



UNDP Project Document

UNDP-GEF Medium-Size Project (MSP)

Government of Jordan

United Nations Development Programme

PIMS no. 3070
Project Number: 00062933

Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan

Brief description

The project aims at developing the policy and legal frameworks in Jordan to strengthen compliance with Global Environment conventions. The project objective is to develop policy-relevant capacities for the implementation of the global environmental conventions, by enhancing connectivity between the research and policy making for global environmental management. To achieve this, the project will target key research and education institutions and develop necessary knowledge base by building on existing in-house capacities and will build upon existing policies and legal frameworks to ensure that the current national efforts for reforming and implementing these frameworks are enabled and strengthened to catalyze the required reforms. The project is adopting an approach for mainstreaming and capitalizing upon existing national initiatives already engaged in the application of policies and laws through applied research, which will therefore ensure that the continuity of any enforcement measures of policies and laws will be based on nationally tested and demonstrated systems and approaches.

