hume’s Tawny Owl, *Strix butleri*, Syrian Serin, *Serinus syriacus*, Pale Rose Finch, *Carpodacus synoicus*, House Bunting, *Emberiza striolata*) have been recorded in the Petra area. RSCN surveys confirm the importance of Petra for threatened mammals and reptiles as well, *e.g.* Nubian Ibex (*Capra nubiana*), Rock Hyrax (*Procavia capensis*), Indian Crested Porcupine (*Hystrix indica*), Cape Hare (*Lepus capensis*), Wolf (*Canis lupus*), Blandford’s Fox (*Vulpes vulpes*), Striped Hyena (*Hyaena hyaena*), Greek Tortoise (*Testudo graeca*), etc.

Almost 750 plant species has been reported by previous studies in Petra. This comprises more than one fourth of the flora in Jordan. Literature shows that at least 25 flora species of Petra are considered endemic to Jordan and to the Eastern Mediterranean region and more than 23 species are considered threatened at both national and regional levels including tree species. Threatened (T) and Endemic (E) plant species inhabiting the Petra Region include: Atlantic pistachio (*Pistacia atlantico* – T); *Pistacia khinjuk* (T, E); *Ferula sinaica* (E); Sadom’s Apple (*Catotropsis procera* – T); *Caralluma sinaica* (T); *Anthemis edumea* (E); *Anthemis maris-mortui* (E); Nabatean Daisy (*Anthemis nabatea* – E); Crown daisy (*Chrysanthemum coronarium* – T); *Cousinia dayi* (E); *Cousinia moabitica* (E); *Filago inexpectata* (E); *Picris amalectana* (E); *Tragopogon collinus* (T); Egyptian Balsam (*Balanitis aegyptica* – T); *Heliotropum maris-mortui* (E); *Arabis nova* (T); *Hesperis pendula* (T); *Matthiola arabica* (E); Funeral Cypress (*Cupressus sempervirens* – T); Phoenican Jiniper (*Juniperus phoenica* – T); Milk Vetch (*Astragalus aaronsohnianus* – E); Kermes Oak (*Quercus calliprines* – T); Arabian Globularia (*Globularia arabica* – T); Moab Crocus (*Crocus moabiticus* – E); Edom Iris (*Iris edomensis* – E); Petra Iris (*Iris petrana* – E); Romulea of Petra (*Romelea petraea* – E); *Ballota philistaea* (E); *Phlomis platystegia* (E); Aloe (*Aloe vera* – T); *Colchicum tunicatum* (E); Wild Tulip (*Tulipa systola* – T); Acacia (*Acacia raddiana* – T); *Acacia tortolis* (T); *Moringa peregrina* (T); Scarce March Helleborne (*Epipactis veratrifolia* – T); Date Palm (*Phoenix dactylifera* – T); Red horned poppy (*Glaucium grandifloorum* – T); *Calligonumm comosum* (T); *Ochradenus baccatus* (T); Christ’s Thorn (Ziziphus *spina-christi* – T); Wild almond (*Amygdalus korschinskyii* – T); Toothbrush tree / Siwak (*Salvadora persica* – T); Egyptian toadflax (*Kickxia aegtyptiaea* – E); Petra Toadflax (*Kickxia petrana* – E); *Scrophularia nabataeorum* (E); Boxthorn (*Lycium petraeum* – E); Jordan Tamarisk (*Tamarix palaestina* – E, T) and *Seetzenia lanata* (E).

Addition to the biodiversity values of the PDTR, the natural habitat provides the following ecosystem services:

* Firewood – sources of wood from local shrubs and trees are used directly as fuel or converted to charcoal.
* Medicinal herbs – native plants used in traditional medicine.
* Water quality – the water quality of fresh water springs for multiple uses is enhanced by natural vegetative cover.
* Slope stability – natural vegetation prevents erosion and reduces the risks and severity of flash floods.
* Fodder for livestock – around 3,000 sheep, 7,000 goats, 70 camels, 400 donkeys and mules, 400 horses owned by locals do graze in the region.
* Recreation and Tourism: Petra region has significant value for tourism and recreation which goes beyond the obvious focus generated by the Archaeological Park and extends into the ecological and biodiversity attractions.

The PDTR has no protected areas for biodiversity conservation in its territory. Adjacent and to close proximity to the region, the proposed Shoubak Protected Area is found[[11]](#footnote-11). The proposed PA will have an area of approximately 7,740 ha (see Figure 5) and will extend along the rift margins between Wadi Barwas in the north, and Wadi Namaleh in the south. It will have a narrow shape with a width of less than 10 km. Although only rapid assessments have been carried out, the ecological importance is well established. It is based on the wide variety of vegetation types that form a harmonious ecosystem characterized by high biological diversity. The site’s steep topography (over 1,200m) allows several species of plants and animals to hide, reproduce, and survive without such dangers and threats like hunting, intensive grazing, and logging. As a result, Shoubak harbours rare plant species, extensive stands of Juniper (*Juniperus phoenicea*) at higher elevations in the Mediterranean and Irano-Turanian zones, and Acacia (*Acacia* sp.) stands in the Sudanian penetration zone at lower altitudes. The reserve is moreover characterized by the presence of small perennial streams and springs which are important for water vegetation and populations of wildlife species, *e.g.* the nationally endangered Nubian Ibex (*Capra nubiana*) and Rock Hyrax (*Procavia capensis*). The reserve also serves as an important ecological corridor between Dana PA in the north and the southern parts of the mountains including Petra Mountains and Rahma. It is also located between four Important Birds Areas with its southern part included within the Petra Important Bird Area. Moreover, its diverse flora including Juniper, Acacia, and Oak trees, and its gentle climate and freshwater springs are favourable to plant types such as Oleander (*Nerium oleander*) and Pistachio (*Pistacia vera*). These characteristics render this locality and its ecosystem as unique.

While Shoubak’s rocky and precipitous nature has helped protect its wild landscapes, since agriculture and grazing could hardly take place, ecologically it is still vulnerable. As in Petra, habitats in Shoubak are rather fragile due to the geology (exposed to erosion processes) and the fragility of the site can be seen through the regressive death of some Juniper trees and lack of regeneration due to prolonged droughts and changing climate. Although it does not experience mass tourism at present, the connection and close proximity to Petra already results in considerable trekking activities in the various wadis of the proposed PA. This impact is expected to increase in the near future especially as a result of the establishment of the Protected Area which is bound to attract an increase in tourism activities. Furthermore, freshwater springs present in the proposed reserve are vulnerable to pollution which may arise from tourism activities. More specifically, according to the draft management plan, current tourism levels are probably already causing disturbance to wildlife, degradation of vegetation cover due to wood cutting, pollution of water resources and littering.

Tourism Sector and its Threats to Biodiversity:

The Petra region is best known for its renowned World Heritage Site – the Petra Archaeological Park (PAP) - and the tourism sector is the most important ingredient for economic as well as social development. The dramatic rock-cut temples and tombs as well as the water collection, distribution and storage system of the Nabataeans represent unique artistic and technical achievements. This outstanding universal value was recognized when in Petra was declared a UNESCO World Heritage site in 1985. The Cultural Space of the Bedu was also inscribed on the UNESCO Intangible Cultural Heritage List of Humanity in 2008.

In 2010, the total visitor numbers to the PAP reached over 800,000, making it extremely important not only for the development of the regional economy, but also for the national Jordanian economy. In 2004 tourism was Jordan's largest export sector, its second-largest producer of foreign exchange (at 11%), its second-largest private-sector employer, and accounted for nearly 11% of Jordan's GDP. Tourism was Jordan's fastest-growing development sector, and Petra accounted for over 90% of the total income from tourism in Jordan.

At the current rate, visitor numbers are rapidly approaching the maximum carrying capacity of the park, which was estimated by UNESCO at 1.25 million in 1994. The dramatic rise in visitor numbers over the last 10 years has increased the PAP’s value in terms of economic returns, but it has also increased the pressure on the PAP itself as well as on other regional natural and cultural resources. Infrastructure deficiencies at the community level further limit the economic development and aggravate environmental problems.

Improvements within the PAP as well as other tourism related products and services could - with careful planning - enhance the economic situation and living quality, reduce social disparities and tensions and protect the region’s natural and cultural resources. The Strategic Master Plan addresses the most pressing socio-economic and environmental issues related to the PAP, tourism growth, efficient land-use, as well as other social and infrastructural challenges, which were expressed in the course of the numerous personal interviews, community workshops and discussions in the communities.

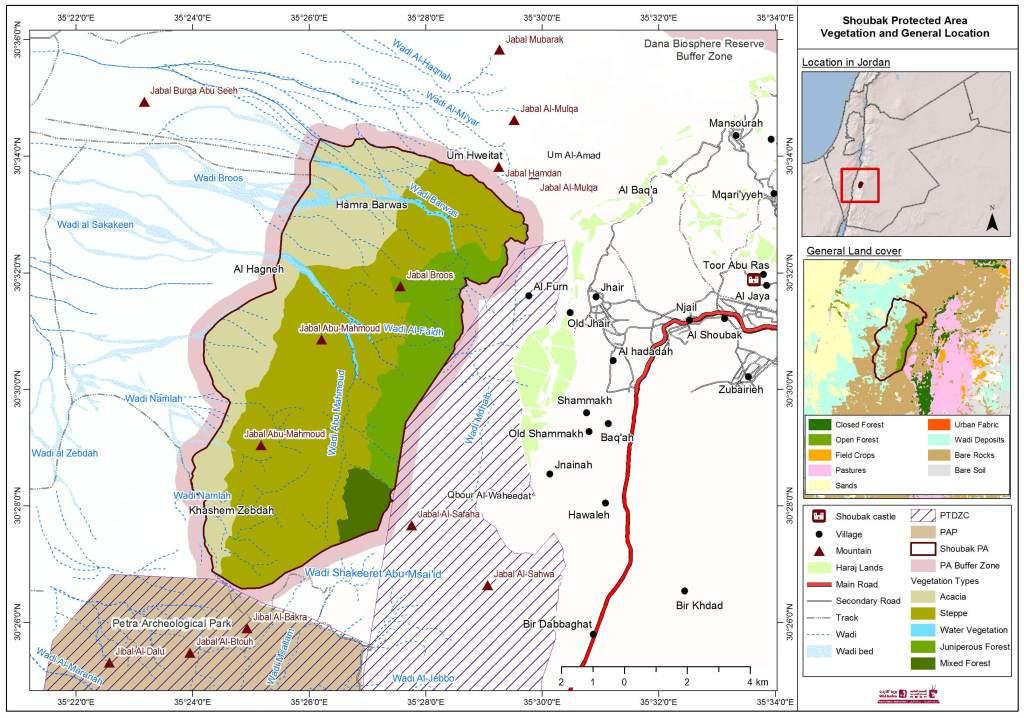
Visitor numbers have climbed steadily, dropping back only in years marked by regional conflict (see table below).[[12]](#footnote-12) A watershed year was 2007, when Petra was selected to be one of the “New Seven Wonders of the World” – Petra hotel rooms were suddenly fully booked through to 2010. In fact, by 2008 Petra had experienced a 350% increase in tourists, from 230,772 in 2006 to 813,264 in 2008, and a parallel increase in income from international visitors: JD 593,523,011 ($840,802,676).

**Visitors to Petra, 1985-2010[[13]](#footnote-13)**

|  |  |
| --- | --- |
| **Year** | **Visitor Numbers to Petra** |
| 1985 | 93,000 |
| 1986 | 65,000 |
| 1987 | 80,000 |
| 1988 | 91,000 |
| 1989 | 120,338 |
| 1990 | 102,151 |
| 1991 | 40,889 |
| 1992 | 117,347 |
| 1993 | 138,559 |
| 1994 | 200,505 |
| 1995 | 337,221 |
| 1996 | 414,448 |
| 1997 | 380,527 |
| 1998 | 347,109 |
| 1999 | 429,644 |
| 2000 | 481,198 |
| 2001 | 231,203 |
| 2002 | 158,837 |
| 2003 | 160,658 |
| 2004 | 310,271 |
| 2005 | 393,186 |
| 2006 | 359,366 |
| 2007 | 581,145 |
| 2008 | 802,866 |
| 2009 | 728,108 |
| 2010 | 876,218 (MoTA 2011)  975,285 (PNT 2011) |

The SMP, the National Tourism Strategy and the PDTRA are clear about the goal of raising visitor numbers into the millions. Before the global economic crisis and Arab Spring staunched the flow of tourism, visitor numbers had reached a high, in 2008, of over 800,000. In the discussions with PDTRA officials during the master planning process, the goal constantly quoted was a million tourists a year. In an interview during the preparatory phase of this project, the Commissioner for Community Development & Environment stated a goal of “a million and a half tourists a year.” The SMP cites an aspired scenario which would yield 2,000,000 visitors a year and a total of 3,176,450 overnight stays in the Petra Region by 2020. However, Petra’s carrying capacity has never been based on environmental carrying capacity, but rather on the capacity of the main antiquities site to contain a number of persons.

**Figure 5: Shoubak Proposed PA**



Visitors to Petra stay primarily in hotels of which, according to Department of Statistics, there were the following in Petra in 2011:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **HOTELS** | **ROOMS + SUITES** | **BEDS** | **EMPLOYEES** |
| Classified Hotels[[14]](#footnote-14) | 24 | 1,913 | 3,466 | 1,128 |
| Unclassified Hotels | 14 | 257 | 664 | 50 |
| Hostels, Motels | 2 | 50 | 90 | 9 |
| **TOTALS - PETRA** | **40** | **2,220** | **4,220** | **1,187** |
|  |  |  |  |  |
| National Totals | 354 | 20,737 | 37,642 | 14,219 |

Visitors also stay in three kinds of tourist camps:[[15]](#footnote-15)

* Permanent camps
* Organized camping excursions booked through licensed tour operators (“travel agents”)
* Camp excursions operating on a “pick-up” basis by unlicensed locals

None of these is particularly environmentally friendly. With one known exception, most, if not all, use locally gathered firewood for at least part of the cooking and for the ever-necessary evening bonfire. Of the mobile camp excursions, none have portable bathroom facilities. Most burn and/or bury solid waste rather than removing it from the site, if indeed they worry about it at all.[[16]](#footnote-16) Excursions using livestock typically do not manage grazing or pack fodder.

There are presently five licensed, permanent camps in Petra Region and at least four unlicensed camps. All are located in the northern end of the Region, beyond Umm Sayhoun. Another camp is under construction above (east) of Wadi Musa/ Umm Sayhoun at the abandoned village of Muniefeh. Four of the camps -- one licensed[[17]](#footnote-17) and three unlicensed -- are within the PAP.

One of the challenges facing tourism development in Jordan as a whole, but especially in Petra Region, is to extend the length of visitor stays. Currently Jordan itself is often viewed as an “add-on” to Holy Land tours focused primarily on Israel. Petra is sometimes offered as a single day excursion, without even an overnight stay. In 1995 the average length of visitor stays in Petra was 1.17 nights. According to the most recent statistics available it has scarcely changed – today the average length of stay is 1.2 nights.

Furthermore, average tourist expenditure in the Petra Region is very low. Overnight accommodation expenditures average JD 55/day, while spending on souvenirs and other activities are a mere JD 13. The SMP notes that *“visiting Petra is the priority of nearly all tourists coming to Jordan for the first time - even if they only stay for a short period of time and spend relatively little money in the region compared to how much they spend in other tourism destinations. The short duration of stay is related to an insufficiently developed variety and quality of tourism products and to lacking marketing capacities. Furthermore, uninspired, low-quality and often imported souvenirs are not suitable to motivate high tourism expenditure”*.

In short, there are not enough other things evident to the visitor to do in Petra beyond the key visit to the main antiquities site, and virtually nothing to buy. Even the most obvious web resources, e.g., Jordan Tourism Board ([www.tourism.jo](http://www.tourism.jo)) and the Petra Archaeological Park ([www.petrapark.com](http://www.petrapark.com)) fail to suggest any activities beyond the main site. The latter mentions Little Petra and Jebel Haroun (Aaron’s tomb) in the “Beyond Petra” link, but the “routes and trails” link describes only trails within the main antiquities site. Indeed, Petra is enlisted as a World Heritage Site only on the basis of the cultural heritage value of ancient Petra, not as a natural heritage site, though the value of the site would be sadly diminished were it not for its setting in the spectacular landscape of the Jebal al-Sherah.

While mass tourism and longer stays appear uniformly to be the development goal, considerable capacity building in terms of product development and infrastructure will be necessary to create this demand. The marketing and physical requirements for growth are detailed in the SMP, but little is said about the need for human resource development. It is evident from the relative uniformity of accommodations, food and retail offerings that more imagination is required to expand the range of products available to the tourism consumer.

The direct and indirect impacts of tourism on biodiversity in the Petra region are considerable. Even though there have been no recent detailed studies, many impacts are readily visible. These include the disappearance of many wildlife species (such as Bonelli’s Eagle, *Hieraaetus fasciatus*); habitat loss and wildlife disturbance through new infrastructure serving tourists, such as new roads and hotels in ecologically sensitive areas, especially along the Wadi Musa-Taybeh road; destruction of natural vegetation through trampling and collection of flowers, mainly in the Petra Archaeological Park (PAP), and recently also in areas frequented by picnickers; increase in waste production including solid and liquid waste as well as aerial emissions from the increasing number of vehicles.

Research conducted during the project formulation phase found that while the Petra region has been the subject of a number of planning exercises, the most recent being the Strategic Master Plan for Petra Region, and while all of the planning exercises have acknowledged the importance of the natural landscape context of Petra, none have included any specific biodiversity conservation planning. There is no projection at all beyond the discussion of infrastructure needs, and no consideration of the environmental impacts that mass tourism will entail – this is a crucial barrier to resolving the impacts of tourism on biodiversity in the Petra region. Following is a summary of this and other key barriers:

|  |
| --- |
| **Key threats/barriers to biodiversity from tourism and related activities:** |
| 1 Weak institutional framework for integrated planning and management of the natural and archaeological values. This leads to tension between stakeholders. |
| 2 Weak involvement of local the community in the planning and decision-making process. This contributes to lack of equity between community groups in Petra |
| 3 Weak monitoring and enforcement of the Strategic Master Plan. |
| 4 Lack of standards, guidance and incentives for eco-friendly tourism development |
| 5 High pressure on natural resources, particularly biodiversity, from domestic use, but even more significant, from mass tourism. |
| 6 Lack of effective spatial planning approach to accommodate people and their activities, whilst considering the fragile environment. |

The number of tourists that visited the proposed Shoubak during 2010-2011 was about 42,351 (of which 35,786 foreigners). However, they did not contribute to the local income due to lack of tourists facilities or infrastructure. The potential for ecotourism in Shoubak is thought to be significant and it could be based on:

* Cultural Bedouin live practices
* Hiking
* Bird watching
* Camping
* Star gazing
* Traditional local cuisine
* Medicinal and similar herbal products

The development of any tourism activity, especially a nature-based product, in Shoubak must be according to a comprehensive zoning plan. This plan should be prepared in full consultation with stakeholders so as to capitalize on the opportunities for directly marketing their products to visitors and involve them as responsible tourism service providers. Tourism could also play a role in raising awareness and support for conservation efforts. The most notable recreation activity that has an impact on biodiversity is the domestic recreational tourism known as *hash ou nash,* particularly in or in the vicinity of Al Hisheh Forest.

### 1.5.4 Greater Wadi Rum Landscape

Locality and Administration:

The project has identified the Greater Wadi Rum locality as a landscape of 133,180 ha within the Hizma Basin of which the Wadi Rum Protected Area forms an integral part (see Figure 6). The locality is to be found within the administrative territory of the Aqaba Special Economic Zone Authority (ASEZA) which is a financially and administratively autonomous institution responsible for the management, regulation, and the development of the Aqaba Special Economic Zone. ASEZA was inaugurated in 2001 as an initiative by the government to ensure that Aqaba’s commercial and cultural prominence develops to be a regional hub for trade, tourism, and culture. Six ministerial-level commissioners, each responsible for a major area of regulatory or operational activity, govern the zone. The mandate of ASEZA in terms of land management covers the following administrative districts and sub-districts; Qasabat Aqaba District, Quairah District which includes, in addition to the other communities, the villages of Rum, Salhiyyeh, Shakriyyeh under its jurisdiction and Diseh Sub-District, which includes the villages of Diseh, Twaiseh, Mnaisheer, Al-Twail and Al-Ghal.

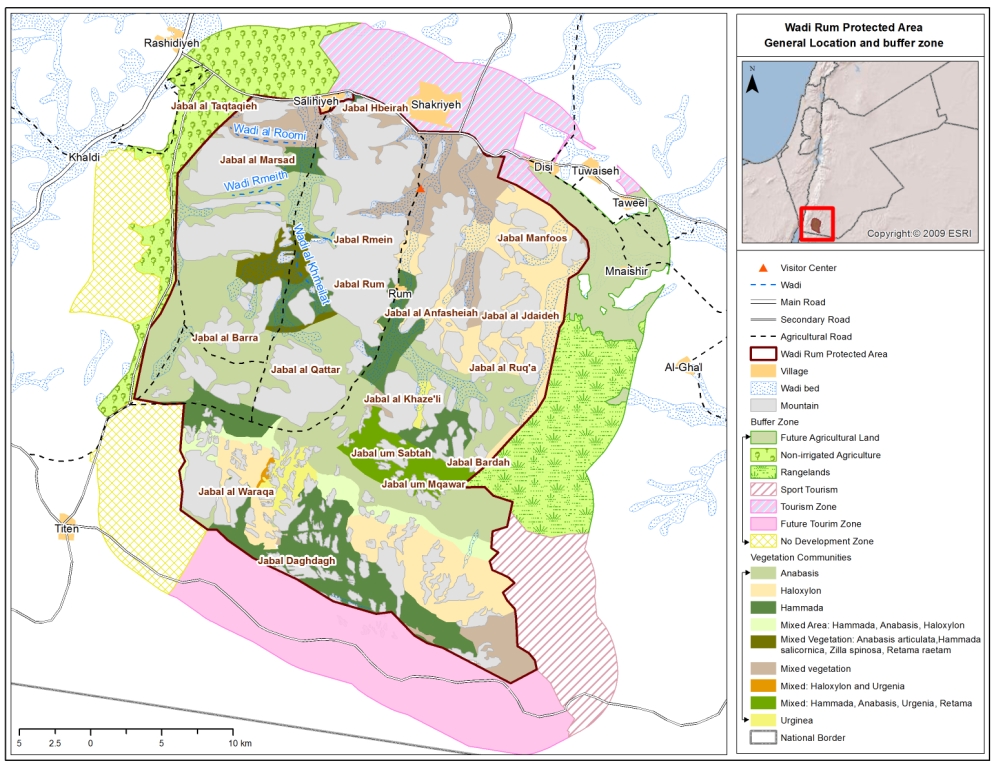
ASEZA is a service-oriented organization offering one-stop assistance covering all investment needs. Its vision statement is - "*The Aqaba Special Economic Zone is a world class business hub and leisure destination on the Red Sea, acts as a development driving force for Jordan that improves the quality of life and prosperity for the community through sustainable development*". As the authority responsible for the largest protected area in Jordan and one which takes up a substantial part of its territory, it is surprising that the ASEZA mission statement does not also include reference to biodiversity protection. This is also reflected in its mission statement which is to:

* *Contribute in enhancing Jordan economic capacity through:*
* *Attracting investments by creating a world class competitive environment,*
* *Improving the quality of life and prosperity for the community,*
* *Ensuring continuous development on the basis of transparency, efficient utilization of resources, and achieving best results.*

Physical Characteristics:

Ecologically and geographically, Wadi Rum is part of the Hizma Basin landscape which links the mountain ranges and adjacent rift valley of western Jordan and the Arabian peninsula. Wadi Rum is the most distinctive landform of the Hizma Basin – the nearly level floor of the basin contains numerous mud flats, the remnants of Pleistocene lakes, and is occasionally punctuated by sheer-walled mountains. The spectacular sandstone inselbergs rise 200m to 300m above the basin floor and often attain elevations of over 1000m. The Wadi Rum environment is a superlative exemplar of a highly varied desert landscape that is the result of the interplay between complex geological controls – both structural and lithological – and climatic influences that have fluctuated considerably over the long period that it has taken the landscape to evolve. Some 20 million years of ongoing landscape evolution have given Wadi Rum numerous inherited features of

**Figure 6: Greater Wadi Rum Landscape**



past conditions, many of which are undergoing slow modification in response to processes driven by present day conditions. The area is described by BirdLife International[[18]](#footnote-18) as *“ … an isolated tract of huge, precipitous, sandstone and granite mountains, ranging up to 1,754 m (Jabal Rum, the highest point in Jordan), separated from each other by flat, sandy 'corridor'-wadis (at 800 m), and surrounded by a desert of extensive siltflats and mobile dunes.”*

Wadi Rum lies within the Saharo-Sindian climate zone, with typical desert soils and, due to the long dry months and high temperature, sparse vegetation cover. Altitudes play a major role in deciding the vegetation type in Wadi Rum as they influence the climatic conditions. Differences in temperature and precipitation between the mountain peaks and the bottom of the Wadis have served as a deciding factor in influencing vegetation types, and allow Mediterranean non-forest vegetation types to exist on the mountain tops in the middle of the Saharo-Sudanian biome.

Socio-economic Aspects:

It is estimated that around 8,500 Bedouin people live in the Greater Wadi Rum Landscape. Until recently, they relied on their nomadic life and herding livestock. They are marked by their strong tribal network and their tribal affiliation. There are six Bedouin tribes inhabiting the Greater Wadi Rum Area and its villages, as follows:

|  |  |  |
| --- | --- | --- |
| Tribe | Village and/or Area | Main occupation |
| Zalabia | Rum village, Wadi Rum, Wadi Um Ishrin, Wadi Raman and Jabal Qattar | Tourism and livestock |
| Zawayda | Diseh, Twaiseh, Mnaisheer, Al-Ghal and Al-Twail  North of Wadi Rum and Wadi Um Ishrin and NE of the area | Agriculture |
| Sweilhiyyeen | Shakriyyeh and Salhiyyeh  Wadi Raman | Governmental employment |
| Umran | Southern part of Wadi Rum Area | Livestock |
| Dbour | SW of Wadi Rum Area, the southernmost parts of Wadi Marsad | Livestock |
| Qudhman | Wadi Marsad (nomadic) | Livestock |

Since early times, the natural landscape of Wadi Rum was the main source of life for Bedouins and their large herds of livestock. There were no villages in or around the Wadi Rum area at the time of the Great Arab Revolt or for many decades afterwards. The Bedouin continued to reside in their tents (bait al sha'er), woven by the women from the hair of their livestock. In the 1930’s a Desert Police Station was built near Jebel Rum in what is today Rum Village. In the mid-20th century, the region experienced prolonged drought which had catastrophic consequences for the region as a whole. It affected the rangelands, the animals and ultimately the Bedouin and their practices and traditions. With added stress on livestock herds and the cost incurred by supporting them, hunting took on greater importance. Needing to supplement their diets with alternative sources of meat, Bedouin hunters targeted game. Groups of experienced hunters set their sights on the large number of ibex, rabbits and ostrich and over the years, hunting contributed to the depletion of these local game populations.

The only year-round water sources for the local villages were the springs along the eastern face of Jabal Rum and this stimulated the development of the current village at Rum, although the first wells to be sunk in the region were located in Al Diseh Village. Water resources facilitated the gradual shift in local livelihoods, where Bedouins started to seek secure access to water resources. This resulted in the emergence of farming activities and led to overgrazing.

Wadi Rum’s tourism prior to 1962 was simple and very limited from Bedouin accounts. In 1961, the epic film *“Lawrence of Arabia”* was shot at Wadi Rum and this brought to the attention of movie-goers, the beauty of Wadi Rum. During filming many Bedouin men served as personal guides for crew and other visitors and this experience provided the hired Bedouin with a rare opportunity to experience the ways of others. However, after the release of the movie, local tourism continued to be a “very simple” enterprise. A Government Rest House was built at the entrance to Rum Village in the early 1980s and it had a camp with “Bedouin tents” resulting in an increase of the involvement of Bedouins in tourism activities and contributed to attractive profits for those involved. From here on the Bedouin engagement with tourism increased with time to become the major income earner for the Wadi Rum communities who, with minor exceptions such as the very limited farming activity within the borders of Rum village, now rely on tourism exclusively for their livelihood.

Recent reports from MoPIC note that the poverty ratio in the Wadi Rum Area is 44%. There is little information on the current status of women in the community; however, many initiatives have targeted the empowerment of women particularly in the tourism sector. As a result, women are now involved in the tourism sector through handicrafts and other cottage industries.

Biodiversity, Ecosystem Values and Protection

The Greater Wadi Rum Landscape falls within the Sudanian vegetation region. There are three vegetation types present in the area namely (i) Sand Dune Vegetation Type: This vegetation type is only found in the Sudanian Vegetation Region. Wadi Rum area is one of the best representatives for it. It is made up of shrubs and bushes (sand dune fixatives). The main species that characterise this type of vegetation include *Haloxylon persicum*, *Retama raetum*, *Calligonum comosum*, *Neurada procumbens* and *Hammada scopiana*. (ii) Acacia and Rocky Sudanian Vegetation Type: This vegetation is limited to the rocky areas. Sometimes it is found together with the Sand Dune Vegetation Type. The main species found in this vegetation type include *Acacia raddiana*, *Anabasis articulata*, *Carulluma* spp., *Fagaena* spp., *Gymnocarpus decondrum*, and *Helianthermum lippii*; and (iii) Hammada Vegetation Type: The main species present in the area include *Anabasis articulata*, *Retama raetum*, *Tamarix* spp., *Acchillea fragrantissima*, *Artemisia herba-alba* and *Zilla spinosa*.

Its declaration as an Important Bird Area is testimony to the presence of globally threatened species which visit the Hizma/Wadi Rum area. They include regionally threatened species and many species with a restricted range which breed in the area or are recorded in winter, *e.g.* Sooty Falcon (*Falco concolor*), Arabian Babbler (*Turdoides squamiceps*), Hooded Wheatear (*Oenanthe monacha*), Pale Rose finch (*Carpodacus synoicus*), House Bunting (*Emberiza sahari)* and Syrian Serin (*Serinus syriacus*). Moreover, the site lies on a main bird migration route, due to its location between the Arabian Peninsula and Eurasia.

The following mammal species are found in the area: Asiatic Jackal (*Canis aureus*), Grey Wolf (*Canis lupus*); Red Fox (*Vulpes vulpes*), Caracal (*Caracal caracal*), Wild Cat (*Felis sylvestris*), Sand Cat (*Felis margarita*), Hyena (*Hyaena hyaena*), Asian Dormouse (*Eliomys melanurus*), Fat Sand Rat (*Psammomys obesus*), Rock Hyrax (*Procavia capensis*), Botta’s Serotine Bat (*Eptesicus bottae*), Dorcas Gazelle (*Gazella dorcas*) and Nubian Ibex (*Capra nubiana*). The Arabian Oryx (*Oryx leucoryx)* has recently been re- introduced in the area. Rare and endemic species/subspecies of reptiles *(Lacerta lacerta cf. kulzeri)* and the globally threatened Desert Monitor (*Varanus griseus*) are also found in the area.

Among the services that arise from the greater Wadi Rum ecosystem are the following:

* Recreation and tourism
* Sources of wood from local shrubs used as fuel
* Native plants used in traditional medicine
* Primary production – rangeland ecosystems
* Water quality in fresh water springs for drinking
* Natural vegetation fixes sand dunes and prevents erosion

The project is focussing on the Wadi Rum Protected Area (74,180 hectares) which was declared a World Heritage Site by UNESCO in 2011. At over 74,000ha, the Wadi Rum PA is currently the largest in Jordan and its “solid” configuration makes it possible for Rum to maintain viable populations of most species. It is also among the few PAs in Jordan whose financial situation is comparatively almost secure, but not quite. There is a commitment by ASEZA to provide financial security to the PA by establishing the Protected Area Fund that aims at retaining revenue generated from tourism and other income-generation enterprises, at the PA. The total basic management cost of Wadi Rum in 2011 was approximately $700,000, whereas the revenue generated from tourism recorded approximately $900,000. This was a significant decline compared to revenue in 2010 which amounted to approximately $1,500,000. However, while the financing of the PA basic operations from revenues is reasonably covered, capital developments and optimum management still rely on additional fund-raising.

Tourism Sector and its Threats to Biodiversity:

Tourism in Wadi Rum is nowadays the predominant land use and a major source of income for local Bedouin communities. It is also the principal cause of environmental degradation. Tourism numbers have grown steadily over several decades. Between 1998 and 2010, tourism increased more than fourfold, though there has been significant fluctuation in international visitor numbers resulting from external influences outside Jordan. This is illustrated by the following table:

**Visitors to Greater Wadi Rum Landscape, 1998-2011**

|  |  |
| --- | --- |
| **Year** | **Numbers** |
| 1998 | 70,000+ |
| 1999 | +75,000 |
| 2000 | 102,000+ |
| 2001 | 40,000+ |
| 2002 | 20,000+ |
| 2003 | no data |
| 2004 | no data |
| 2005 | 127,314 |
| 2006 | 101,077 |
| 2007 | 142,142 |
| 2008 | 256,297 |
| 2009 | 240,000+ |
| 2010 | 285,566 |
| 2011 | 133,962 |

The latest indicative figures for 2012 show a rebound.

It is worth noting that domestic tourists constitute a minor, but steady and significant share of the Wadi Rum market: 16,889 of 256,297 (7%) in 2008, 19,952 of 285,566 (7%) in 2010, 9,778 of 133,962 (7%) in 2011. It is likely that domestic numbers in 2011 have dropped due to economic hardship rather than regional conflict. It is also very likely that the numbers recorded are low, because Jordanians tend to prefer camps located outside the Protected Area.

Many visitors to Wadi Rum do not stay overnight. Those that do, stay at one of the many camps. Currently, there are 55 tourists’ camps of which 14 are large establishments, located adjacent to the Protected Area borders with a clear lack of any control by the PA management. Visitors who do not wish to stay in camp accommodation must travel in from Aqaba which is some 55km away and which is where the nearest classified hotels are. This is bound to change and indications (see Figure 6) are that tourist accommodation is being planned for outside the PA but inside the buffer zone.

The main tourism activities, with their impacts, in the Greater Wadi Rum Landscape are:

**Camping** has a negative impact on the environment. All but one of thirteen tourism providers interviewed during preparatory phase research, expressed the necessity of having a bonfire as the centre of the evening’s gathering. Solid waste (including human waste) may be safely disposed by licensed camps but others are not as careful. In general, camps litter the landscape and damage the integrity of the fundamental asset that Wadi Rum offers – vast panoramic views uninterrupted by anthropogenic clutter. Furthermore there are many skeletons (concrete block walls, metal pipe frames and tattered hair tents) left behind by failed camping ventures.

**Off-road driving:** Full-day and short (3-5 hour) jeep “safaris” are Wadi Rum’s main product, valued at $2.21 million for 34,963 jeep trips in 2008 although this is disputed. These vehicles have a negative impact, so much so that every official document comments on the ubiquitous and highly visible damage to the landscape and the ecosystem from off-road driving. There is little or no appreciation of the damage to the crust (and its exposure to wind erosion), the impact on vegetation, or the aesthetic degradation by the specific tourism sector.

**Camel & Horse riding:** Camels are by far preferable to jeeps as far as their impact on the soil crust, but they do have a pronounced impact on vegetation. However, the carrying capacity is exceeded in areas close to camps, resulting in overgrazing. Camels eat everything. If there is a visual impact there is an environmental impact. If there is an increase in camels, there will be an increase in grazing. Camels are economically sustainable precisely because they can eat desert vegetation unpalatable to other livestock. This has a detrimental effect on species composition in the degraded areas. Horseback riding tours in Wadi Rum are an important product for many of the Petra Region providers, who own horses. But horse activities pose higher ecological risk than camels.Horses do damage the soil crust, unlike camels, although far less profoundly than vehicles. Trips on a horseback usually require daily fodder and water for the horses to be transported by vehicles.

**Hunting:** Although it goes virtually unmentioned, hunting is an issue in the greater Wadi Rum area and it is also a form of tourism – hunting guides have Saudi and Khaliji clients who pay handsomely for their services. It is said to be the result of a “weak level of awareness about the impact on wildlife”, failure to enforce regulations, local culture and tradition, easy access to all parts of the protected area, availability of automatic machine guns, availability of 4x4 cars in the area and the perception that wild carnivores feed on domestic livestock . Due to the illicit nature of this activity it was not possible to gather any meaningful statistical data on the extent or intensity of hunting taking place, however, rifle shells are ubiquitous throughout the greater Wadi Rum area would seem to suggest that it is an issue of concern.

Wadi Rum has globally significant biodiversity which is threatened by the increasing number of tourists, but enigmatically, tourism is the mainstay of the local economy providing communities with a source of support and income which in turn relies on the natural environment. At the present rate, the situation is unsustainable. ASEZA and the management of the Protected Area have recognized this dilemma and have sought the assistance of the project to address this and other problem areas that were identified in the METT (including the need for capacity enhancement as identified in the Capacity Assessment Questionnaire in Annex 6). The project is being seen as a source of expertise and advice in addressing threats arising from within the Greater Wadi Rum Landscape (outside the PA). The project is also being looked to for advice on how to harness the dynamism of the local communities (which in Rum comprise the private sector element), and especially the youth (almost 50% of the population is under 20 years of age) so as to collaborate on protecting the natural environment.

|  |
| --- |
| **Threats/barriers to biodiversity from tourism and related activities:** |
| 1 Camping along with its high impact activities such as huge bonfires using native plant species, construction of accessory facilities for camps and disturbance to wildlife |
| 2 Hunting, specifically hunting tourism, in and outside the protected area. |
| 3 Off-road driving |
| 4 Uncontrolled and excessive grazing due to the increased number of camels that are used for tourism Camel trips |
| 5 The competition between the different cooperatives among each other and in competition with illegal tour operators and ‘outsiders’ |
| 6 Weak participation of local community groups in the planning and decision-making process due to insufficient representation of all stakeholders. |

## 1.6 Stakeholder Analysis

Some stakeholders have been associated with the project from very early on and have contributed to the project concept as illustrated by the PIF. These form the core of implementation partners and their interest has been confirmed through various consultation meetings during project formulation. The original list has been revised to reflect changes in project localities (Wadi Rum instead of Dead Sea; Shoubak instead of Dana) as well as changing circumstances in the MoTA. The list has also been augmented with the addition of other partners and now stands as in the following table which identifies the role that each partner will play in project implementation.

|  |  |
| --- | --- |
| **STAKEHOLDER AGENCY** | **TYPE OF PARTNERSHIP** |
| Ministry of Tourism and Antiquities (MoTA, Amman) | The Ministry of Tourism and Antiquities is the lead government agency for tourism development and management. Where it does not have a direct operational role (as in the Special Development Zones, it still functions in an advisory capacity). It is an Implementing Partner for a number of project activities (primarily under Outcome 1), and a collaborating/advisory partner essential to ensure that the project’s products and services are of practical and applicable value and sustainable beyond the life of the project. |
| Royal Society for the Conservation of Nature (RSCN, Amman) | The RSCN is entrusted with the establishment and management of Protected Areas in Jordan, with minor exceptions. It is also the acknowledged source of expertise and advice on biodiversity. RSCN is a Key Implementing Partner for the project through its responsibility for Dibeen and Shoubak Protected Areas (specifically under Outcome 3). It will also serve as a collaborating/advisory partner for the project with those Activities requiring its expertise. |
| Ministry of Municipal Affairs (MoMA) | The Ministry has recently been assigned responsibility for land use planning in Jordan and will therefore be a crucial partner for the project’s LUP activities (under Outcome 2) in the Jerash Governorate, and the buffer zones around Shoubak proposed PA in Ma’an Governorate. |
| Petra Development and Tourism Region Authority (PDTRA, Wadi Musa), the Environment Department | The PDTRA is a Key Implementing Partner and Petra is the locality with the greatest influx of tourists in Jordan and as such it has the highest potential impact on biodiversity. Although the aim of the World Heritage Site Protected Area is its archaeological value, its biodiversity values are acknowledged and responsibility for their protection and management lies with the PDTRA Environment Department. The Department’s needs were assessed through the Capacity Assessment Questionnaire administered by the project. The project will work with the Environment Department in its activities in the greater Petra locality which is a critical part of the ecological corridor between Dana and Wadi Rum. The work will be carried out primarily under Outcome 2. |
| Aqaba Special Economic Zone Authority (ASEZA, Aqaba) | The ASEZA is responsible for two major PAs outside the RSCN area of responsibility, namely, Wadi Rum PA and the Aqaba Marine Park. Of interest to the project is the Wadi Rum PA which is discussed below, and because of this, ASEZA is considered as one of the Key Implementing Partners for the project. |
| Dibeen Forest Reserve Protected Area | The Dibeen Protected Area comprises the focus of an implementation locality for the project and as such, the Dibeen PA Management is considered as one of the project’s Implementing Partners with RSCN as the responsible organization for activities which will be carried out within the PA under Outcome 3. Activities to be carried out in Dibeen reflect the needs as identified through both the METT and the Capacity Assessment Questionnaire. |
| Shoubak proposed Protected Area | The Shoubak Protected Area has not yet been formally declared. It has been identified by the GEF/World Bank Project on Integrated Ecosystem Management in the Jordan Rift Valley and this project will complement what has been carried out by the GEF/World Bank project. As such, Shoubak PA Management will be anImplementing Partner for activities under Outcome 3, under the aegis of RSCN. Specific activities to be carried out in Shoubak reflect the needs as identified through both the METT and the Capacity Assessment Questionnaire. |
| Wadi Rum Protected Area | The Wadi Rum Protected Area is also a UNESCO World Heritage Site recognizing its natural as well as its cultural values and their close interaction. The PA Management has welcomed the assistance of the project in addressing some of the threats arising from tourism and as such it is considered as a Key Implementing Partner for the project which, while focussing its activities on the PA itself (Outcome 3), will also extend beyond the boundaries to the wider “buffer” zone which has intrinsic biodiversity values and from where some of the threats arise (Outcome 2). A METT and a Capacity Assessment Questionnaire have been obtained. |
| UNESCO (Amman) | UNESCO has a direct interest in two of the three project localities, namely Petra and Wadi Rum, both of which are World Heritage Sites and will cooperate with the project in its work at these two sites. |
| UNDP (Amman) | As GEF Implementing Agency for the project, UNDP has pledged financial support to the project. UNDP is also hosting the PCU office and will provide administrative support. |
| Ministry of Environment | The Ministry of Environment is the agency of government responsible for environmental protection in Jordan. It is the focal point for the CBD in Jordan and the agency responsible for managing the EIA Process. As such it is seen as one of the Implementing/collaborating Partners for the project particularly under Outcome 1. |
| Ministry of Planning and International Cooperation (MoPIC) | MoPIC is the National Operational Focal Point for the GEF in Jordan and has been involved in the project since the pre-formulation phase. The land-use planning activities of the project (Outcome 2) are of direct interest to MoPIC who will be collaborating with the project on the implementation of these activities. MoPIC is also likely to be designated as Government Focal Point for the project and will chair the Project Executive Board |

The above table which is the result of extensive discussions and presentations, serves as the draft Stakeholders Participation Plan. Formal letters of support and cooperation are in Annex 2. An updated list of stakeholders will be produced during the Inception Phase and the draft Stakeholders Participation Plan will be reviewed and strengthened by the project team.

# STRATEGY

## 2.1 Project Rationale and Policy Conformity

### 2.1.1 Fit with GEF Focal Area Strategy and Programme

The project supports strategic objective 2 of the GEF biodiversity focal area (BD-2) – *Mainstreaming biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors*.

More specifically, the project will contribute to Outcome 2.1: *Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation*. It will do this through the adoption of internationally and nationally recognized environmental standards that incorporate biodiversity considerations in 181,772 hectares[[19]](#footnote-19) of ecologically sensitive areas in the tourism regions/zones and in 82,769 hectares of protected areas. The total area to benefit from the project amounts to 264,541 hectares.

The project will also contribute to Outcome 2.2: *Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks*, through the development and adoption of policies and regulations governing tourism activities that integrate biodiversity conservation in the tourism regions/zones and the Protected Areas adjacent to them as well as in the ecologically important areas between them. The project will further contribute to the realization of the first strategic objective for biodiversity—*Improve Sustainability of Protected Area Systems*, more specifically Outcome 1.2: *Increased revenue for protected area systems to meet total expenditures required for management.*

### 2.1.2 Rationale and Summary of the GEF Alternative

In the **baseline scenario**, the Tourism Regional Authorities and Local Administrations will continue to develop and implement land-use plans at the landscape level with little or no consideration of environmental values and certainly not biodiversity; Jordan’s tourism industry will continue to expand with little or no consideration for the impacts that it is having on biodiversity inside and outside formally protected areas; protected areas will remain underfunded and inadequately managed, and vulnerable to direct or spill-over impacts from tourism, among others. Responsibility for compliance and enforcement of protective measures will remain fragmented and citizens (including the tourism industry) will remain unclear as to their responsibility and accountability. Locals will continue to be forced by necessity to encroach on to protected areas for grazing; they will continue to cut trees for firewood for home heating and recreational barbecues as well as for tourist campsites; guided tourist vehicles will continue to drive off-track increasing the footprint of tourist activities on the fragile desert ecosystem. Globally significant biodiversity in and around tourist hotspots and protected areas will continue to suffer impacts and species will continue to decline.

Government will continue to express concerns about these impacts but being caught in a dilemma it will continue to aim for higher tourist numbers as an increasingly valuable component of the economy. The Ministry of Tourism and Antiquities will continue to promote archaeological sites such as Petra, solely for their historical and cultural values; and the Jordan Tourism Board website will continue to respond to “biodiversity” as a search keyword with a single link to the Mujib Nature Reserve. The market potential of sustainable biodiversity for tourism in Jordan will remain underutilized.

The **GEF alternative** will mainstream biodiversity considerations into tourism development. It will do this by developing institutional tools upstream at national level which will provide the Ministry of Tourism and Antiquities and related agencies such as the Ministry of Environment, the Ministry of Municipal Affairs, the Jerash Governorate, the Petra Development and Tourism Region Authority, the Aqaba Special Economic Zone Authority and the Ma’an Governorate with the know-how, means and mechanisms for promoting biodiversity protection as in the best interest of the tourism industry. In its turn, the industry will recognize the value of Jordanian biodiversity and strive to protect it and promote it as a tourist attraction in its own right. Land-use plans at the landscape level will benefit from the project through the identification of biodiversity values and how they can be protected, and an effective monitoring system to maintain all data up to date and discover any worrying trends before they become irreversible. At site-specific level, protected areas that are currently weakly managed and poorly funded will benefit from comprehensive land use plans, visitor facilities that will provide information and education as well as recreation, and financial security.

The implementation of the proposed project will have an immediate global environmental benefit through the increased management efficiency of declared Protected Areas and the expansion of the area under agreed protection through land use plans, buffer zones, albeit at a lesser level. This will lead to the restoration and conservation of the habitats of a number of threatened species and valuable ecosystems and will secure migratory pathways. As a result, globally significant biodiversity will be conserved and valuable ecosystem services will be safeguarded.

As a result of the significant effort that the project will make on institutional capacity building and the mainstreaming of biodiversity considerations into tourism sector development, these benefits will be sustainable.

## 2.2 Project Objective, Outcomes and Outputs/Activities

In order to achieve the project objective, and address the barrier, the project’s intervention has been organised into three outcomes (this is in line with the components presented at the PIF stage):

### 2.2.1 Project Objective

The project aim is to make the consideration of biodiversity a fundamental part of everyday planning and development for tourism in Jordan. More specifically, the Project Objective is:

*Biodiversity conservation objectives are effectively mainstreamed and advanced into and through tourism sector development in Jordan*

If this Objective is achieved, the impact of tourism on biodiversity in Jordan will be under control, minimized and managed.

### 2.2.2 Project Outcomes

Three components were identified during the initial stages each relating to an identified level. Each component has given rise to an Outcome that will be targeted as a means through which the Objective will be reached. The three Outcomes are:

**Outcome 1** *Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity.*

This Outcome is the institutional regulatory framework, and it addresses each of the identified threats. It contributes directly to the Objective since it provides key instruments for mainstreaming biodiversity. It will be applied at the upstream national level. Estimated cost for the Outcome is $371,000 of which the GEF contribution is $265,000.

**Outcome 2** *Institutional capacities for planning, monitoring and enforcement strengthened in Jerash, Petra and Wadi Rum landscapes so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas.*

This Outcome targets the capacity required for effective management (in various forms) of PAs as well as valuable ecological areas outside the formal PA system. It addresses the identified threats and contributes to the Objective by ensuring that mainstreaming is effective in providing protection for biodiversity. It will be applied at the landscape level with the aim of changing the trajectory of tourism development, thus addressing direct and indirect threats to biodiversity. Estimated cost for the Outcome is $1,344,000 of which the GEF contribution is $1,200,000.

**Outcome 3** *Improved management effectiveness particularly in revenue generation, tourism planning and management, and community relations in Dibeen, Shoubak and Wadi Rum Protected Areas.*

This Outcome targets PA management effectiveness overall as well as the ecological integrity of ecological corridors. It addresses threat 5 and contributes to the Objective indirectly through more robust management regimes for PAs which allows them to overcome the impacts of tourism and recreation. It is applied at the site level, particularly in protected areas. Estimated cost for the Outcome is $1,102,000 of which the GEF contribution is $1,100,000.

### 2.2.3 Project Outputs and Activities

Each Outcome will be achieved through a portfolio of Outputs which will be carried out at one of the four main localities. Outputs, together with a description of the activities, responsibilities and inputs, are listed below following each of the three Outcomes.

**Outcome 1 – *Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity.***

**Output 1.1:** *A Strategic Environmental Assessment (SEA) for tourism development to inform biodiversity considerations in land-use planning - defining spatial areas where development should be avoided; where it may be permitted subject to management controls, and what mitigation and offset requirements are needed.*

This is an assessment of the environmental repercussions of strategies that have been adopted for the tourism sector starting with the Tourism Master Strategy and other Master Plans for the tourism zones together with existing Land Use Plans for the project localities. It will inform, in particular, the land-use planning activities to be carried out by the project under Outcome 2. Activities will be coordinated by the PCU and based on the roadmap for SEA developed by the Ministry of Environment. It will be led by a Local Expert consultant recruited by the PCU in consultation with the Ministry of Environment and the MoTA.The expert will lead a Working Group that will be set up comprising Ministry of Environment, MoTA, MoMA, biodiversity expertise and tourist industry representatives. The output will require a number of workshop meetings for collaboration and debate. The final report will require printing, and distribution will be through hard copy and DVD.

**Output 1.2:** *A biodiversity-friendly tourism charter including a set of biodiversity standards developed, tested and adopted for the MoTA certification schemes for hotels, eco-tour operators, eco-lodges and environmental camp sites.*

The charter will be developed centrally upstream by a Working Group coordinated by MoTA and led by an Expert Consultant recruited by the PCU in consultation with MoTA and RSCN. The Working Group will also comprise appropriate industry representatives. The charter will include a set of standards developed tested and adopted for the MoTA certification schemes for hotels, eco-tour operators, eco-lodges and camp sites, reflecting biodiversity. The draft charter will be tested with a number of willing private sector exponents, evaluated and refined before being finalized by the Working Group and adopted and applied by MoTA. Activities will include a number of workshop meetings as well as consultations with the wider tourism sector and biodiversity expertise. The draft report will be printed and distributed for comments and the final report will also require printing. Distribution will be through hard copy and DVD. It will be launched by MoTA through a public information campaign designed to raise awareness of biodiversity values among the tourism industry.

**Output 1.3:** *An effective system of penalties for breaches of permit conditions in the tourism sector developed, adopted and publicized reflecting the new Biodiversity-friendly certification system.*

A Working Group will be set up, led by a Legal Consultant working closely with the Ministry of Justice to ensure clarity and fairness. The Working Group will include MoTA, Ministry of Environment, RSCN and industry representatives. The work will inform Output 2.4 below which seeks clarifications in the mandates of the different agencies responsible for enforcement and prosecution as well as the capacity to implement the products of this Output. Work will start with a review of the current legal provisions and procedures regulating the tourism industry with the aim to identify gaps or inconsistencies in legislation. The Working Group will then propose amendments and updating of relevant legislation and other remedies reflecting the new Biodiversity-friendly certification system (see 1.2 above) in a Discussion Paper which will be distributed widely with an invitation for comments. Workshops will be held at each of the project localities and the proposed improved system will be tested locally at the three project localities and refined before being proposed to the Ministry of Justice for adoption by government. This will be followed by the public awareness campaign nationwide referred to above under 1.2. The campaign will target the tourism industry in particular and provide the reasons for the “system”, the procedures to be followed, aids for compliance, rights under the law, etc. A handbook will be produced in both hard copy and DVD.

**Output 1.4:** *Biodiversity guidelines for the EIA Process as it applies to tourism developments and operations with particular focus on off-site and cumulative impacts.*

This output aims to update the EIA Process in Jordan by specifying how it can better reflect the intent of the various changes brought about by the project to protect biodiversity from the impact of tourism developments and operations with particular focus on off-site and cumulative impacts. It will be coordinated by the PCU with the collaboration of the MoENV, and will take place primarily upstream as a desk exercise. It will be carried out by a Working Group led by the MoENV and comprising industry representatives and biodiversity experts including RSCN. Specific focus will be on the EIA process as it is applied to tourism developments. The Working Group will produce draft guidelines which will be tested at one or two willing proposed developments, preferably at one of the project localities. The tests will be evaluated and the Guidelines will then be adopted as a formal requirement by the MoENV. Activities will comprise a number of discussion and consultation workshops, as well as the testing of the guidelines in real-life, but not formal, situations. The draft will be printed and distributed for comments, and the final Guidelines will be produced in both hardcopy and DVD. When the Guidelines have been formally adopted, the project will assist the Ministry of Environment with a publicity campaign as well as training for environmental consultants and industry exponents on how to apply the Guidelines.

**Output 1.5:** *Economic incentives and disincentives to promote adherence by tourism industry to the reformed policies and regulation.*

This Output will develop and propose for adoption, a range of attractive and positive economic “rewards” which the tourism industry can get for implementing biodiversity protection measures. Conversely, it will also develop a range of economic “deterrents” which will apply to actions and developments that have an impact on biodiversity – in effect, this will promote adherence by the tourism industry to the reformed policies and regulations leading to biodiversity protection. Activities for this Output will be coordinated by the PCU who will recruit an Economics Consultant to lead a Working Group comprising MoTA, the Ministry of Finance, and full participation by the tourism industry. The system will be developed upstream for national application. However, before it is proposed for adoption by the Ministry of Finance, the system will be tested at the local level for a trial period, and will be refined if necessary before being adopted nationally by government for implementation by relevant institutions. Inputs will include a number of discussion workshops and some travel to test the system at the local level. The project will assist the Ministry of Finance with the printing (and DVD) of adopted guidelines and with necessary publicity to reach the tourism industry.

**Outcome 2 – *Institutional capacities for planning, monitoring and enforcement strengthened in Jerash, Petra and Wadi Rum landscapes/development zones, so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas*.**

**Output 2.1:** *Biodiversity Information Management System (BIMS), founded on initial ecological surveys to inform Land Use Plans, serve as a platform for decision-making, and as a source of up-to-date knowledge on biodiversity.*

This Output comprises two closely related sets of activities – Ecological Surveys and an Information Management System. The ecological survey work, which will be coordinated by the PCU[[20]](#footnote-20) with the collaboration of RSCN in an advisory capacity, will involve an Ecological Survey Team of 3-4 experts which, following the development of a robust design methodology, will conduct ecological surveys (with local level input) of Jerash Governorate, PDTRA territory and proposed Shoubak PA and its buffer zone, and Wider Wadi Rum Landscape. The surveys will build on existing ecological information and bring it up to date, as well as address gaps in ecological information. Survey results will form the foundation of the BIMS database which will be developed by a separate Working Group led by an Information Technology (IT) Specialist recruited by the PCU. In addition to IT expertise, the Working Group will also comprise representatives of the expected key users of the BIMS. The BIMS will be developed on a GIS platform, possibly allied with the RSCN national Database and integrated with databases that exist for each of the PAs. The products of this output will inform Land Use Plans, serve as a platform for decision-making, and as a source of up to date knowledge on biodiversity. The Project will lead the discussion on the most appropriate and effective repository for the BIMS. It will also develop the procedures and protocols for inputting and accessing information. In addition to the necessary expertise for both the survey work and the setting up of the databases, the project will provide the necessary survey equipment and IT hardware and software. The results of this Output will inform land use planning activities by the project under Output 2.2, as well as the updating of PA management plans envisaged under Output 3.2. It will also provide the foundation for the monitoring system to be developed under Output 2.3. Since the BIMS will be available for access (albeit in a managed and within certain limits) by the public, the project will assist with a nationwide as well as local level publicity campaign to inform about its value, availability and accessibility.

**Output 2.2:** *Comprehensive land-use plans based on BIMS and covering Jerash Governorate, PDTRA territory, the Shoubak proposed PA and its buffer zone, and the Greater Wadi Rum Landscapes/Development Zones to set development limits so as to protect biodiversity.*

The foundation for the land-use plans will be the BIMS (see 2.1 above) and will have similar coverage, and the plans will build on and update existing master plans prepared by respective territorial and development authorities. The plans will set development limits so as to protect biodiversity from tourism development and will apply to PAs and their buffer zones, urban areas, and the commons, including intensively used picnic, camping and recreation spots. Activities under this output will be coordinated centrally by the PCU but led by the Ministry of Municipal Affairs with a Working Group of Planning and Biodiversity Experts and with the full cooperation of the relevant tourism planning authorities, governorates and municipalities, RSCN, PDTRA, ASEZA, Ministry of Agriculture (especially the Forests Department), the private sector and communities. Activities in the Jerash Governorate will cover the whole territory with a special focus on the land surrounding the Dibeen PA in an attempt to overcome its vulnerability arising from its fragmented and indented border. The Petra/Shoubak activities will span the PDTRA territory and the proposed Shoubak PA together with its proposed buffer zone in recognition of the ecological corridor between Dana PA and Wadi Rum along the Rift Valley. The Wadi Rum activities will extend beyond the PA and into its buffer zone. Following consultation the Working Group will produce an agreed protocol on how to approach the task and discuss this with the relevant planning authorities. The Working Group will then address each of the three localities, building on the information in the BIMS and produce a draft proposed Land Use Plan for each. The Draft Plans will be put out for comments and discussion including extensive public consultation meetings at various levels. Each of the drafts will be amended in the light of comments received and adopted by the respective authorities to guide tourism development so as to protect valuable biodiversity. Inputs will comprise a significant level of broad consultation and discussion aiming for consensus, through repeat workshops and similar events. There will also be a need for draft proposals to be distributed in printed and DVD form. The final adopted Land-Use Plans will be released within a broad public information campaign which stresses the value (including for the tourism industry, and for ecosystem services) and vulnerability of biodiversity, hence the justification for the measures proposed in the Plans.

**Output 2.3:** *Biodiversity Monitoring System to update and maintain the BIMS, identify trends and ensure that any changes in biodiversity-important areas remain within acceptable limits; to include remedial measures that will be triggered by the monitoring.*

The Biodiversity Monitoring System will maintain the BIMS (as set up under 2.1 above) as a relevant and up to date planning and decision-making tool. It will also help identify trends and ensure that any changes in biodiversity-important areas remain within pre-determined, acceptable limits. Indicator species will be among the tools that will be used as appropriate. A very important corollary to the monitoring system will be the identification of remedial measures that will be triggered, if necessary, by the monitoring. The monitoring systems will be designed by a team of four experts set up by the PCU with the advice of RSCN. The approach and methodology to be used, the principles and objectives, and the capacity and know-how requirements will be developed initially at the central level. Working with the relevant authorities, the Working Group will then test the Monitoring System at each of the project localities following training and capacity enhancements of local personnel. After implementing any necessary refinements and adjustments, the Monitoring System for each of Jerash, Petra and Wadi Rum, will be handed over to local responsibility, after any further necessary training and capacity building. In developing the system, the Working Group will explore the use of remote sensing together with on-ground measurements and observations, including indicator species. The Working Group will also assist RSCN, MoMA, PDTRA and ASEZA to develop contingency plans for dealing with any worrying trends and other results of concern which might arise from the monitoring activity. Among the inputs for this Output, the project will assist with the procurement of any necessary monitoring equipment and training for its use, the implementation and evaluation of the trials at local level, and the contingency planning noted above. The project will also develop a handbook for ecological/biodiversity monitoring, printing it and distributing it in hard copy as well as DVD.

**Output 2.4:** *Improved enforcement of land use development constraints geared to protecting biodiversity.*

The focus of this output is the enhanced operational, surveillance, interception and prosecution capabilities of enforcement agencies. It will serve as the practical application of the product of Output 1.3 above. The project will collaborate with the on-going initiative to clarify the respective roles of operative enforcement agencies, rationalize the enforcement framework and enhance its effectiveness. The project input will be coordinated by the PCU and led by a National Expert working with the main actors *i.e.* RSCN, the Tourism Police, the Environment Police, the Forests Department and other enforcement agencies and in close collaboration with those implementing Outputs 1.3, 1.4 and 2.5, and with the advice of the Ministry of Justice. Further national experts will be engaged to develop and implement a training package (including Training of Trainers (ToT) for compliance and enforcement, and while the project’s focus will be the project localities, the Output will be able to be upscaled nationally. Inputs will include various workshops with the main law enforcement stakeholders, the production of a handbook or similar guidance in printed form and DVD, as well as appropriate signage to aid compliance (although this is covered mainly by Output 2.5).

A further activity will target the Judiciary and aims to update the judiciary as well as raise their awareness on biodiversity values. It will clarify and expand on the intention of government policy to reduce the impact of tourism on biodiversity and mechanisms (including legal provisions) to achieve this. The activities will comprise a series of weekend workshops in Amman and at each of the three main project localities, delivered by a team of 2-3 experts on values and vulnerabilities of biodiversity and the intention of the law protecting biodiversity. The activities will be coordinated by the PCU in collaboration with RSCN. Inputs include consultants’ hire and travel, hospitality during the workshops and printing of reference and information material to supplement the workshop lectures.

**Output 2.5:** *Effective interpretation and information facilities at vantage points to inform visitors about the values and vulnerabilities of ecological resources and the consequences (ecological and legal) of not adhering to limits and regulations.*

Whereas Output 2.4 has a focus on enforcement, this Output focuses on compliance and on aiding the public to comply. The envisaged facilities will be installed at vantage points to inform visitors about the values and vulnerabilities of ecological resources and the consequences (ecological and legal) of not adhering to limits and regulations. Activities, which will be coordinated by the PCU, will commence at central level where an Expert will lead a small Working Group including RSCN, MoTA, and the tourism industry to develop the approach and set guidelines and parameters. Local level Working Groups will also be set up by Implementation Partners at each of Dibeen, Petra and Wadi Rum comprising local representatives from RSCN, MoTA, and the private sector (tourism) and stakeholder communities. Each Local Working Group will identify the gaps and needs as well as opportunities at each of the project sites and, using the guidance provided centrally, design interpretation and other means for conveying a clear message and aid compliance. Inputs will include the central level consultancy and Working Group to set the scene, the Working Groups at each of the project localities, consultation at the local level, construction materials for signage as well as the production of printed and DVD information material.

**Outcome 3 – *Improved management effectiveness particularly in revenue generation, tourism planning and management, and community relations in Dibeen, Shoubak and Wadi Rum Protected Areas*.**

**Output 3.1:** *PA Management Advisory Boards for promoting increased involvement of the private sector and local community in PA management.*

With the assistance of expertise engaged by the PCU, each of Dibeen, Shoubak, and Wadi Rum PAs, will review the PA Management Board membership (to ensure the participation of communities, the private sector and other stakeholders), function, roles and responsibilities, etc. The Boards will be enlarged as necessary to broaden the participatory base so it can better assist PA management with the implementation of project activities in particular ensuring that they are relevant to the needs of the PA and in harmony with the aspirations of the relevant communities. The project will enhance capacities among the Board members, according to the needs identified in the Capacity Assessments, so as to make sure that all are on the same footing. The inputs by the project will focus on capacity enhancement through workshops.

**Output 3.2:** *Dibeen PA, Shoubak PA and Wadi Rum PA Management Plans revised to reflect the principles espoused in the new Land Use Plans and the benefits from new BIMS and Monitoring System.*

The aim of this output is to review PA Management Plans so as to reflect the principles espoused in the new Land Use Plans and the benefits from the new BIMS and Monitoring System, in each of Dibeen PA, Shoubak PA and Wadi Rum PA. Activities towards this Output will be coordinated locally by each respective PA manager with the assistance of the LPO and the Advisory Board (see 3.1 above). They will also be assisted by a National Expert engaged by the PCU who will travel in turn to each site to help align the PA Management Plans with the Land Use Plans. Apart from providing the necessary expertise and travel, project inputs will cover necessary consultation and the cost of printing draft working copies of the plans and the final versions.

**Output 3.3:** *Visitor management capabilities (to reduce impact on biodiversity) in Dibeen, Shoubak and Wadi Rum PAs, enhanced through improved visitor facilities, better trained rangers and eco-guides, and improved management capacities, to expand visitor attractions and improve visitor experience while reducing impact on biodiversity in sensitive areas.*

This output will focus on reducing the impact on biodiversity of tourists, visitors and other users of the three PAs by enhancing visitor management capabilities, improved visitor facilities, better trained rangers and eco-guides, and improved management capacities. The Output will expand visitor attractions and improve visitor experience while reducing impact on biodiversity in sensitive areas. Activities for this Output will commence through an upstream Working group led by one International Consultant (to introduce a fresh look) and comprising one Local Consultant from each of the PAs. Each of the Local Consultants will, in turn, lead a team of local stakeholders to ensure that although the approach will be developed centrally, it will be applied locally reflecting local needs as identified in the Capacity Assessments. Local consultants will include a Community Liaison Expert at each locality. The focus of the Output will be on individual and institutional capacity particularly for dealing with the public and communities, together with the physical infrastructure to “manage” visitors to the PA and reduce the impact of tourism/recreation on biodiversity. Among the activities to be supported by the project under this Output will be an effort to explore, develop and implement plans to manage off-road driving in PAs, and to explore and implement best option for reducing the impact of picnic pressure in PAs. Although, strictly speaking, there are no declared PAs in the PDTRA territory, the project will extend support under this Output to the PDTRA Environment Directorate in its efforts to protect valuable biodiversity in ecosystems within its territory such as the Hisheh Forest and Wadi Musa[[21]](#footnote-21). The inputs by the project will include the expert consultancies, provisions for meetings/consultations, the improvement of physical visitor facilities and equipment, extensive public information, publicity and training.

**Output 3.4:** *Business plans for Dibeen, Shoubak and Wadi Rum PAs.*

The PCU will engage a Business Planning Consultant who will work in turn with a Working Group at each of the three PAs assembled by the respective PA management. The Working Groups should comprise the PA management and reps of the local business community, especially the tourism sector, and local community stakeholders. The aim is to promote the development of ecotourism and nature based tourism to improve the economic viability of the PA including consideration of entrance and concession fees, payment for ecosystem services, etc. Business Plans will supplement the respective Management Plans (updated as under 3.2 above to take into account the LUPs, the BIMS and other products and services of the project). They will focus in particular on the management, implementation and collection of fees for entrance and use of facilities, concessions and other commercial activities, other benefits accruing to individuals from ecosystem services arising from the PA. Inputs will include the provision of expertise, meetings and workshops, travel, printing of drafts for discussion, and printing and distribution of the final business plans in hard copy and DVD.

## 2.3 Assumptions and Risks

The project strategy is based on the **assumption** that *mainstreaming* will lead to a long term solution to the impact of tourism on biodiversity in Jordan, and for it to happen, mainstreaming requires the following ingredients –

* Effective policy and procedural framework
* Capacity to implement and manage the process
* Awareness, sensitivity, understanding.

In addition, stronger, more effectively managed and financially sustainable protected areas will be in a better position to deter/overcome any impacts of tourism on biodiversity which may arise. Furthermore, it can be assumed that increased tourism, if properly managed, can contribute to the sustainable financing of PAs.

These assumptions have given rise to the project design which sets about putting in place the principal elements for mainstreaming biodiversity into tourism sector development. The risk that these basic assumptions will fail is very low. However, there are other less fundamental risks, some of which were identified in the PIF and these are considered as follows:

|  |  |  |  |
| --- | --- | --- | --- |
| **RISK** | **IMPACT** | **LIKELI-HOOD** | **MITIGATION** |
| That **political support** for the adoption and implementation of environmental regulations and guidelines for tourism development, will waiver, and changes to legal provisions and procedures may take long to adopt thus reducing the effectiveness of the project upstream tools | Medium to Low | Low | Jordan has set ambitious tourism growth targets which can only be met if the tourism sector remains competitive, which in turn requires greater sustainability. This is also applicable for the tourism development regions/zones. The project will mitigate the risk of insufficient political support through the promotion of a policy dialogue which will allow all concerned partners, including policy makers, community-members, and the private sector to capture in a technical and hands-on approach the benefits of balanced economic development and biodiversity conservation. The best defence against this risk is to bring on board the tourism industry and the project will do this through endless opportunities for participation. |
| That the **political context** in Jordan will be indecisive and unable to confirm, endorse, adopt or otherwise accept project products such as new legal processes and requirements, the declaration of Shoubak as a PA, etc | High to Medium | Medium | The political situation in Jordan is fluid with frequent changes of government and changing parliament composition. There is a risk that amendments to laws & bylaws as proposed by the project will not be passed by parliament, given that this will not be a priority for the state. The adoption of policy and the passing of laws is a government responsibility and the project will lobby at the right places and facilitate decisions by government and parliament. However, an even stronger mitigation mechanism is the emphasis that the project is giving to working directly with local authorities, the private sector, NGOs and communities. Even without formal government decisions, project products can even be applied on a voluntary basis if necessary, and this will depend to a great extent on the rapport and buy-in that the project will strive to achieve from its implementation partners and other stakeholders. The declaration of the Shoubak Protected Area is not seen as an output of the project, but a Government responsibility. No investment will be made in the Shoubak area until the protected area has been established. Should the PA not be established by the end of year 1, the project component dealing with Shoubak will be discontinued and the resources allocated to other project activities. |
| That **political unrest in the region** will negatively affect tourism development in Jordan | Medium | High | Jordan has embarked on a tourism strategy building upon its national heritage and diversity and disconnecting its tourist packages from the regional tourism market. Moreover, the stable political situation in Jordan will allow mobilization of regional tourists (a growing segment of the market) who would have otherwise visited other countries in the region. As an example, in 2011, and despite regional unrest, Petra has still emerged as one of the top 25 worldwide destinations, with its designation as a UNESCO World Heritage Site and one of the New Seven Wonders of the World. In effect, this is a threat to the industry, but not to the project. |
| That the **private sector** may not be willing to invest in biodiversity- friendly tourism services and products | High to Medium | Low | Project design guards against this risk through the mixture of mandatory measures, attractive incentives, participatory approach, etc. Should the risk materialize, the project will need to assist the tourism private sector, in collaboration with the Jordan Tourism Board, to upscale the marketing of Jordanian biodiversity and ecosystems as a unique attraction. |
| That long-term **changes in climate** will exacerbate or present additional and unforeseen challenges for biodiversity conservation in Jordan as a whole | Low | Low | This is not a risk to project implementation, although it could be a risk to the sustainability of project benefits. The objective of the project is to support biodiversity conservation efforts and alleviate current and future threats and pressure, including those presented by climate change. There is already evidence of the negative impact of sustained drought in Jordan on biodiversity, and this project will directly contribute to alleviate climate change impact, as the activities under the project are climate resilient and the project complements related initiatives addressing climate change impacts. |
| The **MoTA** is highly committed to the reduction of the impact of tourism on biodiversity, however, policy changes brought about by changes in government, could affect this commitment | Low | Low | As noted above, by working in a positive climate with the industry, the project and its benefits could ride out this weaker commitment until the project results will become proof of the benefits to Jordan of reducing the impact of tourism on biodiversity. |
| **Social acceptability** in Jordan and in the tourist market for biodiversity as an added attraction for visitors, may turn out to be weaker than expected | Low | Low | The project will strive to bring biodiversity as a product to the forefront of tourism planning and investment in Jordan. However, as noted above, the project design may need re-focussing in response to such a lukewarm reaction so as to assist the Jordan Tourism Board in its marketing efforts |
| **Project Management Risks - i**n a project of this nature, with activities at four different localities spread throughout the country, there is always a risk of complications | Low | Low | The recruitment of a committed and competent Project Coordinator is crucial. In addition, the project will continue to nurture its understandings and relationships with its implementing and co-financing partners, building on the excellent rapport that has been established during the PPG Phase |

Further consideration of risks will be carried out by the project during the Inception Phase.

## 2.4 Cost Effectiveness

Three scenarios can be analyzed from the perspective of cost-effectiveness of maximizing biodiversity mainstreaming in tourism development in Jordan. The first is the business-as-usual scenario in which minimal considerations are given to biodiversity. Ecosystem degradation outside and inside protected areas will continue and the approach will be to focus on the elimination of consequences after a threat materializes. The cost-effectiveness of this approach is extremely low. For example, rehabilitation of a forest after a fire costs approximately US$40,000/1,000 ha, while installing an optimal hydrological regime to prevent a fire costs US$15,000/ 1,000 ha. By 2016, the amount needed to be invested in severely degraded ecosystems and the opportunity cost through lost tourism dollars will substantially overweigh the proposed investment now. The second scenario is that proposed under the project that is based on policy-making and real-life promotion of best mainstreaming practices in the tourism sector. The third possible scenario is the expansion of biodiversity protection outside the protected area network to cover all the globally significant populations and habitats that are currently unprotected from tourism impact. Calculations indicate that the most cost-effective intervention is the project approach for it is too expensive to establish protected areas in the landscapes targeted for intervention. The income foregone by the tourism industry is insurmountable for the local and national economy. The financial and social value these lands generate is too high for them to be withdrawn from the economic cycle and put under protection (even if it is IUCN management category IV, V or VI).

The cost effectiveness of this project will be further ensured by the following elements that have been included in project design.

* Combination of upstream, landscape (regional) and site specific actions: The project design includes the development of tools at the central upstream level complemented by on-the-ground activities that will help test and develop the tools in areas where the impact of tourism on biodiversity is being felt within protected areas as well as in the rural landscape outside protected areas. These experiences will inform the changes at the systemic level in terms of improved policies, procedures, manuals and guidelines, in turn facilitating the replication of site-level experiences.
* The project approach which involves the development or refinement of policies, legal mechanisms, approaches, processes and other tools at the upstream level in a participatory approach and their testing at the local level before they are adopted nationwide. In this way, wholesale adoption of these tools will only take place after they have been tried and tested and are therefore both more reliable and more acceptable.
* Selection of project localities that exhibit a range of biogeographical and socio-economic characteristics: This will make the site-level experiences relevant to a greater number of districts for further replication.
* The project will focus its interventions on localities selected because their biodiversity value is being threatened by tourism activities. This will maximize the visible impacts and allow the beneficiary locations to act as models for effective protection of biodiversity throughout the country. The project will implement on-the-ground interventions in cohesive and contained localities, rather than in geographically dispersed areas, and this will reduce operational costs significantly.
* The project will place equal emphasis on assisting compliance as well as enforcement which will require less intense and less costly levels of monitoring and prosecution. This will allow the project to work effectively with local communities and stakeholders to share management responsibilities and costs, as well as to develop sustainable economic activities that can benefit these partners and generate revenue streams for protected areas. This is more cost effective than an exclusionary strategy aimed solely at biodiversity conservation, which is likely to be costly to enforce and unlikely to be sustainable.
* Close coordination with on-going projects such as those funded by USAID in the tourism sector and the GEF/World Bank biodiversity project in the Rift Valley. These projects have been under implementation for some time and have accumulated practical experiences with mainstreaming biodiversity which are going to be invaluable for this project. While the juxtaposition of tourism and biodiversity is unique to this project, many of the experiences and models developed by these other projects are still relevant.

## 2.5 Expected Global, National and Local Benefits

The project is designed to strengthen and complement on-going efforts in Jordan to conserve globally significant ecosystems and biodiversity by mainstreaming biodiversity in the tourism sector at the national level and more specifically at the level of the tourism development regions/zones and their surrounding protected areas. The project will ensure that the investment made in realizing the National Tourism Strategy (2011-2015) specifically integrates biodiversity management needs and concerns. A win-win conservation/ economic outcome is sought, whereby the adverse impacts on biodiversity of mass tourism development are avoided where possible, or reduced and mitigated, while biodiversity assets come to be recognized as a foundation for diversification of the tourism sector. Although tourism is currently a threat to biodiversity, if carefully managed, it could also offer an opportunity for conservation. In particular, carefully managed NBT and ecotourism in ecologically sensitive areas and PAs could bring in vital funding for conservation of biodiversity in these areas. There is accordingly a need in Jordan both to mitigate the adverse impacts of tourism in key biodiversity areas, but also to optimize the contribution that tourism can make to conservation. By harnessing economic opportunities, this project will connect biodiversity conservation to the development agenda with resultant benefits spread across the tourism industry and communities that rely on it for their livelihood, right across to the ecological benefits which are of global significance.

The project seeks to establish a national regulatory framework, backed by an effective enforcement system and founded on sound management standards, to manage the negative impacts of tourism, and it does this under Outcome 1. However, any central management strategy needs to be applied at the regional level where there is limited capacity to internalize biodiversity management needs into spatial development frameworks. The project will therefore address this weakness through capacity building under Outcome 2. Finally, the project will address directly the impact of tourism in ecologically sensitive and vulnerable PAs under Outcome 3, improving PA management effectiveness together with financial sustainability. All these benefits will serve Jordan well in its search for a better return from its tourism industry, but on a sustainable long-term basis.

The global environmental benefitsof this project derive from the fact that the project is addressing the direct and indirect threats of globally significant biodiversity caused by the current and future growth of tourism. The project will seek to address habitat fragmentation, influence the placement of infrastructure, maintain and restore ecological corridors, and improve the conservation status of species that require larger ranges, such as Blanford’s fox (*Vulpes cana*), the striped hyena (*Hyaena hyaena*) and the grey wolf (*Canis lupus*). The project will also address habitat disturbance linked to high visitors numbers in sensitive sites and protected areas; this is designed to enhance the conservation status of species such as the Short-toed Eagle (*Circaetus gallicus*). By promoting environmentally-friendly regulations and guidelines in the tourism sector the project will also contribute to the reduction of solid wastes and wastewater discharges and will reduce extensive abstraction of water thus reducing the risks of forest fires, loss of water balance in fragile ecosystems and other disturbance of the ecologically-sensitive sites. The project will engage the local population in sustainable tourism activities and thus avoid encroachment on the natural resources in sensitive areas and intensive resource use to support their livelihood needs and will thus reduce the indirect impact of tourism on biodiversity due to unsustainable local economic activities.

A key socioeconomic benefit of the project is the expansion of tourism options and the optimization of competitiveness of the tourism sector as a whole. With the project’s support, the share of ecotourism and NBT is expected to grow from 7% in 2010 to at least 10% in 2015, which will lead to double the number of these tourists from the current 500,000 to around one million, given that the total number of tourists is set to increase from 7 million visitors in 2010 to 9.4 million visitors in 2015. The project will also lead to a reduction in poverty rates in the tourism regions/zones and around protected areas through its reinvestment schemes geared towards community tourism and conservation initiatives. The current share of employment of the local population in the tourism industry remains very limited and does not contribute to the local economy[[22]](#footnote-22). The project will increase employment rates and will allow the diversification of employment from a current trend based on hotels and restaurants as the main providers of jobs (36% and 41% respectively at national level) to more innovative and sustainable investments. This project will particularly focus on engendering the active participation of women in these efforts through collaboration with community-based women’s associations, aiming to reduce the rates of women’s unemployment in the tourism regions/zones to reach at least the national standard of 25% (the unemployment rate of women in the Petra region is 60%).

## 2.6 Project Consistency with National Priorities/Strategies

The project is in line with the National Tourism Strategy which is the blueprint for tourism development in Jordan. It is also in line with the National Biodiversity Strategy and Action Plan.

Jordan has set out its future development objectives for the tourism sector in the National Tourism Strategy: 2011-2015. The strategy guides the development of Jordan’s tourism sector with the goal of increasing tourism receipts to just under US$6 billion by 2015. The strategy was developed by a consortium of institutions, including the private sector, the Ministry of Tourism and Antiquities (MoTA), the Jordan Tourism Board (JTB), and the Federation of Tourism Associations, with technical expertise supplied through USAID. The development of the Ecotourism and Nature-Based Tourism[[23]](#footnote-23) (NBT) sub-sectors is highlighted as a priority, in support of “*the mission to develop a distinctive destination offering diverse, year-round visitor’s experiences*”. In order to promote tourism development, the Government has created tourism development zones managed by tourism development authorities to attract investments in key tourist areas. The Aqaba Special Economic Zone Authority (ASEZA) was established in 2000; the Petra Development and Tourism Region Authority (PDTRA) was created in 2009; and tourism development zones in the Dead Sea and Ajloun were created in 2010. The ASEZA and PDTRA zones both feature in the project. Each tourism development authority has developed a Strategic Master Plan which aims, *inter alia,* at diversifying the tourism market by building upon the regions’ assets and specifically ecological assets.

While the Government recognizes that tourism development can have an adverse impact on biodiversity, it is also cognizant of the opportunity which Ecotourism and NBT can provide as an incentive for biodiversity conservation (in particular by providing an economic incentive to maintain and restore natural habitats and generating financing). Through this project, the Government is seeking to reduce the negative impact of tourism on biodiversity and optimize the biodiversity ‘dividend’. In doing so, it intends to meet its national development priorities as well as its commitments under the Convention on Biological Diversity (CBD).

The project is in-line with the conservation goals outlined in the National Biodiversity Strategy and Action Plan prepared in 2003 and contributes to all four cross-cutting priorities specified under the Plan, namely, 1) The need for well-documented biodiversity data; 2) The need for an integrated land-use planning mechanism; 3) Capacity development and technical training; and, 4) Public awareness initiatives. The project is also a clear response to the key priority recommendations of Jordan’s 4th National Report on the Implementation of the Convention on Biological Diversity which was submitted to the CBD in 2009 and which indicated the need *“to integrate biodiversity in the strategies and development plans of the different productive sectors…in order to ensure coherence and unity of the targets and the planned actions…*” for conservation.

The NBSAP identified the need for a move towards ecotourism and for environmental standards and guidelines for tourism projects. It recognized the threat of tourist developments to sustainability and biodiversity and proposed a number of actions. According to the NBSAP, environmental standards have not been widely introduced into Jordan’s tourism industry and, where they exist, they are not rigorously applied. The standards that are of most concern to biodiversity are the location of buildings and infrastructure, wastewater treatment and general site operations (the project will address these through land use planning and capacity building for compliance and enforcement). Appropriate standards are also required for tour operators and guides (the project will address these directly), since they have a great influence over the behaviour of visitors. The NBSAP encourages the adoption of basic ecotourism principles and calls for measures to reduce the impact of tourism on biodiversity. The proposed priority actions/outcomes are:

* National environmental standards and guidelines for tourism projects.
* Institutional management plans for tourism sites.
* Ecotourism development in protected areas.

These are among the outputs/products targeted by this project.

The project is also addressing some of the concerns identified in the National Capacity Self-Assessment (NCSA) carried out with GEF support. The CBD stocktaking, carried out as part of the NCSA, identified a number of national capacity constraints for implementing the CBD, and among them were the following, which are mirrored by Activities/Outputs of this project -

* Low integration of the CBD concepts in the national policy formulation process.
* Lack of national directives for Biodiversity Impact Assessment.
* Incomplete national guidelines and management plans for conservation sites.
* Low national capacity of community management for in-situ conservation outside the protected areas.
* Lack of economic incentives and valuation of biodiversity components.
* Weak mobilization of financial resources available for Biodiversity.

This project is highly relevant to Jordan in its search for a solution to the tourism/biodiversity conundrum.

The project is also complementary to the following five key on-going initiatives all of which are supported by the GEF Trust Fund. Project management will forge links with these initiatives, build on their achievements and collaborate to the extent possible.

*1. UNDP/GEF Project on “Mainstreaming Conservation of Migratory Soaring Birds (MSB) into Key Productive Sectors Along the Rift Valley/Red Sea Flyway”.*

The aim of this regional project is to mainstream biodiversity considerations into the production sectors along the flyway that pose the greatest risk to the safe migration of these birds - principally hunting, energy, agriculture and waste management - while promoting activities in sectors which could benefit from these birds, such as ecotourism in Djibouti, Egypt, Eritrea, Ethiopia, Jordan, Lebanon, Palestinian Authority, Saudi Arabia, Sudan, Syria and Yemen. Jordan has selected hunting as the sector which poses the greatest threat on MSBs and will therefore address hunting under the flyway project. While hunting is recognized as a tourist activity with an impact on biodiversity, the Tourism/Biodiversity Project will rely on the MSB Project to maintain the initiative on this threat and work with it towards the common goal of biodiversity protection.

*2. World Bank/GEF Project on “Integrated Ecosystem Management in the Jordan Rift Valley”*

The project’s goal is to secure the ecological integrity of the Jordan Rift Valley as a globally important ecological corridor. The project development objective is to mainstream integrated ecosystem management practices in selected Jordan Rift Valley pilot areas and it addresses land-use planning and Integrated Ecosystem Management for biodiversity conservation – both areas of interest to the Tourism/Biodiversity Project which will draw upon lessons and good practices already identified to inform the development of policy, legal and other tools for mainstreaming biodiversity in the tourism sector. On a more specific level, the Tourism/Biodiversity Project has selected Shoubak, which has been proposed as a protected area by the Rift Valley Project, as one of its target localities and will build on its achievements to enhance the level of protection, especially from the expected increase in tourism activity.

3. *UNDP/GEF Project on “Mainstreaming marine biodiversity conservation into coastal zone management in Aqaba Special Economic Zone (ASEZ)”*

This project aims to conserve the unique marine biodiversity in Jordan and ensure the long-term survival of the coral reefs of the Gulf of Aqaba as well as promote equitable sharing of the benefits of the ecosystem services they provide. This will be achieved by mainstreaming biodiversity conservation into the planning process of ASEZA, and its economic sectors, notably tourism. The Tourism/Biodiversity Project will draw from the many lessons and good practices arising from the ASEZA experience, despite differences in their respective ecosystem focus. The Tourism/Biodiversity Project will ensure close coordination and exchange of information with the marine biodiversity project, in particular with regards to policy and regulatory process for Ecotourism and NBT in the ASEZ (which includes Wadi Rum PA which is a focal locality for this project).

4. *World Bank/GEF Project on the “Badia Ecosystem and Livelihoods Project (BELP).”*

The BELP will contribute to restoring the Badia through a dual approach of adapted rangeland management and promotion of alternative income-generating activities for target communities in Ar Ruwaished sub-district (a poverty pocket in the northern Badia) and Al Husseinieh and Al Jafr sub-districts (poverty pockets in the southern Badia). In order to support the livelihoods of local communities, the project will promote a people-centered sustainable natural resource base development approach. The BELP also carries an innovative value in terms of approaches and specific activities, which if proven successful would pave the way to replication and scaling-up in other parts of the Badia. This integrated approach would allow Badia communities to improve their livelihoods while reinforcing their capacity to manage and sustainably use the ecosystem services that are available to them. Although not working in the same general areas, the Tourism/Biodiversity project will be able to contribute to the Badia Project particularly to the latter’s activities in community-centered ecotourism.

5. *IFAD/GEF Project on “Mainstreaming Biodiversity in the Sylvo-pastoral and Rangeland Landscapes in Pockets of Poverty in Jordan.”*

The project aims to mainstream biodiversity conservation in silvo-pastoral and rangelands in the pockets of poverty of Jordan through the promotion of an enabling environment (policies, capacity, knowledge, and market incentives) that will be beneficial to local livelihoods and yield global environmental benefits. The project seeks also to promote innovative pilots for PES and investment support to biodiversity conservation.The Tourism/Biodiversity project will explore areas of potential collaboration with this project, in particular its activities in the Payment for Ecosystem Services.

## 2.7 Sustainability and Replicability

The project has been carefully designed to optimize prospects for improving the sustainability of mainstreaming biodiversity into the tourism sector in the following areas:

**1. Environmental sustainability:** This project is about environmental protection (with a focus on biodiversity), and the planned interventions will ensure that tourism development is avoided in the most biodiversity sensitive areas, and that impacts are reduced, mitigated and offset as necessary elsewhere, thus reducing pressures on biodiversity. The project will also transform the investment practices of private sector investors. This will change the development trajectory of the tourism sector – ensuring the compatibility of production practices with biodiversity management into the future. The sustainability of biodiversity’s contribution to the viability of the tourism industry will be assured through the mutual gains and benefits that are to be made.

**2. Institutional sustainability:** The project will influence the policies and investments of several Government agencies responsible for tourism sector development and land use management, including PA management. The project model will see tools and mechanisms developed upstream and tested at the regional level before being refined and adopted nationally for upscaling and wider application. At the same time, capacity will be enhanced to secure the implementation and application of the new tools. Since the new developments will be carried out with the full participation of local government, the tourism private sector as well as communities, a deep sense of ownership will be generated.

The project strategy will anchor the policy and regulatory reform process in MoTA – which is responsible for tourism planning and marketing and licensing major developments. While specifically enhancing the capabilities of MoTA to take biodiversity management needs into account in development planning, business licensing and marketing, the project will also strengthen the capacity of MoMA and the regional authorities (Jerash Governorate, PDTRA and ASEZA) which have been empowered with financial and administrative responsibilities for land use planning and management, and which must also approve physical development plans. Such a two-pronged approach is critical to ensure effective implementation of the mainstreaming framework at the landscape level for the long term and enhance sustainability.

**3. Financial sustainability:** The project will be making the case for all stakeholders to start seeing biodiversity protection as making economic as well as ecological sense. Recognition of the economic value of biodiversity together with the ownership that will be achieved in the project products will lead to a protective stance from the industry, and this will augur well for the sustainability of the project products, services and benefits. The participating institutions have confirmed their commitment and the availability of funding, to sustain the new management measures that will be put in place under the project – and which render biodiversity mainstreaming sustainable over the longer term.

The project will also take specific measures to strengthen management effectiveness, on the ground, of Protected Areas facing pressures from mass tourism. Financial sustainability will be sought by tapping into tourism as a vehicle for PA funding applying the principle of user pays. This financing opportunity is best tapped and sustained through a comprehensive sector wide approach as proposed by the project. The total recurrent costs needed to sustain the incremental mainstreaming framework to be operationalized through the project was estimated by the PPG to be in the range of US$1.5 - 2 million per annum, once the one time set-up costs have been underwritten. These costs, which will be revised and updated by the project are well within the absorptive capacity of the Government and can be financed from budgetary appropriations.

**Replicability:** Replication will be achieved through the direct replication of selected project elements and practices and methods, as well as the scaling up of experiences. Each project output will include the documentation of lessons learnt from implementation of activities under the output, and a collation of the tools and templates (and any other materials) developed during implementation. The Project Coordinator will ensure the collation of all the project experiences and information. This knowledge will then be made accessible to different stakeholder groups to be emulated beyond the project “boundaries”, replicated, and lead to better support for decision-making processes in biodiversity-important areas.

# PROJECT RESULTS FRAMEWORK

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| --- | --- | --- | --- | --- | --- |
| **This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:**  Government and national institutions have operationalized mechanisms and improved capacities to develop and implement strategies and plans for targeted key environmental and disaster risk reduction issues facing Jordan and support a transition to a Green Economy | | | | | |
| **Country Programme Outcome Indicators:** 1) % change of protected areas covered by funded management plans (baseline, target). 2) Strategies and plans developed and implemented for agreed key environment and DRR issues and relevant laws reviewed and updated, Policy relevant and implementation capacities of staff in targeted institutions improved, Communities are more resilient as a result of effective efforts from government and relevant actors | | | | | |
| **Primary applicable Key Environment and Sustainable Development Key Result Area :** 1. Mainstreaming environment and energy | | | | | |
| **Applicable GEF Strategic Objective and Program:** BD2 and BD1 | | | | | |
| **Applicable GEF Expected Outcomes:** Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation; Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks; Outcome 1.2: Increased revenue for protected area systems to meet total expenditures required for management | | | | | |
| **Applicable GEF Outcome Indicators:** Indicator 2.1: Landscapes and seascapes certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations (e.g. FSC, MSC) measured in hectares and recorded by GEF tracking tool. Indicator 2.2: Polices and regulations governing sectoral activities that integrate biodiversity conservation as recorded by the GEF tracking tool as a score. Indicator1.2: Funding gap for management of protected area systems as recorded by protected area financing scorecards | | | | | |
|  | **INDICATOR** | **BASELINE** | **END OF PROJECT TARGETS** | **SOURCE OF INFORMATION** | **RISKS AND ASSUMPTIONS** |
| **Project Objective[[24]](#footnote-24) :**  Biodiversity Conservation Objectives are Effectively Mainstreamed and Advanced into and through tourism sector development in Jordan | Consideration of biodiversity in plans and policies for tourism development by government, planning authorities and the private sector | No explicit reflection of biodiversity priorities | At least 80% of known and available plans and policies for tourism development incorporate biodiversity priorities | Review of available documents | **Assumptions:** Awareness and sensitivity to the values of biodiversity to the tourism industry in Jordan, and the potential impact of tourism on biodiversity, are key ingredients of “mainstreaming”. When awareness and sensitivity reach an effective critical level among government officials, tourism operators and others in the private sector, the reduction of impact on biodiversity will be evident.  **Risks:** The risk is that the project timescale is too short for mainstreaming to occur and the project will mitigate against this by putting in place a robust sustainability strategy for its products, services and benefits.  The selected Indicators will serve to confirm whether a good enough foundation has been laid. |
| Percentage allocation for biodiversity conservation in tourism development proposals | While energy and water feature in environmental considerations at present, biodiversity does not | 100% of proposals for tourism development consider biodiversity conservation seriously | Review of EIAs and other documentation |
| Hectares of landscape where impacts on biodiversity are avoided, mitigated or offset | No planning provisions for the protection of biodiversity outside formal PAs | Some 180,000 hectares covered by biodiversity-friendly land-use plans effectively preventing impact on biodiversity | Published land-use plans and annual reports of planning authorities |
| Total annual revenue earned from tourism operations in targeted PAs | Dibeen Forest Reserve: US$ 43,000  Wadi Rum PA: US$ 976,467  Shoubak Proposed PA not yet established | An increase of 50% or more to the following levels –  Dibeen Forest Reserve: US$64,500  Wadi Rum PA: US$1,464,700  Shoubak Proposed PA: at least 50% of its operating costs at least in the beginning | PA Annual Financial Reports |
| **Outcome 1[[25]](#footnote-25):**  Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity | The place of biodiversity in the legal and procedural framework for tourism planning, development and operations | Biodiversity considerations are currently absent from the framework. | An obvious and meaningful biodiversity element/s in the legal and procedural framework for tourism planning, development and operations | Review of legal and procedural framework | **Assumptions:** The Outcome seeks results - “*avoidance, reduction, mitigation and offsetting*” and it is assumed that a regulatory and enforcement framework will achieve this.  **Risks:** The risk that the framework may not lead to the desired results is low and the likelihood is reduced further through the economic incentives and disincentives that will be developed by the project and the fact that the framework will be developed with the full participation of the private sector. |
| Application of the new Biodiversity-friendly guidelines for the EIA Process | No such guidelines exist | All new developments / hotels / roads/ etc apply new Biodiversity-friendly guidelines for the EIA Process | EIA Reports and Annual Report of the MoENV |
| Percentage of tourism establishments in project localities that are biodiversity-friendly according to the MoTA Certification Scheme | 0% | At least 50% | Review of MoTA certification approval data |
| **Outputs:**  1.1 A Strategic Environmental Assessment (SEA) for tourism development to inform biodiversity considerations in land-use planning - defining spatial areas where development should be avoided; where it may be permitted subject to management controls, and what mitigation and offset requirements are needed.  1.2 A biodiversity-friendly tourism charter including a set of standards developed tested and adopted for the MoTA certification schemes for hotels, eco-tour operators, eco-lodges and environmental camp sites.  1.3 An effective system of penalties for breaches of permit conditions in the tourism sector developed, adopted and publicized reflecting the new Biodiversity-friendly certification system.  1.4 Biodiversity guidelines for the EIA Process as it applies to tourism developments and operations with particular focus on off-site and cumulative impacts.  1.5 Economic incentives and disincentives to promote adherence by tourism industry to the reformed policies and regulation. | | | | |
| **Outcome 2:**  Institutional capacities for planning, monitoring and enforcement strengthened in Jerash, Petra and Wadi Rum landscapes/development zones, so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas | Extent of land area for which integrated land-use plans that deliver biodiversity benefits outside PAs are developed and under implementation | Current land area covered by biodiversity-sensitive LUPs is nil | 180,000 hectares covered by integrated land-use plans | New or reviewed land-use plans | **Assumptions:** TheOutcome assumes that “*management of the impacts of tourism*” can be obtained through stronger capacities for planning, monitoring and enforcement.  **Risks:** If capacity development by the project is well-targeted and effective there is no risk that this will not be the case.  In focussing on particular ecosystem types and particular species, care will be taken to attribute any changes to the correct influences. |
| Capacity development indicator score for mainstreaming biodiversity in Jordan[[26]](#footnote-26) | Overall score: 43% | Overall score: > 60% | Project review of Capacity Development Indicator Scorecard |
| Increase in land area where threats to ecologically sensitive areas from tourism activities are controlled | 0 ha | Jerash Governorate: Aleppo Pine *(Pinus halepensis)* Forests 6,200 ha  Petra Region: Hisheh Forest *(Quercus coccifera*) 300 ha  Wadi Rum Landscape: Sand Dune vegetation (*Haloxylon persicum)* type – 8,900 ha[[27]](#footnote-27) | Ecological surveys that will be carried out at the beginning of the project and updated at least twice in the life of the project |
| Populations of the following indicator species across the landscape (inside and outside PAs) remain stable:  Jerash Governorate: *Lacerta media*  Petra: *Vulpes cana*  Wadi Rum: *Caracal caracal* | Baseline populations[[28]](#footnote-28) | No decrease over baseline values | Ecological surveys that will be carried out at the beginning of the project and updated at least twice in the life of the project |
| Level of credibility of licensing and permitting authorities who sanction and regulate tourism developments | Survey to confirm and document credibility level in the eyes of stakeholders (primarily the tourism sector) | Enhanced credibility of licensing and permitting authorities as a result of an improved basis for decision-making arising from sound data and information and effective monitoring system | Repeat survey |
| **Outputs:**  2.1 Biodiversity Information Management System (BIMS), founded on initial ecological surveys to inform Land-Use Plans, serve as a platform for decision-making, and as a source of up to date knowledge on biodiversity.  2.2 Comprehensive land-use plans based on BIMS and covering Jerash Governorate, PDTRA territory, the Shoubak proposed PA and its buffer zone, and the Greater Wadi Rum Landscapes/Development Zones to set development limits so as to protect biodiversity.  2.3 Biodiversity Monitoring System to update and maintain the BIMS, identify trends and ensure that any changes in biodiversity-important areas remain within acceptable limits; to include remedial measures that will be triggered by the monitoring. Include the use of indicator species as appropriate.  2.4 Improved enforcement of land use development constraints geared to protecting biodiversity.  2.5 Effective interpretation and information facilities at vantage points to inform visitors about the values and vulnerabilities of ecological resources and the consequences (ecological and legal) of not adhering to limits and regulations. | | | | |
| **Outcome 3:**  Improved management effectiveness particularly in revenue generation, tourism planning and management, and community relations in Dibeen, Shoubak and Wadi Rum Protected Areas | METT scores in each of Dibeen, Shoubak and Wadi Rum PAs | Scores obtained during PPG are:  Dibeen 58%  Shoubak 48%  Wadi Rum 67% | Improvements expected in effectiveness in revenue generation, tourism planning and management and community relations, leading to an improvement in METT scores of around 8-10%. | Repeat METT prior to Terminal Evaluation | **Assumptions :** The Outcome assumes that improved revenue generation, better tourism planning and management, and better community relations, equate to an improvement in management effectiveness at each of Dibeen, Shoubak and Wadi Rum PAs  **Risks:** If the planned outputs are indeed obtained through the project there is very little or no risk that the outcome will not be achieved. |
| Financial security and sustainability of PAs | The three PAs (less so with Wadi Rum) currently rely almost entirely on government grants and/or development aid as sources of finance | Increase the level of financial resources that are generated on site (and not reliant on government budget or development aid) to 50% | PA Annual Report and FSC scores |
| **Outputs:**  3.1 PA Management Advisory Boards for promoting increased involvement of the private sector and local community in PA management.  3.2 Dibeen PA, Shoubak PA and Wadi Rum PA Management Plans revised to reflect the principles espoused in the new Land Use plans and the benefits from new BIMS and Monitoring System.  3.3 Visitor management capabilities (to reduce impact on biodiversity) in Dibeen, Shoubak and Wadi Rum PAs, enhanced through improved visitor facilities, better trained rangers and eco-guides, and improved management capacities, to expand visitor attractions and improve visitor experience while reducing impact on biodiversity in sensitive areas.  3.4 Business plans for Dibeen, Shoubak and Wadi Rum PAs. | | | | |

# TOTAL BUDGET AND WORKPLAN

|  |  |  |  |
| --- | --- | --- | --- |
| **Award ID:** | 00073143 | **Project ID(s):** | 00086109 |
| **Award Title:** | PIMS No. 4587 JORDAN BIODIVERSITY/TOURISM PROJECT | | |
| **Project Title:** | **Mainstreaming biodiversity conservation in tourism sector development in Jordan** | | |
| **Business Unit** | JOR10 | | |
| **Implementing Partners (Executing Agencies)** | Royal Society for the Conservation of Nature (RSCN); Ministry of Tourism & Antiquities (MoTA); Ministry of Municipal Affairs (MoMA); Petra Development and Tourism Region Authority (PDTRA); Aqaba Special Economic Zone Authority (ASEZA) | | |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Outcome/Atlas Activity** | **Responsible Party/**  **Implementing Agent** | **Fund ID** | **Donor Name** | **Atlas Budget Account Code** | **ATLAS Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **Total (USD)** | **See Budget Note** |
| **Outcome 1:**  ***Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity*** | **NIM** | **62000** | **GEF** | 71300 | Local Consultants | 20,000 | 25,000 | 20,000 | 20,000 | 85,000 | 1 |
| 71600 | Travel | 4,000 | 5,000 | 5,000 | 5,000 | 19,000 | 2 |
| 74200 | Printing, DVDs, Public Awareness | 10,000 | 30,000 | 30,000 | 16,000 | 86,000 | 3 |
| 75700 | Training and workshops | 0 | 30,000 | 30,000 | 15,000 | 75,000 | 4 |
|  | **sub-total GEF** | **34,000** | **90,000** | **85,000** | **56,000** | **265,000** |  |
| **30071** | **MoTA** | 71600 | Travel | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | 5 |
| 74200 | Printing, DVDs, Public Awareness | 3,000 | 4,000 | 3,000 | 3,000 | 13,000 | 6 |
|  | **sub-total MoTA** | **6,000** | **7,000** | **6,000** | **6,000** | **25,000** |  |
| **30071** | **ASEZA** | 71300 | Local Consultants | 3,000 | 4,000 | 4,000 | 4,000 | 15,000 | 7 |
| 71600 | Travel | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | 8 |
| 74200 | Printing, DVDs, Public Awareness | 3,000 | 4,000 | 4,000 | 3,000 | 14,000 | 9 |
| 75700 | Training and workshops | 3,000 | 4,000 | 4,000 | 4,000 | 15,000 | 10 |
|  | **sub-total ASEZA** | **12,000** | **15,000** | **15,000** | **14,000** | **56,000** |  |
| **30071** | **PDTRA** | 71300 | Local Consultants | 2,000 | 3,000 | 3,000 | 2,000 | 10,000 | 11 |
| 71600 | Travel | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | 12 |
| 74200 | Printing, DVDs, Public Awareness | 0 | 1,000 | 1,000 | 1,000 | 3,000 | 13 |
|  | **sub-total PDTRA** | **5,000** | **7,000** | **7,000** | **6,000** | **25,000** |  |
|  |  |  | **TOTAL OUTCOME 1** | **57,000** | **119,000** | **113,000** | **82,000** | **371,000** |  |
| **Outcome 2:**  ***Institutional capacities for planning, monitoring and enforcement strengthened in Jerash, Petra and Wadi Rum landscapes so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas*** | **NIM** | **62000** | **GEF** | 71300 | Local Consultants | 100,000 | 150,000 | 150,000 | 90,000 | 490,000 | 14 |
| 71400 | Contractual services, Individuals | 0 | 30,000 | 0 | 0 | 30,000 | 15 |
| 71600 | Travel | 20,000 | 23,000 | 20,000 | 20,000 | 83,000 | 16 |
| 72200 | Equipment and Furniture | 80,000 | 20,000 | 9,000 | 0 | 109,000 | 17 |
| 72500 | Supplies | 9,000 | 9,000 | 8,000 | 8,000 | 34,000 | 18 |
| 72800 | Information technology equipment | 0 | 50,000 | 12,000 | 0 | 62,000 | 19 |
| 74200 | Printing, DVDs, Public Awareness | 20,000 | 60,000 | 60,000 | 60,000 | 200,000 | 20 |
| 75700 | Training and workshops | 48,000 | 48,000 | 48,000 | 48,000 | 192,000 | 21 |
|  | **sub-total GEF** | **277,000** | **390,000** | **307,000** | **226,000** | **1,200,000** |  |
| **30071** | **PDTRA** | 71300 | Local Consultants | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 22 |
| 71400 | Contractual services, Individuals | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 23 |
| 71600 | Travel | 1,000 | 2,000 | 2,000 | 0 | 5,000 | 24 |
| 72200 | Equipment and Furniture | 10,000 | 8,000 | 1,000 | 1,000 | 20,000 | 25 |
| 72300 | Materials and goods | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | 26 |
| 72500 | Supplies | 3,000 | 2,000 | 1,000 | 1,000 | 7,000 | 27 |
| 74200 | Printing, DVDs, Public Awareness | 0 | 10,000 | 20,000 | 0 | 30,000 | 28 |
| 75700 | Training and workshops | 10,000 | 10,000 | 5,000 | 5,000 | 30,000 | 29 |
|  | **sub-total PDTRA** | **37,000** | **45,000** | **42,000** | **20,000** | **144,000** |  |
|  |  |  | **TOTAL OUTCOME 2** | **314,000** | **435,000** | **349,000** | **246,000** | **1,344,000** |  |
| **Outcome 3:**  ***Strengthened capacity and financial viability of PAs to address emerging threats from tourism*** | **NIM** | **62000** | **GEF** | 71200 | International Consultants | 0 | 40,000 | 0 | 0 | 40,000 | 30 |
| 71300 | Local Consultants | 20,000 | 60,000 | 80,000 | 10,000 | 170,000 | 31 |
| 71600 | Travel | 12,000 | 12,000 | 12,000 | 12,000 | 48,000 | 32 |
| 72100 | Contractual Services, Companies | 0 | 200,000 | 250,000 | 20,000 | 470,000 | 33 |
| 72200 | Equipment and Furniture | 0 | 0 | 50,000 | 8,000 | 58,000 | 34 |
| 72400 | Communications, audio-visual equipment | 0 | 20,000 | 10,000 | 0 | 30,000 | 35 |
| 72500 | Supplies | 4,000 | 4,000 | 4,000 | 4,000 | 16,000 | 36 |
| 74200 | Printing, DVDs, Public Awareness | 20,000 | 50,000 | 50,000 | 50,000 | 170,000 | 37 |
| 75700 | Training and workshops | 20,000 | 30,000 | 30,000 | 18,000 | 98,000 | 38 |
|  | **sub-total GEF** | **76,000** | **416,000** | **486,000** | **122,000** | **1,100,000** |  |
| **30071** | **ASEZA** | 75700 | Training and workshops | 0 | 1,000 | 1,000 | 0 | 2,000 | 39 |
|  | **sub-total ASEZA** | **0** | **1,000** | **1,000** | **0** | **2,000** |  |
|  |  |  | **TOTAL OUTCOME 3** | **76,000** | **417,000** | **487,000** | **122,000** | **1,102,000** |  |
| **Project COORDINATION unit**  (This is not an Outcome in the Results Framework and does not exceed 5% of the GEF project budget) | **NIM** | **62000** | **GEF** | 71200 | International Consultants | 0 | 30,000 | 0 | 30,000 | 60,000 | 40 |
| 71300 | Local Consultants | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 41 |
| 71400 | Contractual services, individuals | 10,000 | 10,000 | 10,000 | 10,000 | 40,000 | 42 |
| 74599 | Direct project costs | 2,000 | 2,000 | 3,000 | 3,000 | 10,000 |  |
| 75700 | Training and Workshops | 2,000 | 1,000 | 1,000 | 1,000 | 5,000 | 43 |
|  | **sub-total GEF** | **19,000** | **48,000** | **19,000** | **49,000** | **135,000** |  |
| **30071** | **UNDP** | 71300 | Local Consultants | 2,000 | 2,000 | 3,000 | 3,000 | 10,000 | 44 |
| 71400 | Contractual services, individuals | 85,000 | 85,000 | 88,000 | 85,000 | 343,000 | 45 |
| 71600 | Travel | 18,000 | 16,000 | 16,000 | 15,000 | 65,000 | 46 |
| 72200 | Equipment and furniture | 40,000 | 0 | 0 | 0 | 40,000 | 47 |
| 72500 | Office Supplies | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 | 48 |
| 74500 | Miscellaneous and contingencies | 5,000 | 5,000 | 6,000 | 6,000 | 22,000 | 49 |
|  | **sub-total UNDP** | **155,000** | **113,000** | **118,000** | **114,000** | **500,000** |  |
| **30071** | **ASEZA** | 71300 | Local Consultants | 3,000 | 3,000 | 2,000 | 2,000 | 10,000 | 50 |
| 71400 | Contractual services, individuals | 2,000 | 2,000 | 3,000 | 3,000 | 10,000 | 51 |
| 71600 | Travel | 3,000 | 3,000 | 2,000 | 2,000 | 10,000 | 52 |
| 74500 | Miscellaneous and contingencies | 12,000 | 13,000 | 13,000 | 12,000 | 50,000 | 53 |
| 75700 | Training and Workshops | 0 | 0 | 2,000 | 0 | 2,000 | 54 |
|  | **sub-total ASEZA** | **20,000** | **21,000** | **22,000** | **19,000** | **82,000** |  |
| **30071** | **PDTRA** | 71300 | Local Consultants | 2,000 | 2,000 | 3,000 | 3,000 | 10,000 | 55 |
| 71400 | Contractual services, individuals | 3,000 | 3,000 | 2,000 | 2,000 | 10,000 | 56 |
| 71600 | Travel | 1,000 | 2,000 | 1,000 | 1,000 | 5,000 | 57 |
| 74500 | Miscellaneous and contingencies | 1,000 | 1,000 | 1,000 | 1,000 | 4,000 | 58 |
| 75700 | Training and Workshops | 0 | 2,000 | 0 | 0 | 2,000 | 59 |
|  | **sub-total PDTRA** | **7,000** | **10,000** | **7,000** | **7,000** | **31,000** |  |
|  |  |  | **Total Project Coordination** | **201,000** | **193,000** | **166,000** | **188,000** | **748,000** |  |
|  |  |  |  | **PROJECT TOTAL** | | **648,000** | **1,164,000** | **1,115,000** | **638,000** | **3,565,000** |  |

|  |  |
| --- | --- |
| **#** | **NOTES ON BUDGET** (all figures in US Dollars rounded to nearest 1,000;  **JOD** 1.00 = USD 1.4) |
| 1 | Share of Consultants for: SEA (2mnths@10,000/mnth); Ecotourism Charter (2.5mnths @ 10,000/mnth); Legal (2.5mnths @ 10,000/mnth); EIA (2mnths @ 10,000/mnth); Economics (2mnths @ 10,000/mnth) |
| 2 | Share of travel costs for Local Consultants – SEA, Ecotourism, Legal, EIA, Economics - by road including fuel; by air including air fares; plus DSA – 50 person/trips |
| 3 | Share of design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 4 | Share costs of consultation group/public meetings, workshops and similar events (catering and meeting costs such as venue hire, equipment, drinks and food) |
| 5 | Share of travel costs for Local Consultants – SEA, Ecotourism, Legal, EIA, Economics - by road including fuel; by air including air fares; plus DSA – 50 person/trips |
| 6 | Share of design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 7 | Share of Consultants for: SEA (2mnths@10,000/mnth); Ecotourism Charter (2.5mnths @ 10,000/mnth); Legal (2.5mnths @ 10,000/mnth); EIA (2mnths @ 10,000/mnth); Economics (2mnths @ 10,000/mnth) |
| 8 | Share of travel costs for Local Consultants – SEA, Ecotourism, Legal, EIA, Economics - by road including fuel; by air including air fares; plus DSA – 50 person/trips |
| 9 | Share of design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 10 | Share costs of consultation group/public meetings, workshops and similar events (catering and meeting costs such as venue hire, equipment, drinks and food) |
| 11 | Share of Consultants for: SEA (2mnths@10,000/mnth); Ecotourism Charter (2.5mnths @ 10,000/mnth); Legal (2.5mnths @ 10,000/mnth); EIA (2mnths @ 10,000/mnth); Economics (2mnths @ 10,000/mnth) |
| 12 | Share of travel costs for Local Consultants – SEA, Ecotourism, Legal, EIA, Economics - by road including fuel; by air including air fares; plus DSA – 50 person/trips |
| 13 | Share of design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 14 | Share of Consultants/Experts for: BD Survey (21mnths@10,000/mnth); IT (3mnths @ 10,000/mnth); LUP (6mnths @ 10,000/mnth); Monitoring (2mnths @ 10,000/mnth); Enforcement (13mnths @ 10,000/mnth); Info Facilities (6mnths @ 10,000/mnth) |
| 15 | Share of Contractors to design and construct Interpretation and Info Facilities |
| 16 | Share of travel costs for Survey Teams, LUP Consultants, Monitoring Consultants, Enforcement Expert, Info Facilities Expert - by road including fuel; by air including air fares; plus DSA – 68 person/trips |
| 17 | Share of procurement of requisite biodiversity monitoring equipment (testing kits, GPSs, digital cameras, remote sensing imagery) |
| 18 | Share of consumables for Survey Teams and for Monitoring Systems |
| 19 | Procurement of Computers and software (plus licence) for BIMS plus extra software and licenses for LUP and monitoring system |
| 20 | Share of design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 21 | Share costs of consultation group/public meetings, workshops and similar events (catering and meeting costs such as venue hire, equipment, drinks and food) |
| 22 | Share of Consultants/Experts for: BD Survey (21mnths@10,000/mnth); IT (3mnths @ 10,000/mnth); LUP (6mnths @ 10,000/mnth); Monitoring (2mnths @ 10,000/mnth); Enforcement (13mnths @ 10,000/mnth); Info Facilities (6mnths @ 10,000/mnth) |
| 23 | Share of Contractors to design and construct Interpretation and Info Facilities |
| 24 | Share of travel costs for Survey Teams, LUP Consultants, Monitoring Consultants, Enforcement Expert, Info Facilities Expert - by road including fuel; by air including air fares; plus DSA – 68 person/trips |
| 25 | Share of procurement of requisite biodiversity monitoring equipment (testing kits, GPSs, digital cameras, remote sensing imagery) |
| 26 | Procurement of other wood and paper products required for Biodiversity surveys |
| 27 | Share of consumables for Survey Teams and for Monitoring Systems |
| 28 | Share of design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 29 | Share costs of consultation group/public meetings, workshops and similar events (catering and meeting costs such as venue hire, equipment, drinks and food) |
| 30 | Contracting of Visitor Management and Facilities Expert for 1mnth @ 20,000/mnth |
| 31 | Contracting of: Management Planning Consultant (4mnths @10,000/mnth); Visitor Management Consultants (4X2mnths @ 10,000/mnth); Business Planning Expert (5mnths @ 10,000/mnth) |
| 32 | Travel for Local Consultants and some WG members - by road including fuel; by air including air fares; plus DSA – 38 person/trips |
| 33 | Contracts for design and construction of visitor facilities at 3 PAs |
| 34 | Procurement of display facilities (TV screen), computers for info searching, multi-media projector, etc, for each of 3 PAs |
| 35 | Procurement of communication equipment for PA management X3 |
| 36 | Supplies in addition to printed info such as displays as part of public info campaigns |
| 37 | Design and printing of information documents for stakeholders and local advertising costs (newspaper, radio) for stakeholder meeting; DVDs and printed reports and info material, awareness material |
| 38 | Share costs of consultation group/public meetings, workshops and similar events (catering and meeting costs such as venue hire, equipment, drinks and food) |
| 39 | Share costs of consultation group/public meetings, workshops and similar events (catering and meeting costs such as venue hire, equipment, drinks and food) |
| 40 | Contracting of a monitoring and evaluation expert for the mid-term evaluation and for the final evaluation (1.5 months @$20,000/mnth) |
| 41 | Share of Contracting Evaluation experts for MTE and TE plus Contract for repeat survey |
| 42 | Shared proportion of appointment of PC @ 3,500/mnth X 48 mnths - 168,000 , AFA @ 1,200/mnth for 48 months - 57,600, and LPO @ 1,300/mnth for 48 months - 62,400 X 3 187,200 |
| 43 | Share of cost of evaluation workshops and similar meetings |
| 44 | Share of Contracting Evaluation experts for MTE and TE plus Contract for repeat survey/s – 5person/mnths at 10,000/mnth |
| 45 | Shared proportion of appointment of PC @ 3,500/mnth X 48 mnths - 168,000 , AFA @ 1,200/mnth for 48 months - 57,600, and LPO @ 1,300/mnth for 48 months - 62,400 X 3 187,200 |
| 46 | Share of Travel costs of PC and AFA and 3X LPO (including vehicle running costs, maintenance, fuel, air fares and DSA) – 80 person/trips |
| 47 | Procurement of two laptops, plus licenses and peripherals, portable hard drive, router, printer, data projector and ISP contracts for two computers, office furniture (chairs, desks, tables, storage cupboards, etc.)X3, vehicle (4x4) for project management staff for field visits and local travel |
| 48 | Procurement of office supplies for PCU and local level offices as needed (paper, ink cartridges, and other consumables) @ about 400/mnth |
| 49 | Share of miscellaneous fund @ 200/mnth and contingencies @ about 2.5% of total budget |
| 50 | Share of Contracting Evaluation experts for MTE and TE plus Contract for repeat survey/s – 5person/mnths at 10,000/mnth |
| 51 | Shared proportion of appointment of PC @ 3,500/mnth X 48 mnths = 168,000 , AFA @ 1,200/mnth for 48 months = 57,600, and LPO @ 1,300/mnth for 48 months = 62,400 X 3 = 187,200 |
| 52 | Share of Travel costs of PC and AFA and 3X LPO (including vehicle running costs, maintenance, fuel, air fares and DSA) – 80 person/trips |
| 53 | Share of miscellaneous fund @ 200/mnth and contingencies @ about 2.5% of total budget |
| 54 | Share of cost of evaluation workshops and similar meetings |
| 55 | Share of Contracting Evaluation experts for MTE and TE plus Contract for repeat survey/s – 5person/mnths at 10,000/mnth |
| 56 | Shared proportion of appointment of PC @ 3,500/mnth X 48 mnths - 168,000 , AFA @ 1,200/mnth for 48 months - 57,600, and LPO @ 1,300/mnth for 48 months - 62,400 X 3 187,200 |
| 57 | Share of Travel costs of PC and AFA and 3X LPO (including vehicle running costs, maintenance, fuel, air fares and DSA) – 80 person/trips |
| 58 | Share of miscellaneous fund @ 200/mnth and contingencies @ about 2.5% of total budget |
| 59 | Share of cost of evaluation workshops and similar meetings |

**SUMMARY OF FUNDS IN US DOLLARS: [[29]](#footnote-29)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **FUNDING SOURCE** | **Amount**  **Year 1** | **Amount**  **Year 2** | **Amount**  **Year 3** | **Amount**  **Year 4** | **Total** |
| GEF | 406,000 | 944,000 | 897,000 | 453,000 | 2,700,000 |
| UNDP | 155,000 | 113,000 | 118,000 | 114,000 | 500,000 |
| Ministry of Tourism and Antiquities (MoTA) | 43,000 | 45,000 | 44,000 | 43,000 | 175,000 |
| Ministry of Municipal Affairs (MoMA) | 25,000 | 175,000 | 175,000 | 125,000 | 500,000 |
| Petra Development and Tourism Region Authority (PDTRA) | 2,349,000 | 2,362,000 | 2,356,000 | 2,333,000 | 9,400,000 |
| Aqaba Special Economic Zone Authority (ASEZA) | 2,495,099 | 2,500,100 | 2,501,100 | 2,496,099 | 9,992,398 |
| Royal Society for the Conservation of Nature (RSCN) | 200,000 | 200,000 | 200,000 | 200,000 | 800,000 |
| Crowne Plaza Resort Petra | 235,000 | 236,472 | 235,473 | 236,000 | 942,945 |
| Aqaba Hotel Association | 75,000 | 75,000 | 75,000 | 75,000 | 300,000 |
| Captain’s Tourist Services and Desert Camp | 24,000 | 24,000 | 28,000 | 24,000 | 100,000 |
| **TOTAL** | **6,007,099** | **6,674,572** | **6,629,573** | **6,099,099** | **25,410,343** |

# MANAGEMENT ARRANGEMENTS

UNDP is the GEF Implementing Agency (IA) for the project which will be implemented over a period of four years and will have five key Implementation Partners – the Royal Society for the Conservation of Nature (RSCN), the Petra Development and Tourism Region Authority (PDTRA), the Aqaba Special Economic Zone Authority (ASEZA), the Ministry of Municipal Affairs (MoMA), and the Ministry of Tourism and Antiquities (MoTA). Other government and non-government organizations will also play important but lesser roles in implementation. The project will be tax exempt according to the agreement between UNDP and the Government and while it will be executed in the NEX modality, it will use the direct payment approach, in line with the Standard Basic Assistance Agreement (SBAA) between the UNDP and the Government of the Hashemite Kingdom of Jordan.

The government will appoint a high level official who will serve part time as the **Government Focal Point (GFP).** The GFP is usually a senior person appointed by the National Executing Agency (NEA) to oversee the project. However, in the case of this project with five partner Executing Agencies the GFP could be an official of a “neutral” agency such as MoPIC. The GFP is accountable to Government and UNDP for the implementation of the project in line with the signed project document. He/she is the approving officer for the project and will be responsible for providing government oversight and guidance for project implementation. The GFP will not be paid from project funds, but will represent a Government in-kind contribution to the project.

Among the duties and responsibilities of the GFP are the following[[30]](#footnote-30):

1. Assumes overall responsibility for the successful execution and implementation of the project toward achieving the outcomes and outputs.
2. Ensures the proper use of project resources.
3. Serves as a focal point for coordination of the project with implementing agencies, UNDP, Government and other partners
4. Ensures that Government inputs for project are available.
5. Leads and coordinates partners in the selection of the Project Coordinator.
6. Supervises the Project Coordinator and facilitates the work of the Project Coordinator and all staff.
7. Ensures that the required project work plan is prepared and updated in consultation and agreement with UNDP and distributed to the Government (Counterpart Ministry)
8. Leads and arranges the recruitment of project professional and support staff in line with laid out recruitment process.
9. Authorizes commitments of resources for inputs including staff, consultants, goods and services and training. May appoint an alternate that can support the project work in the absence of the GFP.
10. Will represent the National Executing Agencies at project meetings and annual reviews.
11. Will lead efforts to build partnerships for the support of outcomes indicated in the project document.
12. Will support resource mobilization efforts to increase resources in cases where additional outputs and outcomes are required.

The project will hire a National Project Coordinator (NPC) who will report to the Project Executive Board (PEB), and who will work in close collaboration with the PFP to ensure cost efficient, technical and administrative project operations. The NPC will be supported by a Technical Advisory Committee (TAC) which will provide advice and support on any technical aspects, in particular the reviewing and drafting of Terms of Reference and reviewing the outputs of consultants and other subcontractors.

Working closely with and through the PEB, the UNDP Country Office (UNDP-CO) will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment of project staff and contracting of consultants and service providers; (iii) overseeing financial expenditures against project budgets approved by PEB; (iv) appointment of independent financial auditors and evaluators; and (iv) ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP/GEF procedures. A UNDP staff member will be assigned with the responsibility for the day-to-day oversight and control over project deliveries.

## 5.1 At Central Level

A **Project Executive Board (PEB)** will be convened by UNDP in consultation with the government and will serve as the project’s governance and decision-making body. The PEB, will comprise representatives of UNDP, MoPIC and the Chair of TAC. The NPC will also be in attendance at PEB meetings. It will meet as necessary, but not less than once every 6 months, to review project progress, approve project work plans (including budgets) and approve major project deliverables. The PEB is responsible for ensuring that the project remains on course to deliver products of the required quality to meet the outcomes defined in the project document. The PEB’s role will include: (i) overseeing project implementation; (ii) approving all project work plans and budgets, as put forward by the NPC, for submission to the UNDP Regional Centre in Bratislava and the GEF Unit in New York; (iii) approving any major changes in project plans or programmes; (iv) providing technical input and advice; (v) approving major project deliverables; (vi) ensuring commitment of resources to support project implementation; (vii) arbitrating any conflicts within the project and/or negotiating solutions between the project and any parties beyond the scope of the project; and (viii) overall project evaluation.

A **Project Coordination Unit (PCU)** will be set up to provide the day-to-day coordination and administration of the project. It will comprise the National Project Coordinator (NPC) and the Project Administration and Finance Assistant (PAFA), both of whom will be located within UNDP, close to the relevant Programme staff responsible for the project and at a location which will be, and will be seen to be, neutral. The PCU will also include the Local Project Officers, one in RSCN to cover Dibeen and Shoubak, one in PDTRA and one in Wadi Rum. The project staff will be recruited using standard UNDP recruitment procedures. The NPC with the support of the PAFA, will assume the lead responsibility for the upstream elements of the project (primarily Outcome 1), as well as provide oversight and coordination among the key Implementing Partners at the four downstream localities, namely, Jerash/Dibeen, Shoubak, Petra and Wadi Rum. The PCU, while assuming responsibility for the upstream activities, will provide advice, support and coordination for all project activities. The NPC will liaise and work closely with all partner institutions to link the project with complementary national programmes and initiatives. The NPC is accountable to the PEB for the overall quality, timeliness and effectiveness of the activities carried out, as well as for the use of funds. The NPC will collate the input from the key Implementation Partners and produce Annual Work and Budget Plans to be approved by the PEB at the beginning of each year. These plans will provide the basis for allocating resources to planned activities. The NPC will further produce collated quarterly operational reports and Annual Progress Reports (APR/PIR) for submission to the PEB. These reports will summarize the progress made by the project against the expected results, explain any significant variances, detail the necessary adjustments and be the main reporting mechanism for monitoring project activities.

The **Technical Advisory Committee (TAC)** will be made up of representatives of all the implementing partners, stakeholders and beneficiaries as well as some individuals and organizations selected in recognition of their particular expertise of interest to the project. The NPC will attend TAC meetings to the extent possible. The TAC will meet quarterly or as required and will be based centrally, however, it could meet on rotation at each of the principal localities of the project. The TAC will regulate its own procedures but it is proposed that the Chair will be selected by consensus and will be and will become an *ex officio* member of the PEB meetings (see above) to contribute technical advice. In addition to providing advice to the PEB, the TAC will also advise the NPC, the Local Project Officers and the key Implementing Partners – on request as well as on the TAC’s own initiative. TAC members will not be paid from project funds but their contribution will be recognized as a contribution in-kind. Any expenses incurred will be reimbursed.

## 5.2 At Local Level

Whereas the project activities at the upstream level will be the responsibility of the PCU to organize, and of MoTA to lead, implementation and management of project activities at each of the project localities (Jerash/Dibeen, Shoubak, Petra and Wadi Rum) will be the responsibility of the Implementing Partner (MoMA, RSCN, PDTRA and ASEZA) with the support, guidance and overall coordination of the PCU. In each case, the Implementing Partner will nominate a senior official to serve as the Local Project Director (LPD) who will serve as the formal link between the project, UNDP and the PCU with the Implementing Partner. The PCU will deploy a Local Project Officer (LPO) at each location, namely, Dibeen/Shoubak, Petra and Wadi Rum to facilitate project activities (under Outcomes 2 and 3) on site. It is expected that the Implementing Partner in each case will use existing infrastructure and staff support resources and facilities to implement project activities and these will be considered as part of their contribution to the project in-kind. However, while it is unable to pay staff salaries, the project may be able to assist with equipment and facilities to safeguard the effective implementation of project activities. The project will also provide the necessary expertise and know-how as well as the incremental resources required to carry out the agreed project Activities leading to the targeted Outputs.

For the purpose of the project and especially until it is formally declared as a protected area, Shoubak will be supported by the LPO who is also responsible for Jerash/Dibeen. This is seen as the most cost-effective arrangement, particularly since RSCN is the Implementing Partner for both.

A **Local Advisory Committee (LAC)** will be set up by the respective LPD at each of the project localities. The LAC will be set up by the LPD with the support of the LPO and will comprise representatives of the Implementing Partner, relevant central government organizations, the private sector, NGOs, communities and individuals known to possess valuable expertise. The LAC, which will be chaired by the LPD for the Implementing Partner, will perform a similar task to the central Technical Advisory Committee (see above) and provide advice and support to the LPD, the LPO and others involved in project implementation.

**Reporting arrangements:** The NPC will collate inputs from Local Project Officers to produce the comprehensive project AWP which will be approved by the Project Executive Board with advice from the Technical Advisory Committee. Each of the local implementation teams will have a distinctive AWP component for which they will be accountable. The LPOs will report to the NPC quarterly to inform his/her reporting to UNDP and the PEB.

**Project Coordination Unit**

Technical coordination, harmonization, communication, linkages, economies of scale

and

**Upstream initiatives**

with MoTA

Tools development, Policy, Legislation, Procedures, Licensing/Certification Scheme, Biodiversity in EIA, Economic Incentives/Disincentives Scheme

**Project Executive Board (PEB)**

* Set project policy, approve work plans and budgets, require accountability; champion the project, project quality assurance
* Comprising: MoPIC, UNDP and the chair of TAC. NPC will be in attendance

**Technical Advisory Committee (TAC)**

Ecological, commercial,

social expertise; guidance and support; champion the project

**Project Implementation Framework**

**Petra Team**

and

**Local Advisory Committee**

Strengthening environmental administration and biodiversity protection, Piloting tools, collaboration with Private sector, Community enterprises, Biodiversity protection outside PAs, Land Use Planning, Capacity building

PDTRA, RSCN and MoMA

**Wadi Rum Team**

and

**Local Advisory Committee**

Piloting Tools, Community tourism enterprises, community interests, Visitor facilities, Biodiversity protection outside PA, Land Use Planning, capacity building

ASEZA and MoMA

**Jerash Team**

and

**Local Advisory Committee**

Piloting tools, Ecological integrity, PA management and financial viability, Visitor facilities, community interests, Income generation, Capacity building, collaboration with Private Sector, Land Use Planning

RSCN and MoMA

**Project Support**

Admin, Finance, Transport, Communication

# MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the standard M&E activities and allowances have been made for this in the M&E budget as in the table below.

## 6.1 The Inception Phase

A Project Inception Workshop will be held within the first two months of project start with the participation of those with assigned roles in the project organization structure, the UNDP country office and, where appropriate/feasible, regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop will serve to confirm the LogFrame, build ownership for the project results and plan the first year annual work plan.

The Inception Workshop will address a number of key issues including:

1. Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff *vis à vis* the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
2. Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
3. Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget will be agreed and scheduled.
4. Discuss financial reporting procedures and obligations, and arrangements for annual audit.
5. Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures will be clarified and meetings planned. The first Project Board meeting will be held within the first 12 months following the Inception Workshop.

The Inception Workshop Report will serve as a key reference document and will be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

## 6.2 Monitoring and Reporting Responsibilities and Events

**On a quarterly basis –**

* Progress made will be monitored in the UNDP Enhanced Results Based Managment Platform.
* Based on the initial risk analysis submitted, the risk log will be regularly updated in ATLAS. Risks become critical when the impact and probability are high. As this is a UNDP GEF project, all financial risks associated with financial instruments such as the proposed microfinance scheme for AIGs, are automatically considered as critical on the basis of its innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
* Based on the information recorded in ATLAS, a Project Progress Report (PPR) will be generated in the Executive Snapshot.
* Other ATLAS logs will be used to monitor issues, lessons learned, etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

**On an annual basis –**

*Annual Project Review/Project Implementation Reports (APR/PIR):* This key report will monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

The APR/PIR includes, but is not limited to, reporting on the following:

* Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
* Project outputs delivered per project outcome (annual).
* Lesson learned/good practice.
* AWP and other expenditure reports
* Risk and adaptive management
* ATLAS QPR
* Portfolio level indicators (i.e. GEF focal area tracking tools) for the Biodiversity focal area.

**Periodic Monitoring through site visits –**

UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the PEB may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and PEB members.

Project Terminal Report

During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project’s results. The Project Terminal Report will be available, at least in draft, for the Terminal Evaluation.

**Learning and knowledge sharing**

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.

The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.

Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

**Communications and visibility requirements**

Full compliance is required with UNDP’s Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The [GEF logo](http://www.thegef.org/gef/GEF_logo) can be accessed at: <http://www.thegef.org/gef/GEF_logo>. The [UNDP logo](http://intra.undp.org/coa/branding.shtml) can be accessed at <http://intra.undp.org/coa/branding.shtml>.

Full compliance is required with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”). The GEF Guidelines can be accessed at: [http://www.thegef.org/gef/sites/ thegef.org/ files/documents/C.40.08\_Branding\_the\_GEF%20final\_0.pdf](http://www.thegef.org/gef/sites/%20thegef.org/%20files/documents/C.40.08_Branding_the_GEF%20final_0.pdf). Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.

Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

## 6.3 Independent Evaluations and Audits

**Mid-term of project cycle –** The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation. The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the second half of the project’s term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the [UNDP Evaluation Office Evaluation Resource Center (ERC)](http://erc.undp.org/index.aspx?module=Intra).

The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

**End of Project –** An independent Terminal Evaluation will take place three months prior to the final PEB meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project’s results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center (ERC)](http://erc.undp.org/index.aspx?module=Intra).

The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

## 6.4 M&E Workplan and Budget

| **Type of M&E activity** | **Responsible Parties** | **Budget US$**  *Excluding project team staff time* | **Timeframe** |
| --- | --- | --- | --- |
| Inception Workshop and Report | * NPC * UNDP CO, UNDP GEF | Indicative cost: US$ 10,000 | Within first two months of project start up |
| Setting of Baselines and end of project Targets together with Means of Verification of project results | * UNDP GEF RTA/NPC will oversee the hiring of specific surveys, studies and institutions, and delegate responsibilities to relevant team members. | To be finalized in Inception Phase and Workshop (estimated US$ 50,000). | Start, mid and end of project (during evaluation cycle) and annually when required. |
| Measurement of Means of Verification for Project Progress on *output and implementation* | * Oversight by NPC * Project team | To be determined as part of the Annual Work Plan's preparation. | Annually prior to ARR/PIR and to the definition of annual work plans |
| ARR/PIR | * NPC and team * UNDP CO * UNDP RTA * UNDP EEG | None | Annually |
| Periodic status/ progress reports | * NPC and team | None | Quarterly |
| Mid-term Evaluation | * NPC and team * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Indicative cost: US$ 30,000 | At the mid-point of project implementation. |
| Terminal Evaluation | * NPC and team * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Indicative cost : US$ 30,000 | At least three months before the end of project implementation |
| Project Terminal Report | * NPC and team * UNDP CO | None | At least three months before the end of the project |
| Audit | * UNDP CO * NPC and team | Indicative cost per year: US$ 3,000 (12,000) | Yearly |
| Visits to field sites | * UNDP CO * UNDP RCU (as appropriate) * Government representatives | For GEF supported projects, paid from IA fees and operational budget | Yearly |
| **TOTAL indicative COST**  Excluding project team staff time and UNDP staff and travel expenses | | US$ 132,000 |  |

# LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

The implementing partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

# AUDIT CLAUSE

The Audit will be conducted in accordance with UNDP Financial Regulations and Rules and applicable audit policies on UNDP projects.

ANNEXES

#### Annex 1 Letter of co-financing commitment

*[Refer to separate file for letters of co-financing commitment]*

|  |  |  |
| --- | --- | --- |
| ***Name of Co-financier*** | ***Amounts mentioned in letters*** | ***Amounts considered as project co-financing (in USD)*** |
| Ministry of Tourism and Antiquities | 175,000 USD | $175,000 |
| Ministry of Municipal Affairs | 500,000 USD | $500,000 |
| Petra Development and Tourism Region Authority | 9,400,000 USD | $9,400,000 |
| Aqaba Special Economic Zone Authority | 9,992,398 USD | $9,992,398 |
| Royal Society for the Conservation of Nature | 800,000 USD | $800,000 |
| Aqaba Hotel Association | 300,000 USD | $300,000 |
| Captain’s Tourist Services and Desert Camp | 100,000 USD | $100,000 |
| Crowne Plaza Resort Petra | 942,945 USD | $942,945 |
| UNDP Jordan | 500,000 USD | $500,000 |
| **Total** |  | **$22,710,343** |

#### Annex 2 Terms of Reference for Key Project Personnel

##### Project Coordinator

|  |  |
| --- | --- |
| **Project Title** | **Mainstreaming biodiversity conservation in tourism sector development in Jordan** |
| **Post Title** | **National Project Coordinator** |
| **Location** | **Jordan – Amman and field locations** |
| **Grade** | **SC11** |

**1 Introduction**

The project aims at ‘mainstreaming’ biodiversity conservation into tourism sector development in Jordan as a whole and more specifically in critical areas for biodiversity in the Jordan Rift Valley. The project is designed specifically to reduce threats to biodiversity from the current and future development of this fast growing sector. Tourism is one of the main pillars of the Jordanian economy, accounting for 14% of GDP in 2010. Recent growth has been impressive: visitor numbers have grown by 27%, over the past six years or from 5.5 million in 2004 to 7 million visitors in 2010. A further significant increase in visitor numbers is anticipated (the number of tourists is expected to grow to 9.4 million in 2015). Currently the ecotourism sub sector accounts for 7% of total visitor numbers, up from 4% in 2004. There is a need to reduce the negative footprint of mass tourism on biodiversity—while catalyzing more responsible ecotourism, which if well managed could benefit biodiversity (for instance by financing protected areas).

The project supports strategic objective 2 of the GEF biodiversity focal area (BD-2): "Mainstreaming biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors”. More specifically, the project will contribute to Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation, through the adoption of internationally or nationally recognized environmental standards that incorporate biodiversity considerations in 194,000 hectares of ecologically sensitive areas in the tourism regions/zones and in 82,769 ha of protected areas. The project will also contribute to Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks, through the development and adoption of policies and regulations governing tourism activities that integrate biodiversity conservation in the tourism regions/zones and the Protected Areas adjacent to them as well as in the ecologically important areas between them. The project will further contribute to the realization of the first strategic objective for biodiversity—Improve Sustainability of Protected Area Systems, by seeking to capitalize on responsible tourism development to secure long term funding for PA management.

The long-term solution advanced under this project to address the identified threats is to change the course of tourism sector development, to reduce the negative externality on development (referred to as ‘mainstreaming’). If threats to biodiversity from tourism sector development are to be effectively curtailed—action will be needed at three levels (1) at the national level—influencing regulations and investment strategies; (2) at the landscape level in the tourism zones—where physical development occurs and where there is a need to change the trajectory of that development to address direct and indirect threats; and (3) at the site level—in protected areas and sensitive corridors, where additional management intervention is needed to address direct pressures on ecosystems from visitation. The project is designed to remove these barriers.

The project aim is to make the consideration of biodiversity a fundamental part of everyday planning and development for tourism in Jordan. More specifically, the **Project Objective** is:

*Biodiversity conservation objectives are effectively mainstreamed and advanced into and through tourism sector development in Jordan*

This Objective will be achieved through three inter-related Outcomes, viz. –

**Outcome 1** *Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity.*

**Outcome 2** *Institutional capacities for planning, monitoring and enforcement strengthened in the Jerash, Petra and Wadi Rum landscapes so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas.*

**Outcome 3** *Improved management effectiveness particularly in revenue generation, tourism planning and management, and community relations in Dibeen, Shoubak and Wadi Rum Protected Areas.*

**The UNDP Jordan CO seeks to employ a full-time National Project Coordinator (NPC) to lead the Project Coordination Unit which will be based in the UNDP Country Office in Amman. The NPC will work closely with the UNDP Environment Programme Analyst and report to the National Project Executive Board (PEB).**

**2 Objective of the National Project Coordinator position**

The ultimate Objective of the National Project Coordinator (NPC) is to achieve the Project Objective and Outcomes through leadership of the Project Team across all implementing partners and effective use of project resources.

**3 Key Results and Measurable Outputs Expected from the NPC**

Working under the overall supervision of the Project Board to whom he/she will report, and in partnership with the UNDP Environment Programme Analyst who will channel overall policy and technical advice from the UNDP Country Office, the NPC will have the responsibility for the delivery of the project outcomes and activities in accordance with the project document and agreed work plan. He/she will lead the Project Team in the day-to-day implementation of the Project, coordinate and supervise the implementation of the project and manage Project resources[[31]](#footnote-31) effectively and efficiently so as to achieve the Project Objective and Outcomes within the set timescale and available budget. More specifically, the NPC will perform the following duties:

**A) Project personnel management**

*A.1) Assume the ultimate responsibility for all professional personnel (fulltime Staff, Consultants and Contractors) engaged through project funds directly, and for all other personnel indirectly (through the relevant Implementing Partners); this includes drafting of terms of reference, technical specifications and other documents as necessary; and the identification and advice on the recruitment of project consultants to be approved by the PEB, as well as coordination and quality control of consultants and suppliers*

*A.2) Endeavour to create a strong team spirit, cohesive and mutually supportive, across the various Implementing Partners; encourage collaboration between individuals, the sharing of experiences and the solving of problems as a group; organize regular (monthly) meetings for this purpose (via telecommunications if necessary)*

*A.3) Assist with the clarification of specific duties and tasks by specific individuals at each of the four project localities according to their Terms of Reference; ensure their full understanding of what is expected through agreement on deliverables and timescales; and agree on the resources and support that will be provided by the Project*

*A.4) Undertake individual performance assessments on an annual basis (or other period for Consultants/Contractors), acknowledging achievements and providing analysis and advice on problem aspects*

*A.5) While giving all professional personnel the “space” to carry out their professional duties, ensure that guidance and support are available whenever needed*

*A.6) Ensure that Project personnel enjoy the conditions of employment as stipulated by UNDP, together with the responsibilities of their positions*

*A.7) Require regular (as agreed), formal and informal reporting on progress with the achievement of assigned tasks*

**B) Financial resources management**

*B.1) Support the Project Admin/Finance Assistant in his/her role as financial manager but retain the ultimate responsibility for financial resources for accountability purposes*

*B.2) Ensure total accuracy and the highest level of transparency in the management of the Project financial resources in accordance with UNDP and national regulations and procedures*

*B.3) Work with the Project Admin/Finance Assistant to prepare all necessary financial reports to accompany Project quarterly and annual work plans and reports*

**C) Project outreach**

*C.1) Serve as the Project’s ambassador and advocate within the broader Central and Local Government systems and with local communities*

*C.2) Create and foster a good working relationship with the media (print, radio and television)*

*C.3) Represent and promote the Project at national and international meetings*

*C.4) Contribute to the production and publication of public information material*

*C.5) Establish and maintain good working relationships and cooperation with peer project managers from other related projects within Jordan and the region*

*C.6) Provide coordination of duty travel, seminars, public outreach activities and other project events*

**D) Project planning and implementation**

*D.1) Lead the process of quarterly and annual planning of project activities, with the participation of all Project personnel; retain the ultimate responsibility for the finished plans and submit them to the Project Board and UNDP for their concurrence*

*D.2) As noted under A.5 above, professional staff should be given the “space” to carry out their assigned tasks; but be alert to needs for support and advice; require progress reporting and accountability for resources used*

*D.3) In cooperation with relevant Project personnel build effective working relationships with the Project’s key partners at the local level (Local Government, village leaders, communities, locals NGOs, the private sector, etc)*

*D.4) Work closely with co-funding partners to ensure that their activities/programmes are integrated and complementary with those of the GEF project*

*D.5) Maintain effective working contacts with project partners at the central and local levels*

**E) Monitoring and adaptive management**

*E.1) Lead the implementation of the Project M&E Plan*

*E.2) Carry out monitoring visits to Project sites on a regular basis; survey (informally) the intended beneficiaries and other stakeholders*

*E.3) Collate the results of monitoring, analyze them, and formulate proposals for adaptive management measures for consideration by the PEB*

*E.4) Implement the decisions and advice of the PEB*

**F) Reporting and accountability**

*F.1) Provide a report to each PEB meeting noting progress and achievements, acknowledging difficulties and proposing possible solutions for consideration and guidance by the PEB*

*F.2) Assume the lead responsibility for the preparation and content of the annual Project Implementation Review (PIR), with the full participation of relevant Project personnel*

*F.3) Delegate to the Project Admin/Finance Assistant the task of preparation of implementation reports for UNDP (such as Atlas reports) but retain a supportive role*

*F.4) Jointly with the Project Admin/Finance Assistant, prepare quarterly and annual project plans and reports and present them to the PEB*

*F.5) Respond to request for reports on Project management and performance from any key stakeholders, through the PEB*

*F.6) Report to the PEB and the UNDP on any aspect of Project management whenever required*

**4 Time-frame**

The NPC is a full time employee of the Project and the initial contract will be for a period of one year. The contract will be renewed, subject to a satisfactory performance assessment, for a further year with a maximum of four years or until project closure, whichever is the earliest.

**5 Duty station and travel arrangements**

The NPC will be based in the UNDP project office in Amman. In addition, he/she is expected to travel as necessary to various parts of the country to stay in touch with the Implementing Partners and to where the Project is implementing Activities.

**6 Qualifications and Experience**

* **Education:** PhD or MSc in Environmental Policy, Environmental or Natural Resource Management, or Public Administration
* **Experience:** Minimum of ten years management experience in implementing development projects in the field of environment, preferably within the UN system or other development agencies. Experience in biodiversity and/or tourism project management an advantage.
* **Language requirements:** Proficient in both written and oral English and Arabic.
* **Computer skills** : Demonstrable skills in office computer use - word processing, spread sheets, etc

**7 Skills and Competencies**

* Good manager of people and resources to obtain best results and be accountable
* Strong managerial skills, results-orientation, team-building, motivational and leadership skills
* Demonstrable knowledge of Biodiversity in Jordan; technical expertise to appreciate project aims; ability to speak the “language” with experts; dedicated and committed to Project aims
* Excellent communication, presentation, negotiation and facilitation skills.
* Excellent inter-personal skills; good communicator at all levels from political decision-makers to grassroots communities
* Good analytical and planning skills (including financial); ability to set forecasts and refine/review them in the light of experience and further analysis
* Broad experience working at the central and local levels in Jordan
* Decisiveness, independence, good judgement, ability to work under pressure
* Excellent networking and partnering competencies and negotiating skills
* Ability to use information technology as a tool and resource

##### Project Administration/Finance Assistant

|  |  |
| --- | --- |
| **Project Title** | **Mainstreaming biodiversity conservation in tourism sector development in Jordan** |
| **Post Title** | **Project Administration/Finance Assistant** |
| **Location** | **Jordan – Amman** |
| **Grade** | **SC5** |

**1 Introduction**

The project aims at ‘mainstreaming’ biodiversity conservation into tourism sector development in Jordan as a whole and more specifically in critical areas for biodiversity in the Jordan Rift Valley. The project is designed specifically to reduce threats to biodiversity from the current and future development of this fast growing sector. Tourism is one of the main pillars of the Jordanian economy, accounting for 14% of GDP in 2010. Recent growth has been impressive: visitor numbers have grown by 27%, over the past six years or from 5.5 million in 2004 to 7 million visitors in 2010. A further significant increase in visitor numbers is anticipated (the number of tourists is expected to grow to 9.4 million in 2015). Currently the ecotourism sub sector accounts for 7% of total visitor numbers, up from 4% in 2004. There is a need to reduce the negative footprint of mass tourism on biodiversity—while catalyzing more responsible ecotourism, which if well managed could benefit biodiversity (for instance by financing protected areas).

The project supports strategic objective 2 of the GEF biodiversity focal area (BD-2): "Mainstreaming biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors”. More specifically, the project will contribute to Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation, through the adoption of internationally or nationally recognized environmental standards that incorporate biodiversity considerations in 194,000 hectares of ecologically sensitive areas in the tourism regions/zones and in 82,769 ha of protected areas. The project will also contribute to Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks, through the development and adoption of policies and regulations governing tourism activities that integrate biodiversity conservation in the tourism regions/zones and the Protected Areas adjacent to them as well as in the ecologically important areas between them. The project will further contribute to the realization of the first strategic objective for biodiversity—Improve Sustainability of Protected Area Systems, by seeking to capitalize on responsible tourism development to secure long term funding for PA management.

The long-term solution advanced under this project to address the identified threats is to change the course of tourism sector development, to reduce the negative externality on development (referred to as ‘mainstreaming’). If threats to biodiversity from tourism sector development are to be effectively curtailed—action will be needed at three levels (1) at the national level—influencing regulations and investment strategies; (2) at the landscape level in the tourism zones—where physical development occurs and where there is a need to change the trajectory of that development to address direct and indirect threats; and (3) at the site level—in protected areas and sensitive corridors, where additional management intervention is needed to address direct pressures on ecosystems from visitation. The project is designed to remove these barriers.

The project aim is to make the consideration of biodiversity a fundamental part of everyday planning and development for tourism in Jordan. More specifically, the Project Objective is:

*Biodiversity conservation objectives are effectively mainstreamed and advanced into and through tourism sector development in Jordan*

This Objective will be achieved through three inter-related Outcomes, viz. –

**Outcome 1** *Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity.*

**Outcome 2** *Institutional capacities for planning, monitoring and enforcement strengthened in the Jerash, Petra and Wadi Rum landscapes so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas.*

**Outcome 3** *Improved management effectiveness particularly in revenue generation, tourism planning and management, and community relations in Dibeen, Shoubak and Wadi Rum Protected Areas.*

**The UNDP Jordan CO seeks to employ a full-time Project Administration/Finance Assistant (PAFA) to support the National Project Coordinator who will be based in the UNDP Country Office in Amman.**

**2 Objective of the Project Administration/Finance Assistant position**

The ultimate Objective of the National Project Administration/Finance Assistant is to provide all necessary support (administrative, financial, and some technical) to the NPC so that he/she can achieve the Project Objective and Outcomes.

**3 Key task and responsibilities**

Working under the supervision of the National Project Coordinator to whom he/she will report, and the UNDP Environment Programme Analyst, the PAFA will be responsible for running the Project Office on a day-to-day basis and managing Project resources in partnership with the NPC so as to achieve the Project Objective and Outcomes within the set timescale and available budget. More specifically, the PAFA will perform the following duties:

**A) Administrative responsibilities (approx. 50% of time)**

*A.1) Assist in all administrative aspects of the project.*

*A.2) Schedule workshops and meetings, and arrange their logistics.*

*A.3) Draft and type minutes of meetings and correspondence in English and/or Arabic.*

*A.4) Follow-up on correspondence with relevant stakeholders, Implementing Partners, the Project Board, UNDP and GEF, etc.*

*A.5) Assist the NPC in maintaining continuous liaison with UNDP*

*A.6) Maintain up-to-date soft and hard filing systems.*

*A.7) Undertake secretarial duties such as maintaining contact information (tel., fax, e-mail) of all project stakeholders including work teams.*

*A.8) Support the NPC in the Projects’ tasks as the Secretariat for the Project Board and the Project Advisory Committee (calling for meetings, preparing and distributing an agenda, steering discussions, write the minutes of meetings, follow-up on decisions, keep members informed on the progress, etc.).*

*A.9) Assist the NPC to develop and submit progress and financial reports to UNDP in accordance with the reporting schedule*

**B) Financial resources management (approx. 30% of time)**

*B.1) On delegation from the Project Coordinator, assume the first level of responsibility for management of Project financial resources including the preparation/updates of project work and budget plans, record keeping, accounting and reporting by the key Implementing Partners; share accountability.*

*B.2) Ensure total accuracy and the highest level of transparency in the management of the Project financial resources in accordance with UNDP and national regulations and procedures*

*B.3) Under the guidance of the Project Coordinator prepare all necessary financial reports to accompany Project quarterly and annual work plans and reports*

**C) Project planning and other technical tasks (approx. 20% of time)**

*C.1) Participate fully in the process of quarterly and annual planning of project activities, sharing with the Project Coordinator the responsibility for the finished plans*

*C.2) In cooperation with relevant Project personnel build effective working relationships with the Project’s key partners at the local level (Local Government, village leaders, communities, locals NGOs, the private sector, etc)*

*C.3) Work closely with co-funding partners to ensure that their activities/programmes are integrated and complementary with those of the GEF project*

*C.4) In collaboration with the Project Coordinator, report to each PB meeting noting particularly from the administrative perspective, the progress and achievements made, acknowledging difficulties and proposing possible solutions for consideration and guidance by the PB*

*C.5) Participate fully in the preparation and content of the annual Project Implementation Review (PIR)*

*C.6) On delegation from the Project Coordinator, assume responsibility for the task of preparation of implementation reports for UNDP (such as Atlas reports)*

*C.7) Jointly with the Project Coordinator, prepare quarterly and annual project plans and reports and present them to the PB*

*C.8) Respond to request for reports on Project administration and performance from any key stakeholders, through the Project Coordinator*

**4 Qualifications, Experience and Competencies**

**Education:** University degree (B.Sc) in environment, business administration, management information systems or related fields.

**Experience:** A minimum of 2-3 years experience in administration and financial responsibilities works. Experience in donor-funded projects is an asset.

**Abilities:** Proven ability to work with a variety of people including government officials, international and national NGOs, local stakeholders, experts and consultants; ability to manage budgets; Self-motivated with good interpersonal skills; Dedicated to work

**Work ethic:** Good organizational and planning skills; proven ability to adhere to deadlines; committed to deliver high quality work in a timely manner; Flexible and adaptive to challenging work conditions (deadlines, conflict, etc.).

**Language:** Excellent communication (oral and written) skills in Arabic and English. Report writing in English with fluency is absolutely necessary

**Computer skills:** Excellent computer skills (Microsoft Office and internet essential)

**Nationality:** Jordanian

**5 Duration of Service**

Duration of this contract is for one year renewable for a maximum of four years.

##### Local Project Officer

|  |  |
| --- | --- |
| **Project Title** | **Mainstreaming biodiversity conservation in tourism sector development in Jordan** |
| **Post Title** | **Local Project Officer - 3 positions** |
| **Location** | **a) Amman (at RSCN) with travel to Dibeen and Shoubak**  **b) Petra/ Wadi Musa (at PDTRA)**  **c) Wadi Rum (at the PA)** |
| **Grade** | **SC8** |

**1 Introduction**

The project aims at ‘mainstreaming’ biodiversity conservation into tourism sector development in Jordan as a whole and more specifically in critical areas for biodiversity in the Jordan Rift Valley. The project is designed specifically to reduce threats to biodiversity from the current and future development of this fast growing sector. Tourism is one of the main pillars of the Jordanian economy, accounting for 14% of GDP in 2010. Recent growth has been impressive: visitor numbers have grown by 27%, over the past six years or from 5.5 million in 2004 to 7 million visitors in 2010. A further significant increase in visitor numbers is anticipated (the number of tourists is expected to grow to 9.4 million in 2015). Currently the ecotourism sub sector accounts for 7% of total visitor numbers, up from 4% in 2004. There is a need to reduce the negative footprint of mass tourism on biodiversity while catalyzing more responsible ecotourism which, if well managed, could benefit biodiversity (for instance by financing protected areas).

The project supports strategic objective 2 of the GEF biodiversity focal area (BD-2): "Mainstreaming biodiversity conservation and sustainable use into production landscapes, seascapes, and sectors”. More specifically, the project will contribute to Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate biodiversity conservation, through the adoption of internationally or nationally recognized environmental standards that incorporate biodiversity considerations in 194,000 ha of ecologically sensitive areas in the tourism regions/zones and in 82,769 ha of protected areas. The project will also contribute to Outcome 2.2: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks, through the development and adoption of policies and regulations governing tourism activities that integrate biodiversity conservation in the tourism regions/zones and the Protected Areas adjacent to them as well as in the ecologically important areas between them. The project will further contribute to the realization of the first strategic objective for biodiversity—Improve Sustainability of Protected Area Systems, by seeking to capitalize on responsible tourism development to secure long term funding for PA management.

The long-term solution advanced under this project to address the identified threats is to change the course of tourism sector development, to reduce the negative externality on development (referred to as ‘mainstreaming’). If threats to biodiversity from tourism sector development are to be effectively curtailed, action will be needed at three levels (1) at the national level—influencing regulations and investment strategies; (2) at the landscape level in the tourism zones—where physical development occurs and where there is a need to change the trajectory of that development to address direct and indirect threats; and (3) at the site level—in protected areas and sensitive corridors, where additional management intervention is needed to address direct pressures on ecosystems from visitation. The project is designed to remove these barriers.

The project aim is to make the consideration of biodiversity a fundamental part of everyday planning and development for tourism in Jordan. More specifically, the Project Objective is:

*Biodiversity conservation objectives are effectively mainstreamed and advanced into and through tourism sector development in Jordan*

This Objective will be achieved through three inter-related Outcomes, viz. –

**Outcome 1** *Regulatory and enforcement framework in place to avoid, reduce, mitigate and offset adverse impacts of tourism on biodiversity.*

**Outcome 2** *Institutional capacities for planning, monitoring and enforcement strengthened in the Jerash, Petra and Wadi Rum landscapes so as to manage the impacts of tourism development on biodiversity within ecologically valuable and sensitive areas.*

**Outcome 3** *Improved management effectiveness particularly in revenue generation, tourism planning and management, and community relations in Dibeen, Shoubak and Wadi Rum Protected Areas.*

**The UNDP Jordan CO seeks to employ three full-time Local Project Officers (LPO) to provide administrative and technical support to respective Local Project Directors (LPD) and serve as extensions of the PCU in outlier positions. As a member of the PCU, the LPO will report to the National Project Coordinator.**

**2 Objective of each of the Local Project Officer (LPO) positions**

The ultimate Objective of each Local Project Officer is to provide all necessary support to the LPD so that he/she can lead the implementation of project activities at the respective locality so as to achieve the Project Outputs and Outcomes.

**3 Key task and responsibilities**

Working under the day-to-day supervision of the Local Project Director and in full contact with the National Project Coordinator to whom he/she will report, the LPO will serve as the communication link with the PCU for the respective locality, support the LPD and facilitate the implementation of project Activities. The LPO will also be responsible for collating various reports (technical, financial, progress, etc) and other required information and transmitting it to the NPC and the PAFA to ensure the smooth running of the project. More specifically, the LPO will perform the following duties:

**A) Project planning, monitoring and implementation (approx. 70% of time)**

*A.1) Participate fully in the process of quarterly and annual planning of project activities at the respective locality, accepting the responsibility for relaying the finished plans to the NPC*

*A.2) In cooperation with the respective LPD foster good working relationships with the Project’s key partners at the local level (Local Government, village leaders, communities, local NGOs, the private sector, etc)*

*A.3) Assist the LPD in setting up the Local Advisory Committee (LAC) and facilitate its regular meetings*

*A.4) Work closely with co-funding partners to ensure that their activities/programmes are integrated and complementary with those of the GEF project*

*A.5) In collaboration with the LPD, provide the NPC with regular reports in preparation for each PEB meeting noting particularly the progress and achievements made, acknowledging difficulties and proposing possible solutions for consideration and guidance by the PEB*

*A.6) Support the LPD to contribute the local content for the annual Project Implementation Review (PIR)*

*A.7) Jointly with the LPD, prepare quarterly and annual project plans and reports and convey them to the NPC*

*A.8) Respond to request for reports on Project administration and performance from any key stakeholders, through the NPC*

**B) Administrative (including financial) responsibilities (approx. 30% of time)**

*B.1) Assist as required, at the local level, with administrative aspects of the project.*

*B.2) In collaboration with the PAFA, help organize workshops and meetings at the respective locality.*

*B.3) Assist the LPD to prepare and submit progress and financial reports to UNDP in accordance with the reporting schedule*

**4 Qualifications, Experience and Competencies**

**Education:** University degree (B.Sc or equivalent) in environment, conservation, nature based tourism, or related fields.

**Experience:** A minimum of 5 years experience in implementing development projects in the field of environment, preferably within the UN system or other development agencies. Broad experience working at the central and local levels in Jordan. Experience in biodiversity and/or tourism project management an advantage

**Technical expertise:** Good knowledge of Biodiversity in Jordan; adequate expertise to appreciate project aims; ability to speak the “language” with experts

**Abilities:** Proven ability to work with a variety of people including government officials, international and national NGOs, local stakeholders, experts and consultants; ability to manage budgets; Self-motivated, independent, good judgement, ability to work under pressure;

**Interpersonal skills:** Excellent inter-personal skills; good communicator at all levels from political decision-makers to grassroots communities; good presentation, networking and partnering competencies, negotiation and facilitation skills

**Work ethic:** Good organizational and planning skills; proven ability to adhere to deadlines; committed to deliver high quality work in a timely manner; flexible and adaptive to challenging work conditions (deadlines, conflict, etc.)

**Language:** Excellent communication (oral and written) skills in Arabic and English. Fluency in report writing in English.

**Computer skills:** Excellent computer skills (Microsoft Office). Ability to use information technology as a tool and resource

**Nationality:** Jordanian

**5 Duration of Service**

Duration of this contract is for one year renewable for a maximum of four years.

##### 

##### Other Consultants

| ***Position Titles*** | ***Indicative $/person/ month*** | ***Estimated person months*** | ***Relevant Output and tasks to be performed*** |
| --- | --- | --- | --- |
| ***Local*** | | | |
| Consultant with experience in SEA | 10,000 | 2 | **Output 1.1** Lead a WG in applying the SEA process to the tourism sector including facilitation of workshops and preparation of publications depicting consensus view. Work closely with the MoENV and the MoTA |
| Tourism Consultant | 10,000 | 2.5 | **Output 1.2** Lead a WG in a broad consultation process and aim for a consensus on an Ecotourism Charter and the introduction of a biodiversity element in the MoTA Certification System for hotels, restaurants, etc. Assist with the application of the System to 2-3 establishments willing to serve as a trial. |
| Legal Expert | 10,000 | 2.5 | **Output 1.3** Working with MoTA, review current legal provisions with a WG and lead the identification of fair, transparent and predictable penalties |
| EIA Expert | 10,000 | 1.5 | **Output 1.4** Lead a WG together with experts from the MoENV, to identify and propose mandatory biodiversity elements to be taken into account during the EIA Process. Draft Guidelines and carry out a public information campaign |
| Economics Consultant | 10,000 | 1.5 | **Output 1.5** Lead a WG to explore, with input from Ministry of Finance and MoTA, various economic and financial options for incentives and disincentives to the tourism industry for protecting biodiversity. Help test the system at local level before delivering for adoption by Government |
| A Team of 4 Ecological Survey Experts | 10,000 | 19 | **Output 2.1** Conduct an ecological survey with a focus on biodiversity in each of Jerash, Shoubak/Petra and Greater Wadi Rum, starting from literature review of existing documents, and carrying out of field investigations using transects, quadrats/plots, photo plots and other sampling techniques. Analyze and interpret the data and information gathered |
| IT/Database Expert | 10,000 | 2 | **Output 2.1** Design a Biodiversity Information Management System (BIMS), on a GIS platform, comprising 4 distinct but coordinated components one each for Jerash, Shoubak, Petra and greater Wadi Rum. Populate the D-base with the data and information obtained by the Survey Team. Provide training for those who will manage the system |
| Planning Consultants (1 national + 4 local) | 10,000 | 6 | **Output 2.2** Working with experts from MoMA, and using the BIMS as a basis, introduce an element of Biodiversity conservation into Land Use Plans (existing or being prepared) for Jerash Governorate, Shoubak District, PDTR and ASEZ. Participate in workshops as required, assist with the preparation of drafts and final publications, facilitate the public information campaign |
| Monitoring Expert (X4) – one each for Jerash, Shoubak, Petra and greater Wadi Rum | 10,000 | 2 | **Output 2.3** Working with a local WG, based on the data in BIMS and taking into account the applicable LUPs, design a monitoring system capable of being applied effectively and consistently with minimal training. Carry out training and prepare manuals |
| Law enforcement Expert (4 national + 4 local) | 10,000 | 13 | **Output 2.4** The lead national experts to assist with the on-going rationalisation of the environment/biodiversity law enforcement area, and together with RSCN, Forests Department, MoMA, PDTRA, and ASEZA, reach a consensus and make recommendations to Government. In collaboration with the 4 local experts test the Law Enforcement System and carry out re-training for the operational levels |
| Public Information and Education Consultant (1 national + 4 local) | 10,000 | 6 | **Output 2.5** Following consultations with the Jerash Governorate, Shoubak District, PDTRA and ASEZA to identify needs, the National level Consultant will work with a WG to design an interpretation and information strategy for each locality which will be further developed and implemented by the local level consultant in each locality |
| PA Planning Consultant | 10,000 | 2 | **Output 3.2** Working with each PA Manager in turn for Dibeen, Shoubak and Wadi Rum, advice on the review of the PA Management Plan to reflect the new info available on the BIMS and reflected in the LUPs |
| Public Information and Liaison Consultant (X4) | 10,000 | 16 | **Output 3.3** Working with International Expert, each of the Local Consultants will lead a WG of local stakeholders to ensure that although the approach will be developed centrally, it will be applied locally reflecting local needs. The focus will be on individual and institutional capacity particularly for dealing with the public and communities, together with the physical infrastructure to “manage” visitors to the PA and reduce the impact of tourism/recreation on biodiversity |
| Business Planning Consultant | 10,000 | 2 | **Output 3.4** Lead a WG comprising tourism sector representatives to provide advice and support to PA Managers at Dibeen, Shoubak and Wadi Rum in drafting and adopting a business plan with the aim of becoming financially self-sufficient |
| Evaluation experts for mid-term (1) and final (1) evaluation | 10,000 | 2 | Working in partnership with the International Consultant, and according to the standard UNDP/GEF project evaluation procedures, assess the project progress, achievement of results and impacts, and likely sustainability. Assist with consultations with stakeholders. Participate in the drafting of the evaluation report and its discussion with the project team, government and UNDP; participate in discussions to extract lessons for UNDP and GEF |
| ***International*** | | | |
| PA Visitor Management Expert | 18,000 | 1 | **Output 3.3** Lead an upstream WG comprising one Local Consultant from each of the three PAs to design an approach reflecting identified needs and focussing on individual and institutional capacity particularly for dealing with the public and communities, together with the physical infrastructure to “manage” visitors to the PA and reduce the impact of tourism/recreation on biodiversity |
| Evaluation experts for mid-term (1) and final (1) evaluation | 18,000 | 2 | The standard UNDP/GEF project evaluation TOR will be used. This will include: leading the mid-term and the final evaluations; working with the local evaluation consultant in order to assess the project progress, achievement of results and impacts; developing draft evaluation report and discuss it with the project team, government and UNDP; and as necessary, participating in discussions to extract lessons for UNDP and GEF. |

Complete and more thorough ToRs for these positions will be developed by the Project Manager, once recruited.

#### Annex 3 METT, Mainstreaming and Financial Scorecards

*[Refer to separate file for individual scorecards]*

|  |
| --- |
| ***Scorecard***\* |
| 1. Management Effectiveness Tracking Tool (METT) – Dibeen Forest Reserve, Shoubak Proposed PA and Wadi Rum Protected Area\* |
| 2. Financial Sustainability Scorecard for Protected Area Systems\* |
| 3. Tracking Tool for Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors\* |

\* 1, 2 and 3 are combined into one file, as per GEF template.

#### Annex 4 Scorecard for Assessing Progress on Developing Capacities for Mainstreaming

This scorecard has been designed specifically for this project, as a tool to measure success in terms of developing national capacity to mainstream biodiversity conservation considerations into land use planning. While, the tool is conceptually based on the UNDP Capacity Development Scorecard, it is different in its substantive focus and the indicators. This is because the UNDP Capacity Development Scorecard is meant to assess the development of capacities vis-à-vis the management of protected areas, whereas this project is mainly concerned with the mainstreaming of biodiversity, but including some protected area management aspects.

Table 1: Scorecard

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Strategic Area of Support** | **Issue** | **Scorecard** | **Initial Score** | **Evaluative Comments** |
| 1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes | 1.1 The “mainstreaming biodiversity” agenda is being effectively championed / driven forward | 0 -- There is essentially no mainstreaming biodiversity agenda;  1 -- There are some persons or institutions actively pursuing a mainstreaming biodiversity agenda but they have little effect or influence;  2 -- There are a number of mainstreaming biodiversity champions that drive the biodiversity mainstreaming agenda, but more is needed;  3 -- There are an adequate number of able "champions" and "leaders" effectively driving forwards the mainstreaming biodiversity agenda | **1** | Only RSCN and the MoENV driving the concept forward. Biodiversity is not mentioned in any of the jurisdictions or strategies of the governmental institutions that have impacts upon biodiversity on the ground |
| 1.2 There is a strong and clear legal mandate for the integration of biodiversity conservation into land use planning | 0 -- There is no legal framework for integration of biodiversity conservation into land use planning;  1 -- There is a partial legal framework for integration of biodiversity conservation into land use planning but it has many inadequacies;  2 – There is a reasonable legal framework for integration of biodiversity conservation into land use planning but it has a few weaknesses and gaps;  3 -- There is a strong and clear legal mandate for integration of biodiversity conservation into land use planning | **1** | Law of Urban and Rural Zoning and Buildings NO 79 for the year 1966 referred indirectly to the natural lands and biodiversity values. The Law of Environment Protection for the year 2006 recognizes the National Parks and Protected Areas, but the areas important to biodiversity that are not within the PAs framework are not addressed. By-laws and regulations relevant to biodiversity still not completely in effect according to law No 79/1966. |
| 1.3 There is an institution or institutions responsible for land use planning in Jordan | 0 – Development Zone Authorities/Governorates have no land use plans or strategies;  1 -- Development Zone Authorities/Governorates do have land use plans, but these are old and no longer up to date or were prepared in a totally top-down fashion;  2 -- Development Zone Authorities/Governorates have some sort of mechanism to update their land use plans, but this is irregular or is done in a largely top-down fashion without proper consultation;  3 – Development Zone Authorities/Governorates have relevant, participatorially prepared, regularly updated land use plans | **2** | MoMA is the organ of government that is entrusted with LUP overall. However, in tourism and development zones the respective authorities also have LUP responsibilities, these include PDTRA and ASEZA |
| 1.4 The land use planning process in Jordan is participatory and inclusive, such that resulting plans have a high level of ownership | 0 -- There are no opportunities for public participation and involvement in the land use planning process;  1—Land use planners have some skills for involving the public but lack the conviction, capacity and know-how for involving the public;  2 -- Necessary skills for effective public participation do exist but are stretched and not easily available;  3 -- Adequate capacity, commitment and skills exist among land use planners for meaningful and effective public participation in the process. | **1** | The planners are fairly skilled, usually, and the planning process considers public participation, but the level of participation is no more than informing the public rather than fully consulting with them. No formal obligations or procedures for planners to effectively consult with the public |
| 2. Capacity to monitor compliance and enforce land use plans | 2.1 There are adequate skills for land use planning, monitoring and enforcement | 0 -- There is a general lack of land use planning, monitoring and enforcement;  1-- Some skills exist but in largely insufficient quantities to guarantee effective land use planning, monitoring and enforcement;  2 -- Necessary skills for effective land use planning, monitoring and enforcement do exist but are stretched and not easily available;  3 -- Adequate quantities of the full range of skills necessary for effective land use planning, monitoring and enforcement are easily available | **2** | Skills for land use planning do exist to a certain extent, but monitoring and enforcement are very weak due to the lack of regulatory framework, inadequate resources, overlap and inconsistency between different govt institutions |
| 2.2 There is a fully transparent oversight authority (there are fully transparent oversight authorities) for the implementation of land use plans | 0 -- There is no oversight at all of land use plans;  1 -- There is some oversight, but only indirectly and in a non-transparent manner;  2 -- There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;  3 -- There is a fully transparent oversight authority for the land use plans. | **2** | Infringements and violations of land use plans are common in spite of effective oversight institutions |
| 2.3 Land Use management institutions[[32]](#footnote-32) are effectively led | 0 -- Land use management institutions have a total lack of leadership;  1 -- Land use management institutions exist but leadership is weak and provides little guidance;  2 -- Some land use management institutions have reasonably strong leadership but there is still need for improvement;  3 -- Land use management institutions are effectively led | **2** | Urban & Master planning Department in MOMA, PDTRA, ASEZA, GAM institutions do have satisfactory leadership , but they often are driven solely by economic considerations. Improvement needed in the areas related to environment in general and biodiversity in particular |
| 2.4 Human resources for land use management are well qualified and motivated | 0 -- Human resources are poorly qualified and unmotivated;  1 -- Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;  2 -- HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;  3 -- Human resources are well qualified and motivated. | **1** | Inadequate staffing, weak incentive systems, weak budget allocated for capacity building |
| 2.5 Land use management institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate | 0 -- Land use management institutions typically are severely underfunded and have no capacity to mobilize sufficient resources;  1 -- Land use management institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate;  2 -- Land use management institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate;  3 -- Land use management institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate | **1** | Serious understaffing is the norm; inadequate budget for equipment and operations |
| 2.6 Land use management institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect | 0 -- While the land use management institutions exist, they have no management;  1 -- Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal;  2 -- The institution(s) is (are) reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;  3 -- The Land use management institutions are effectively managed, efficiently deploying its human, financial and other resources to the best effect | **2** | Urban & Master planning Department in MOMA is responsible for preparing master plans for the different Governorates/Municipalities in Jordan at different scales (Municipal and Community detailed scales) except for areas under jurisdiction of other entities. The department is overloaded and it would make more sense if municipalities were to develop the necessary skills and get delegated responsibility to plan land uses at local level |
| 2.7 Land use management institutions are highly transparent, fully audited, and publicly accountable | 0 -- Land use management institutions totally untransparent, not being held accountable and not audited;  1 – Land use management institutions are not transparent but are occasionally audited without being held publicly accountable;  2 -- Land use management institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent;  3 -- The land use management institutions are highly transparent, fully audited, and publicly accountable | **2** | All government institutions in Jordan are subject to an audit system. But land -use management institutions are not publicly accountable; the Higher Planning Council or the planning committees at regional or local levels are comprised solely of governmental representatives and there is a lack of any public representation - poor transparency, decisions are not available on the website of MOMA |
| 2.8 Legal mechanisms on mainstreaming biodiversity through land use plan monitoring and enforcement | 0 -- No enforcement of land use plans is taking place or no land use plans in place;  1 -- Some enforcement of land use plans but largely ineffective and external threats remain active;  2 – Land use plans are regularly enforced but are not fully effective and external threats are reduced but not eliminated;  3 – Land use plans are highly effectively enforced and all external threats are negated | **1** | There is no clear coordination and collaboration framework for enforcement which avoids overlap and inconsistency between different govt institutions. Infringements currently are occurring specifically through the urban sprawl and local encroachments over the natural lands, catchment areas, etc. |
| 2.9 Individuals working in land use regulation, planning and enforcement are able to advance and develop professionally | 0 -- No career tracks are developed and no training opportunities are provided;  1 -- Career tracks are weak and training possibilities are few and not managed transparently;  2 -- Clear career tracks developed and training available; HR management however has inadequate performance measurement system;  3 -- Individuals are able to advance and develop professionally | **1** | The information available does not inspire confidence that such a system is in place. There is a budget allocation for training but it is inadequate; there is a career path but performance review is weak |
| 2.10 Individuals working in land use regulation, planning and enforcement are appropriately skilled for their jobs | 0 -- Skills of individuals do not match job requirements;  1 -- Individuals have some or poor skills for their jobs;  2 -- Individuals are reasonably skilled but could further improve for optimum match with job requirement;  3 -- Individuals are appropriately skilled for their jobs | **2** | Quality and quantity of produced mater plans in Jordan is, to some extent, satisfactory particularly in view of the resources available, and this must be a reflection of some level of competence |
| 2.11 Individuals working in land use regulation, planning and enforcement are highly motivated | 0 -- No motivation at all;  1 -- Motivation uneven, some are but most are not;  2 -- Many individuals are motivated but not all;  3 -- Individuals are highly motivated | **1** | Weak incentives system, and understaffing lead to extra work load. Morale is not expected to be high |
| 2.12 There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff working in land use regulation, planning and enforcement | 0 -- No mechanisms exist;  1 -- Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;  2 -- Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;  3 -- There are mechanisms for developing adequate numbers of the full range of highly skilled invasive species professionals | **1** | If this system exists it is not obvious and explicit, however, some form of training and mentoring, even if limited, must be in place at least on an *ad hoc* basis |
| 3. Capacity to engage and build consensus among all stakeholders | 3.1 The integration of biodiversity conservation into land use management has the political commitment | 0 -- There is no political will at all, or worse, the prevailing political will runs counter to the interests of conserving BD through land use management;  1 -- Some political will exists, but is not strong enough to make a difference;  2 -- Reasonable political will exists, but is not always strong enough to fully conserve BD through land use management;  3 -- There are very high levels of political will to support conserve BD through land use management. | **1** | Jordan is signatory to most international treaties related to BD. Jordan Government recognized the importance of BD and established a national PA system; but there is no strong political commitment to integrate biodiversity conservation into LU management |
| 3.2 The integration of biodiversity conservation into land use management has the public support they require | 0 -- The public has little interest in conserving biodiversity in the wider landscape outside protected areas;  1 -- There is limited support for conserving biodiversity outside protected areas;  2 -- There is general public support for conserving biodiversity in the wider landscape outside protected areas and there are various lobby groups such as environmental NGO's strongly pushing them;  3 -- There is tremendous public support in the country for conserving biodiversity in the wider landscape outside protected areas | **1** | The severe logging activities in the limited forestry lands, extreme overgrazing in the fragile natural rangelands and local encroachments are indications that public acceptance and support have a long way to go |
| 3.3 Land use management institutions can establish the partnerships needed to achieve the objective of conserving biodiversity within the wider landscape | 0 – Land use management institutions operate in isolation;  1 -- Some partnerships in place but significant gaps and existing partnerships achieve little;  2 -- Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;  3 – Land use management institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner | **1** | Many relevant govt and non-govt institutions are missing from the Higher Planning Council and Planning Committees at regional and local levels. Missing agencies include the Ministry of Environment, Ministry of Agriculture, Ministry of Water. Also missing are relevant NGOs and Civic Organization etc. |
| 4. Capacity to mobilize information and knowledge | 4.1 Land use management institutions have the information they need to develop and monitor land use plans for the conservation of biodiversity | 0 -- Information is virtually lacking;  1 -- Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;  2 -- Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;  3 -- Land use management institutions have the information they need to develop and monitor land use plans for the conservation of biodiversity | **1** | Except for ASEZA, there is no clear biodiversity expertise within the various planning departments. Access to the needed information on biodiversity is not systematic. When needed, information and advice are sought from RSCN but this may or may not be up to date and appropriate |
|  | 4.2 Individuals working with land use management, work effectively together as a team | 0 -- Individuals work in isolation and don't interact;  1 -- Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;  2 -- Individuals interact regularly and form teams, but this is not always fully effective or functional;  3 -- Individuals interact effectively and form functional teams | **2** | Land use planning requires a multi-disciplinary team so this is presumably the basis of working towards the various plans that have been produced |
| 5. Capacity to monitor, evaluate, report and learn | 5.1 Society monitors the state of biodiversity in both protected areas and in the wider landscape outside protected areas | 0 -- There is no dialogue at all;  1 -- There is some dialogue going on, but not in the wider public and restricted to specialized circles;  2 -- There is a reasonably open public dialogue going on but certain issues remain taboo;  3 -- There is an open and transparent public dialogue about the state of biodiversity conservation in the country | **1** | There is no formal inclusive participatory framework in place, participation is taking place on an *ad hoc* basis and in a reactionary mode |
| 5.2 Land use management institutions are highly adaptive, responding effectively and immediately to change | 0 -- Institutions resist change;  1 -- Institutions do change but only very slowly;  2 -- Institutions tend to adapt in response to change but not always very effectively or with some delay;  3 -- Institutions are highly adaptive, responding effectively and immediately to change | **1** | Regulations and procedures are only slowly updated and are not accommodating the dynamics of variables that drive land uses |
| 5.3 Land use management institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning | 0 -- There are no mechanisms for monitoring, evaluation, reporting or learning;  1 -- There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;  2 -- Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;  3 -- Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning | **1** | There are no explicit mechanisms for monitoring, evaluation, reporting and learning in the field of land-use planning. The only obvious monitor is the fact that plans are made public and their quality can be judged. |
| 5.4 Individuals working in land use management institutions are adaptive and continue to learn | 0 -- There is no measurement of performance or adaptive feedback;  1 -- Performance is irregularly and poorly measured and there is little use of feedback;  2 -- There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;  3 -- Performance is effectively measured and adaptive feedback utilized | **1** | There is no known assessment of capacity or know-how in response to changing government policies or changing circumstances. However, a core of good planners does exist. |

**Summary scores table:**

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| --- | --- | --- | --- |
| **Strategic Area of Support** | **Project Score** | **Total Possible Score** | **%** |
| **1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes** | **5** | **12** | **42%** |
| **2. Capacity to monitor compliance and enforce land use plans** | **16** | **33** | **48%** |
| **3. Capacity to engage and build consensus among all stakeholders** | **3** | **9** | **33%** |
| **4. Capacity to mobilize information and knowledge** | **3** | **6** | **50%** |
| **5. Capacity to monitor, evaluate, report and learn** | **4** | **12** | **33%** |
|  | **31** | **72** | **43%** |

#### Annex 5 Capacity Assessment

A Capacity Assessment questionnaire was designed to assess, at the organizational level, capacities for implementing project activities and for mainstreaming biodiversity considerations in general into everyday planning and operations. The Questionnaires were administered by the PPG Team using a template designed for the purpose but maintaining enough flexibility to make it more relevant to the specific interviewee.

The Questionnaire was structured in four main parts:

***Part 1: Parent Organization* and *Leadership of Parent Organization*** This was to determine the context and background, if any, within which the unit of interest exists and operates.

***Part 2: Unit/Department/PA/Other Entity* and *Leadership of the Unit*** This was the unit of interest to the project as a potential implementing partner. The section assessed the capacity (and needs) of the unit for serving as a partner and determined the current situation in terms of capacity to mainstream biodiversity.

***Part 3: Partnerships, Clients and External Relationships***  This section related exclusively to the unit of interest (not the parent organization) and the information was needed to assess how ready the prospective partners are to work with the project. It also provided an idea of their “network”.

***Part 4: Biodiversity Mainstreaming*** This part also related exclusively to the unit of interest. It determined the current level of understanding on biodiversity and can serve as a baseline.

The Questionnaire was administered to 12 potential implementation partners, namely –

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| **NAME OF ORGANIZATION** | **TYPE OF ORGANIZATION** | **LOCALITY** | **UNIT OF INTEREST** | **PARENT ORGANIZATION** |
| Dibeen Forest Reserve | Protected Area | Jerash | PA management | RSCN |
| Shoubak proposed Protected Area | Protected Area | Shoubak | PA management | RSCN |
| Wadi Rum World Heritage Site | Protected Area | Wadi Rum | PA management | ASEZA |
| Petra Development & Tourism Region Authority (PDTRA) | Local Government | Petra | Environment Directorate | PDTRA |
| Ministry of Tourism & Antiquities (MoTA) | Central Government | Nationwide | Communication, Media and International Cooperation Unit | MoTA |
| Ministry of Municipal Affairs (MoMA) | Central Government | Nationwide | Urban and Master Planning Department | MoMA |
| Disi Basin Villages Cooperative Association | NGO – Tourism Cooperative | Wadi Rum | The Association | n/a |
| Wadi Rum Tourism Cooperative Association | NGO – Tourism Cooperative | Wadi Rum | The Association | n/a |
| Coalition of Petra Cooperative Societies (CPCS) | NGO – Tourism Cooperative | Petra | BI’A – Petra Ecotourism Network | CPCS |
| Burma District | Local Government | Jerash | Head of District | Jerash Governorate |
| Burma Youth Centre | NGO – community | Jerash | The Association | n/a |
| Dibeen Association for Environmental Development | NGO – community | Jerash | The Association | n/a |

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| **PA Management** – 3 respondents; **Government** – 4 respondents (2 Central and 2 Local); **NGOs** – 5 respondents (3 tourism co-ops and 2 community) |

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| **Jerash** – 4 respondents; **Petra/Shoubak** – 3 respondents; **Wadi Rum** – 3 respondents; **Upstream** – 2 respondents |

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| **1 PARENT ORGANIZATIONS** | **OBSERVATIONS FOR THE PROJECT** |
| **Vision / Mission statement, Mandate Scope of work, legal basis, Corporate Plan:**  **NGOs** - None of the NGOs have a parent organization and therefore they do not have a Vision or Mission Statement, none have a clear Mandate. They did not report their scope of work. They do not have a statutory basis and “Biodiversity” is not reported as part of their core function  **Government** - The Central Government agencies together with one of the Local Government agencies have a parent organization with a clear Vision and Mission as well as a known Mandate and they are able to identify their scope of work. All have a statutory basis and Biodiversity is mentioned in some. Three have a Corporate Plan and one mentions Biodiversity specifically.  **PAs** - The three PAs all have a parent organization with a clear Vision and Mission Statement as are clear on their Mandate as well as their scope of work. Two have a statutory basis and other is expected to soon. Two have acknowledged a Corporate Plan which does mention Biodiversity specifically. | This was aimed to inform the project on the context within which its partner units existed. The results exhibit a significant difference between NGOs and other partners and this needs to be borne in mind during project implementation. |

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| **2 LEADERSHIP OF PARENT ORGANIZATION** | **OBSERVATIONS FOR THE PROJECT** |
| **Academic / educational background, technical expertise and awareness of Biodiversity:**  **NGOs** - Two of the four NGOs reported a Leader with an academic qualification with experience in teaching, journalism and protected area management. Level of awareness of Biodiversity ranged from none to high but was mainly moderate.  **Government** - Among the Central and Local Government agencies, one did not report on these questions. However, the other three reported high academic qualifications for their leadership including up to doctorate level in subjects such as law and architecture. Their appreciation of Biodiversity ranged from nil to high and mainly moderate.  **PAs** - Of the three PAs, one appears to have misunderstood the questions. The others looked to their parent organization for leadership which possessed ecological academic qualifications and had a high level of awareness of Biodiversity. | As noted below, the NGOs, which had no parent organization, mis-interpreted these questions but the answers are still relevant. The information obtained augurs well for the project in that the parent organizations are being led by qualified persons with a fair degree of expertise and should be receptive to the project. |

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| **3 UNIT OF INTEREST TO THE PROJECT** | **OBSERVATIONS FOR THE PROJECT** |
| **NGOs**  **Mandate, Legal basis, Scope of work:**  There was some confusion among the NGOs in particular between this section and the one dealing with the Parent Organization. They felt that they had a clear idea of their Mandate and their Scope of work ranged from Policy Development to Technical Support, Advisory, Operational, and Supervisory, with the main area of work being Operational.  **Among the day-to-day core activities of the NGOs were the following:**   * Supervise tour arrangements for local drivers * Give directions to drivers and tourism operators on how to deal with tourists * Operation of the network of tourist eco-camps and trails * Awareness enhancement in environmental development * Establishing a national site for environmental affairs * Project based work, e.g. energy-saving bulbs * Youth education * Family protection – especially youth * Boy Scouts * Provision of transport for students going out of the village   **NGO Staff resources:** The NGOs work mainly through volunteers and staff in general are not academically qualified. Four NGOs employ 100% males whereas one has 50/50. Three said more staff positions were needed and all reported the need for more training and capacity building. Among the aspects requiring strengthening were: financial resources, know-how for dealing with tourists, education and physical facilities. Around 50% considered their office space and working environment as well as their equipment adequate.  **NGO Financial resources:** Annual budgets of NGOs range from $5,000 to $40,000 and over half said this is inadequate. Just over a third is usually allocated to salaries and another third for operational expenses. Equipment and capital expenditures are next with around 13% of the budget and staff development is the least allocation.  **Government**  **Mandate, Legal basis, Scope of work:**  Units in Government agencies are clearer on their Mandate and their Scope of work ranged from Policy Development to Strategic Planning, Technical Support, Advisory, Operational, Supervisory and Control.  **Among the day-to-day core activities of Government agencies were the following:**   * Satisfy people’s needs * Development projects in the District * Satisfy Jordan’s bilateral agreements * Internal coordination within Ministry * Provision of advice within the government (central and local) sector * Support local government, enhance capacity * Liaison with environmental agencies * Promote and undertake a participatory approach to LUP * Monitor, supervise and control land use development activities * Solid waste management   **Government staff resources:** Majority of Government staff have an academic degree and gender ratios range from 100% male to 10% female. Three out of four reported that more positions were required and among the aspects requiring strengthening were – know-how and expertise, project management, negotiation skills, working with communities, and engaging partners. Office and field resources were considered inadequate by the greater majority.  **Government Financial resources:** two government agencies had budgets in excess of $1 million and all agencies said that their budget was inadequate. Salaries took up 35% of the budget, staff development 10%, equipment 15%, capital expenditure 20% and the rest was for operational costs.  **PAs**  **Mandate, Legal basis, Scope of work:**  Two PAs were very clear about their mandate and scope of work while one (Shoubak) was still not formally established. The scope of work ranged from policy development, to strategic planning, technical support, and operational activities.  **Among the day-to-day core activities of the PAs were the following:**  While one PA did not respond to the question on scope of work, the others included –   * Outreach/community engagement and education * Tourism management * Ecological monitoring   **PA staff resources:** All staff employed in PAs management were reported as being graduates. Gender ratios were always in favour of males, the highest was 95%, the lowest 60%. Two out of three said that more positions were required and more training and capacity building was also required. Among the areas requiring strengthening, monitoring and tourism management were mentioned by all three, community outreach was next and cultural awareness was also mentioned. One PA reported that office space and working environment and office and field equipment were adequate.  **PA financial resources:** Annual budgets for PAs ranged from $140,000 to $1.5 million and only one said the budget was adequate. The ratio of budget dedicated to salaries ranged from 10% to 60%, staff development 2% to 10%, equipment 4% to 20%, capital 50% to 65%, and operational 4% to 30%. | These questions were set to help determine the current situation, particularly the level of existing capacity in the units of interest as potential partners for the project. The results record a very significant difference between the NGOs, the Government agencies and the PAs and each has been recognized in project design.  The gaps and needs that have been identified have helped inform project design and scope. This information will remain as a useful source of information for the project implementers – the original, full questionnaires will be made available to the Project Implementation Team. |

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| **4 LEADERSHIP OF UNIT** | **OBSERVATIONS FOR THE PROJECT** |
| **Academic background, expertise, awareness of Biodiversity and project experience:**  Leadership of the Unit often possessed a higher degree, even among two of the NGOs. Areas of expertise covered tourism and engineering among the NGOs, environmental planning and management/administration among Government agencies, and archaeology, tourism, ecotourism and community liaison among the PAs.  The levels of awareness of Biodiversity was reported as High to Very High among the NGOs, Fair to High among Government agencies, and High among the PAs.  Previous experience with project management was not high among the NGOs; it was extensive among the Government agencies, and limited to PAs among the PAs. | In effect, this is a continuation of the information regarding the unit of interest to the project and serves to confirm the high calibre of the leadership that the project will need to rely on in its implementation arrangements with its partners. |

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| **5 PARTNERSHIPS, CLIENTS and EXTERNAL RELATIONSHIPS** | **OBSERVATIONS FOR THE PROJECT** |
| **Which organizations, method of engagement, sources of advice:**  The NGOs worked with central government organizations including MoPIC, MoENV, Youth, and PDTRA (sic); whereas the Government agencies worked extensively with other central government agencies; and of the PAs, one did not work with central government organizations and the others reported working with the Min Ag, Min Interior, and others.  At the local government level, the NGOs worked with ASEZA, PDTRA, MinEduc, and the Municipality; Government agencies worked with governorates and municipalities quite extensively; while PAs reported working with ASEZA, the Tourist Police, municipalities and Civil Defence.  The greater majority of respondents go to RSCN for advice and information on Biodiversity and other sources mentioned included PDTRA, ASEZA, MinAg, MoENV, IUCN and BirdLife International. The greater majority considered their source of information as Reliable and Up-to-date, and while one reported that they had to pay for it, and two reported they had to pay sometimes, the majority said that advice was Free.  Local Communities featured most often as the Clients identified by respondents, the next most identified were Tourists and other Visitors, while others mentioned included Municipalities, Youth and other Ministries. The products/services provided were very variable and specific to the sector – NGOs provided services to tourist, Government agencies provided procedural processes and greater awareness, while PAs provided tourist amenities, awareness and education.  The greater majority of respondents engage with the public through regular information delivery, opportunities for participation and joint decision-making. One respondent said “we are the public”.  Engagement with the Private Sector had a similar pattern but with less joint decision-making and one respondent even said that they did not engage with the private sector. | Once again there is a significant difference between the NGOs and PAs on one side and the Government agencies on the other. The NGOs and PAs are somewhat limited in their range of partnerships and have a very local level focus; Government agencies (even local government) have a broader outlook. This has been taken into account in project design when determining the partnerships to seek for activities under particular Outcomes. |

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| **6 BIODIVERSITY MAINSTREAMING** | **OBSERVATIONS FOR THE PROJECT** |
| **The concept, achievability, who by, what barriers:**  Almost 50% of respondents had a very good grasp of the concept of Biodiversity mainstreaming; the others confused it with ecotourism, environment protection, avoiding change and sustainability. All respondents reported that they believed that it could be achieved within their Unit, and all but one of those who answered the question felt that it could also be achieved in their parent organization.  When asked who should take the initiative, 30% accepted it as a responsibility of their organization, around 16% saw it as a Government responsibility, 10% said it was up to the local community, others placed it with a local government entity or did not reply.  **Main barriers that have to be overcome:**  When asked what the main barriers were that had to be overcome to achieve Biodiversity mainstreaming, respondents replied as follows:  **NGOs**   * Improved Visitor Centre (at the PA) * Better control of tourism activities (monitoring and enforcement) * Funding * Better outreach * Community awareness of conservation issues * Government bureaucracy against private sector * No recognition of volunteer work, need more volunteers * Facilities for volunteer NGOs   **Governmen**t   * Better staff resources at local level * Better control of tourism activities (monitoring and enforcement) * Weak level of awareness among decision-makers * Lack of quantitative measure of the value of biodiversity * Lack of data and lack of data management * Weak enforcement, lack of executive enforcement tools * Poor or inadequate coordination between various levels especially between central and local government * Weak capacity in key ministries * Lack of awareness, understanding and appreciation among general public * Lack of serious commitment to environmental legislation   **PAs**   * Disorganized tourism activities * Low awareness * Low staff capacity * Misleading promotion and advertising * Lack of control on development (by private sector) * Inadequate financial resources * Weak community participation and engagement | The information that has arisen from these questions has created a baseline for the project and it would be very informative to repeat the survey at Mid-Term and at Project Closure. The barriers listed as in the way of Biodiversity mainstreaming, betray the level of understanding of the concept and this is something that the project will be working on. However, many of the “barriers” that were identified have been taken up at the Output and Activities level in the project design. In fact, this section and section 3 above have influenced project design and helped determine Project Activities which, in a participatory manner, will respond to capacity gaps and needs for biodiversity mainstreaming. |

#### Annex 6 UNDP Environmental and Social Screening

*[Refer to separate file for UNDP Environmental and Social Screening checklist]*

#### Annex 7 Agreement between United Nations Development Programme and the Royal Society for the Conservation of Nature

**PROJECT COOPERATION AGREEMENT**

**between**

**THE UNITED NATIONS DEVELOPMENT PROGRAMME**

**and**

**the ROYAL SOCIETY FOR THE CONSERVATION OF NATURE**

Whereas the United Nations Development Programme ("UNDP") and the Royal Society for the Conservation of Nature ("the NGO") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by its donors with certain resources that can be allocated for programmes and projects, and is accountable to its donors and to its Executive Board for the proper management of these funds and can, in accordance with the UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the NGO, its status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has demonstrated the capacity needed for the activities involved, in accordance with the UNDP requirements for management; is apolitical and not profit-making;

Whereas the NGO and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Now, therefore**,** on the basis of mutual trust and in the spirit of friendly cooperation, the NGO and UNDP have entered into the present Agreement.

**Article I. Definitions**

For the purpose of the present Agreement, the following definitions shall apply:

(a) "Parties" shall mean the NGO and UNDP;

(b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;

(c) "The NGO" shall mean the Royal Society for the Conservation of Nature, a non-governmental organization that was established in and incorporated under the laws of the Hashemite Kingdom of Jordan, with the purpose of environmental protection and the conservation of nature;

(d) "The Agreement" or "the present Agreement" shall mean the present Project Cooperation Agreement, the Project Document (Annex), which incorporates the Project Objectives and Activities, Project Work Plan, Project Inputs being provided by UNDP resources, and Project Budget, and all other documents agreed upon between the Parties to be integral parts of the present Agreement;

(e) "Project" shall mean the activities as described in the Project Document;

(f) "Government" shall mean the Government of the Hashemite Kingdom of Jordan;

(g) "UNDP resident representative" shall mean the UNDP official in charge of the UNDP office in the country, or the person acting on his/her behalf;

(h) "Project Director" shall mean the person appointed by the NGO, in consultation with UNDP and with the approval of the Government coordinating authority, who acts as the overall co-ordinator of that component of the Project which is the responsibility of the NGO and assumes the primary responsibility for all aspects of it;

(i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;

(j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the NGO at a later date, as herein agreed upon between the Parties;

(k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment, and from items purchased with funds provided by UNDP or from revenues generated from Project outputs;

(l) "*Force majeure*" shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;

1. “Project Work Plan” shall mean a schedule of activities, with corresponding time frames and responsibilities, that is based upon the Project Document, deemed necessary to achieve Project results, prepared at the time of approval of the Project, and revised annually.

**Article II. Objective and Scope of the Present Agreement**

1. The present Agreement sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project Objectives, as set out in the Project Document (Annex of the present Agreement).

2. The Parties agree to join efforts and to maintain close working relationships, in order to achieve the Objectives of the Project.

**Article III. Duration of Project Agreement**

1. The term of the present Agreement shall commence on 01 May 2013 and terminate on 01 May 2016. The Project shall commence and be completed in accordance with the time frame or schedule set out in the Project Document.

2. Should it become evident to either Party during the implementation of the Project that an extension beyond the expiration date set out in paragraph 1, above, of the present Article, will be necessary to achieve the Objectives of the Project, that Party shall, without delay, inform the other Party, with a view to entering into consultations to agree on a new termination date. Upon agreement on a termination date, the Parties shall conclude an amendment to this effect, in accordance with Article XVII, below.

**Article IV. General Responsibilities of the Parties**

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Agreement, and to undertake the Project in accordance with UNDP policies and procedures as set out in the UNDP Programming Manual, which forms an integral part of the present Agreement.

2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. The Project Director for the relevant component shall be appointed by the NGO, in consultation with UNDP and with the approval of the government coordinating authority.

3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult once every three months or as circumstances arise that may have a bearing on the status of either Party in the country or that may affect the achievement of the Objectives of the Project, with a view to reviewing the Work Plan and Budget of the Project.

4. The Parties shall cooperate with each other in obtaining any licenses and permits required by national laws, where appropriate and necessary for the achievement of the Objectives of the Project. The parties shall also cooperate in the preparation of any reports, statements or disclosures, which are required by national law.

1. The NGO may use the name and emblem of the United Nations or UNDP only in direct connection with the Project, and subject to prior written consent of the UNDP Resident Representative in Jordan.

6. The activities under the present Agreement are in support of the efforts of the Government, and therefore the NGO will communicate with the Government as necessary. The Project Director will be responsible for day-to-day contacts with the relevant national authorities and UNDP on operational matters during the implementation of the Project. The UNDP Resident Representative will act as the principal channel for communicating with the Government coordinating authority regarding the activities under the Project Cooperation Agreement unless otherwise agreed with the Parties and the Government.

7. The UNDP Resident Representative will facilitate access to information, advisory services, technical and professional support available to UNDP and will assist the NGO to access the advisory services of other United Nations organizations, whenever necessary.

8. The Parties shall cooperate in any public relations or publicity exercises, when the UNDP Resident Representative deems these appropriate or useful.

**Article V. Personnel Requirements**

1. The NGO shall be fully responsible for all services performed by its personnel, agents, employees, or contractors (hereinafter referred to as "Personnel").

2. The NGO personnel shall not be considered in any respect as being the employees or agents of UNDP. The NGO shall ensure that all relevant national labour laws are observed.

3. UNDP does not accept any liability for claims arising out of the activities performed under the present Agreement, or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by NGO personnel as a result of their work pertaining to the project. It is understood that adequate medical and life insurance for NGO personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of the NGO.

4. The NGO shall ensure that its personnel meet the highest standards of qualification and technical and professional competence necessary for the achievement of the Objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, handicapped status, or other similar factors. The NGO shall ensure that all personnel are free from any conflicts of interest relative to the Project Activities.

**Article VI. Terms and Obligations of Personnel**

The NGO undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the personnel performing project-related activities under the present Agreement comply with these obligations:

(a) The personnel shall be under the direct charge of the NGO, which functions under the general guidance of UNDP and the Government;

(b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Agreement from any Government other than the Government of the Hashemite Kingdom of Jordanor other authority external to UNDP;

(c) They shall refrain from any conduct that would adversely reflect on the United Nations and shall not engage in any activity which is incompatible with the aims and objectives of the United Nations or the mandate of UNDP;

(d) Subject to the requirements outlined in the document “UNDP public information disclosure policy”, information that is considered confidential shall not be used without the authorisation of UNDP. In any event, such information shall not be used for individual profit. The Project Director may communicate with the media regarding the methods and scientific procedures used by the NGO; however, UNDP clearance is required for the use of the name UNDP in conjunction with Project Activities in accordance with Article IV, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed between the Parties.

**Article VII. Supplies, Vehicles and Procurement**

1. UNDP shall contribute to the Project the resources indicated in the Budget section of the Project Document.

2. Equipment, non-expendable materials, or other property furnished or financed by UNDP shall remain the property of UNDP and shall be returned to UNDP upon completion of the Project or upon termination of the present Agreement, unless otherwise agreed upon between the Parties, and in consultation with the government coordinating authority. During Project implementation and prior to such return, the NGO shall be responsible for the proper custody, maintenance and care of all equipment. The NGO shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.

3. The NGO will place on the supplies, equipment and other materials it furnishes or finances such markings as will be necessary to identify them as being provided by UNDP.

4. In cases of damage, theft or other losses of vehicles and other property made available to the NGO, the NGO shall provide UNDP with a comprehensive report, including police report, where appropriate, and any other evidence giving full details of the events leading to the loss of the property.

5. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, the NGO shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP.

6. UNDP shall make every effort to assist the NGO in clearing all equipment and supplies through customs at places of entry into the country where Project activities are to take place.

7. The NGO shall maintain complete and accurate records of equipment, supplies and other property purchased with UNDP funds and shall take periodic physical inventories. The NGO shall provide UNDP annually with the inventory of such equipment, property and non-expendable materials and supplies, and at such time and in such form as UNDP may request.

**Article VIII. Financial and Operational Arrangements**

1. In accordance with the Project Budget, UNDP has allocated and will make available to the NGO funds up to the maximum amount of *[total amount of Agreement*] to be disbursed following the direct payment approach.

2. The NGO agrees to utilise the funds and any supplies and equipment provided by UNDP in strict accordance with the Project Document. The NGO shall be authorised to make variations not exceeding 10 per cent on any one line item of the Project Budget provided that the total Budget allocated by UNDP is not exceeded. The NGO shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article IV, paragraph 3, above. Any variations exceeding 10 per cent on any one- line item that may be necessary for the proper and successful implementation of the Project shall be subject to prior consultations with and approval by UNDP.

3. The NGO further agrees to return within two weeks any unused supplies made available by UNDP at the termination or end of the present Agreement or the completion of the Project. Any unspent funds shall be returned within two months of the termination of the present Agreement or the completion of the Project.

4. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Work Plan or Project Budget unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the NGO.

**Article IX. Maintenance of Records**

1. The NGO shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by UNDP to ensure that all expenditures are in conformity with the provisions of the Project Work Plan and Project Budgets. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, and receipts pertinent to the transaction. Any Income, as defined in Article I, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The Income shall be reflected in a revised Project Budget and Work Plan and recorded as accrued income to UNDP unless otherwise agreed between the Parties.

2. Upon completion of the Project/or Termination of the Agreement, the NGO shall maintain the records for a period of at least four years unless otherwise agreed upon between the Parties.

**Article X. Reporting Requirements**

1. The NGO shall provide UNDP and the government coordinating authority with periodic reports on the progress, activities, achievements and results of the Project, as agreed between the Parties. As a minimum, the NGO shall prepare an annual progress report.

2. Financial reporting will be quarterly:

(a) The NGO prepares a financial report and submits it to the UNDP Resident Representative no later than 30 days after the end of each quarter, in English*.*

(b) The purpose of the financial report is to request a quarterly advance of funds, to list the disbursements incurred on the Project by budgetary component on a quarterly basis, and to reconcile outstanding advances and foreign exchange loss or gain during the quarter.

(c) The financial report has been designed to reflect the transactions of a project on a cash basis. For this reason, unliquidated obligations or commitments should not be reported to UNDP, i.e., the reports should be prepared on a "cash basis", not on an accrual basis, and thus will include only disbursements made by the NGO and not commitments. However, the NGO shall provide an indication when submitting reports as to the level of unliquidated obligations or commitments, for budgetary purposes;

(d) The financial report contains information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the Project. Unless the Financial Report is received, the UNDP Resident Representative will not act upon requests for advances of funds from UNDP;

(e) Any refund received by an NGO from a supplier should be reflected on the financial report as a reduction of disbursements on the component to which it relates.

3. Within two months of the completion of the Project or of the termination of the present Agreement, the NGO shall submit a final report on the Project activities and include a final financial report on the use of UNDP funds, as well as an inventory of supplies and equipment.

**Article XI. Audit Requirements**

1. The NGO shall submit to the UNDP Resident Representative in Jordan a certified annual financial statement on the status of funds advanced by UNDP. The Project will be audited at least once during its lifetime but may be audited annually, as will be reflected in the annual audit plan prepared by UNDP Headquarters (Division of Audit and Performance Review) in consultation with the Parties to the Project. The audit shall be carried out by the auditors of the NGO or by a qualified audit firm, which will produce an audit report and certify the financial statement.

2. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and record of the NGO, as necessary.

**Article XII. Responsibility for Claims**

1. The NGO shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the NGO or its employees or persons hired for the management of the present Agreement and the Project.

2. The NGO shall be responsible for, and deal with all claims brought against it by its Personnel, employees, agents or subcontractors.

**Article XIII. Suspension and Early Termination**

1. The Parties hereto recognise that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP may find it necessary to terminate the Project, or to modify the arrangements for the management of a Project, should circumstances arise that jeopardise successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.

2. UNDP shall consult with the NGO if any circumstances arise that, in the judgement of UNDP, interfere or threaten to interfere with the successful completion of the Project or the accomplishment of its purposes. The NGO shall promptly inform UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the NGO, where such circumstances are attributable to it or within its responsibility or control. The Parties shall also cooperate in assessing the consequences of possible termination of the Project on the beneficiaries of the Project.

3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to the NGO, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. UNDP may indicate to the NGO the conditions under which it is prepared to authorise management of the Project to resume.

4. If the cause of suspension is not rectified or eliminated within 14 days after UNDP has given notice of suspension to the NGO, UNDP may, by written notice at any time thereafter during the continuation of such cause: (a) terminate the Project; or (b) terminate the management of the Project by the NGO, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from UNDP.

5. Subject to paragraph 4 (b), above, of the present Article, the NGO may terminate the present Agreement in cases where a condition has arisen that impedes the NGO from successfully fulfilling its responsibilities under the present Agreement, by providing UNDP with written notice of its intention to terminate the present Agreement at least 30 days prior to the effective date of termination if the Project has a duration of up to six months and at least 60 days prior to the effective date of termination if the Project has a duration of six months or more.

1. The NGO may terminate the present Agreement only under point 5, above, of the present Article, after consultations have been held between the NGO and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.

7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimise losses and further expenditures. The NGO shall undertake no forward commitments and shall return to UNDP, within 30 days, all unspent funds, supplies and other property provided by UNDP unless UNDP has agreed otherwise in writing.

8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the NGO only for the costs incurred to manage the project in conformity with the express terms of the present Agreement. Reimbursements to the NGO under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.

9. In the event of transfer of the responsibilities of the NGO for the management of a Project to another institution, the NGO shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

**Article XIV. *Force Majeure***

1. In the event of and as soon as possible after the occurrence of any cause constituting *force majeure,* as defined in Article I, paragraph 1, above, the Party affected by the *force majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the present Agreement. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article XIII, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least seven days written notice of such termination.

2. In the event that the present Agreement is terminated owing to causes constituting *force majeure*, the provisions of Article XIII, paragraphs 8 and 9, above, shall apply.

**Article XV. Arbitration**

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

**Article XVI. Privileges and Immunities**

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and UNDP.

**Article XVII. Amendments**

The present Agreement or its Annexe may be modified or amended only by written agreement between the Parties.

**IN WITNESS WHEREOF,** the undersigned, being duly authorised thereto, have on behalf of the Parties hereto signed the present Agreement at the place and on the day below written.

For the NGO: For UNDP:

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: Mr. Yehya Khalid Name: Ms. Costanza Farina

Title: Director General RSCN Title: UNDP Resident Representative

Place: Amman, Jordan Place: Amman, Jordan

Date: April 2013 Date: April 2013

**Annex 8**

**STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES**

**Mainstreaming Biodiversity Conservation in Tourism Sector Development in Jordan**

**Project number 00086109**

Excellency,

1. Reference is made to consultations between officials of the Government of *Jordan* (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

(a) Identification and/orrecruitment of project and programme personnel;

(b) Identification and facilitation of training activities;

1. Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project,

the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Authorities of the Government of Jordan and the United Nations Development Programme (UNDP), signed by the Parties on 1976 (the "SBAA") including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signed on behalf of UNDP

*Zena Ali-Ahmad*

*Country Director*

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

For the Government

*H.E. Dr. Ibrahim Saif*

*Minister of Planning and International Cooperation*

*Ministry of Planning and International Cooperation*

[Date]

Attachment

# DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of Planning and International Cooperation, the institution designated by the Government of Jordan and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project **Mainstreaming Biodiversity Conservation in Tourism Sector Development in Jordan**, project number **00086109**.

2. In accordance with the provisions of the letter of agreement signed and the programme support document (*project* *document*), the UNDP country office shall provide support services for the Programme as described below.

3. Support services to be provided:

|  |  |  |  |
| --- | --- | --- | --- |
| Support services  (insert description) | Schedule for the provision of the support services | Cost to UNDP of providing such support services (where appropriate) | Amount and method of reimbursement of UNDP (where appropriate) |
| 1. Identification and/or recruitment of project personnel  \* Project Manager  \* Project Assistant | July – Oct. 2009  October- December 2010  December 2009- February 2010 | As per the UPL- US$ 128.77 | UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP) |
| 2. Procurement of goods:  \* Data show  \* PCs  \* Printers | Nov. 2009 – April 2010 | As per the UPL- US$ 333.79 for each purchasing process | As above |
| 3. Procurement of Services  Contractual services for companies | Ongoing throughout implementation when applicable | As per the UPL- US$ 333.79 each hiring process | As above |
| 4. Payment Process | Ongoing throughout implementation when applicable | As per the UPL- US$ 23.59 for each | As above |
| 5.Staff HR & Benefits Administration & Management | Ongoing throughout implementation when applicable | As per the UPL- US$ 128.77 for each | As above |
| 6. Recurrent personnel management services: Staff Payroll & Banking  Administration & Management | Ongoing throughout implementation when applicable | As per the UPL- US$ 288.75 for each | As above |
| 8. Ticket request (booking, purchase) | Ongoing throughout implementation when applicable | As per the UPL- US$ 23.86 for each | As above |
| 10. F10 settlement | Ongoing throughout implementation when applicable | As per the UPL- US$ 19.94 for each | As above |

4. Description of functions and responsibilities of the parties involved:

UNDP will conduct the full process while the role of the Implementing Partner (IP) will be as

Follows:

* The Implementing Partner will send a timetable for services requested annually/ updated quarterly
* The Implementing Partner will send the request to UNDP for the services enclosing the specifications or Terms of Reference required
* For the hiring staff process: the IP representatives will be on the interview panel,
* For Hiring CV: the IP representatives will be on the interview panel, or participate in CV review in case an interview is not scheduled

1. For UNDP supported GEF funded projects as this includes GEF-specific requirements [↑](#footnote-ref-1)
2. Shoubak is one such area where the project will complement the work of the GEF/World Bank Project on Integrated Ecosystem Management in the Jordan Rift Valleywhich is due to finish as this project gets underway. [↑](#footnote-ref-2)
3. Strictly speaking, Wadi Rum PA is not within ASEZ but it is under ASEZA responsibility and in this document this is understood wherever it is mentioned [↑](#footnote-ref-3)
4. The USAID/Jordan Tourism Development Project II is a $31.5 million, five-year project (2008-2013) that is working to improve Jordan’s competitiveness as an international tourism destination. The project works in partnership with the Ministry of Tourism & Antiquities on such initiatives as developing a new national hotel classification system, improving tourism research and destination marketing, enhancing ecotourism, developing better handicrafts and upgrading vocational training in tourism. [↑](#footnote-ref-4)
5. It needs to be noted that while MoMA has responsibility for developing land-use plans, and is therefore in a strong position to pre-empt impacts of tourism on biodiversity, it is the Governorates, Districts and Municipalities that give effect to the plans and enforce their provisions. [↑](#footnote-ref-5)
6. Special conservation areas are geographically defined sites characterised by unique natural and cultural heritage. Generally smaller than nature reserves, SCAs have more specific ecological roles and aim to integrate local development with sustainable management of natural resources [↑](#footnote-ref-6)
7. Strategic Master Plan for Petra Region. ATC Consultants. June 2011 [↑](#footnote-ref-7)
8. During the most recent master-planning exercise (August 2010-July 2011) neither the PAP boundary nor the buffer zone could be designated precisely (or even vaguely) by UNESCO or any of the other stakeholders. [↑](#footnote-ref-8)
9. The Agricultural Extension Project associated with the Wadi Musa Wastewater Re-Use Project at the northern end of PAP experienced a four year delay due to debates associated with boundaries and permitting (Addison 2011; Addison 2005). [↑](#footnote-ref-9)
10. Department of Statistics, 2009 [↑](#footnote-ref-10)
11. In fact, PDTRA territory overlaps the proposed Shoubak Protected Area and buffer zone in some places [↑](#footnote-ref-11)
12. The vulnerability of Jordan’s tourism market to international perceptions of regional conflict is problematic. It is estimated that Jordan has lost a billion dollars in tourism revenues since the beginning of the Arab Spring (Keilani 2012). This factor and the seasonal fluctuation of tourism annually suggest the importance of developing diversified income streams in tourism areas, as well as developing types of tourism that do not require the maintenance of expensive infrastructure during off seasons/ years. [↑](#footnote-ref-12)
13. Source: Petra National Trust 2011 [↑](#footnote-ref-13)
14. Hotel classification in Jordan was launched in 2012 and hotels are still going through the process - see <http://www.ameinfo.com/222906.html> Current criteria for classification do not include consideration of biodiversity. [↑](#footnote-ref-14)
15. There are still approximately 150 fully nomadic tent groups -- usually extended families -- in the Petra Region, and many times that number of seasonal nomadic pastoralists (DoS 2011). [↑](#footnote-ref-15)
16. Animal remains -- skins, guts, bones -- are often simply left behind. Though the guts are eventually consumed, the rest remain gorily recognizable for months and even years. [↑](#footnote-ref-16)
17. Ammarin Camp -- the one licensed camp within PAP -- was built illegally and permitted after the fact. It belongs to the Baidha Tourism Association. [↑](#footnote-ref-17)
18. <http://www.birdlife.org/datazone/sitefactsheet.php?id=8201> [↑](#footnote-ref-18)
19. Dibeen, Wadi Rum and Shoubak PAs cover 82,769ha. Through its land-use planning activities, the project’s reach will be extended to the Greater Wadi Rum Landscape (59,000ha), the Jerash Governorate (40,980ha), the Shoubak proposed buffer zone (3,000 ha) and the entire 79,641ha of land administered by the PDTRA. The total area that the project will be addressing outside PAs is 181,772 ha. [↑](#footnote-ref-19)
20. References to the PCU mean the NPC for central, upstream activities, and the respective LPO if the activities are carried out at the local level. [↑](#footnote-ref-20)
21. See for example, *Plant Biodiversity of the Surrounding Area of Wadi Musa Wastewater Plant*, by Sawsan A. Oran, in Dirasat Online, Pure Sciences , 2005 , 32 , 2, 226 - 246 [↑](#footnote-ref-21)
22. For example, in the Petra region which is the prime focus for tourism in Jordan, only 6% of the population is employed in the tourism industry. [↑](#footnote-ref-22)
23. The International Ecotourism Society (TIES) defines ecotourism as “*responsible travel to natural areas that conserves the environment and improves the well-being of local people*.” Nature-based tourism may be defined as “*Tourism that relies primarily on the natural environment for its attractions or settings”*  from *Building Biodiversity Business*, Shell/IUCN, 2008. [↑](#footnote-ref-23)
24. Objective (Atlas Output) monitored quarterly ERBM and annually in APR/PIR [↑](#footnote-ref-24)
25. All outcomes (Atlas Activity) monitored annually in the APR/PIR [↑](#footnote-ref-25)
26. See Annex 4. [↑](#footnote-ref-26)
27. The above targets for the land area where tourism practices will be controlled are only indicative at this stage. By the end of year 1, once detailed biodiversity inventories are collected and ecologically sensitive areas are mapped against tourism impact information, a clearer picture will emerge of the areas in the three localities where conflicts are present and practices need to be modified. The targets will therefore be modified once this information is available. [↑](#footnote-ref-27)
28. Baseline populations figures will be provided once the biodiversity inventories are completed in the three localities by year 2 of the project. [↑](#footnote-ref-28)
29. *Summary table should include all financing of all kinds: GEF financing, cofinancing, cash, in-kind, etc...*  [↑](#footnote-ref-29)
30. See UNDP Bureau of Management (2003) Country Office Support For Effective Project Management: Working Paper #3- National Project Directors Manual [↑](#footnote-ref-30)
31. UNDP will serve as budget holder under the National Execution modality. [↑](#footnote-ref-31)
32. Land Use Management Institutions include all institutions that are involved in the regulation, planning and enforcement of land use in the context of conserving biodiversity across the landscape. [↑](#footnote-ref-32)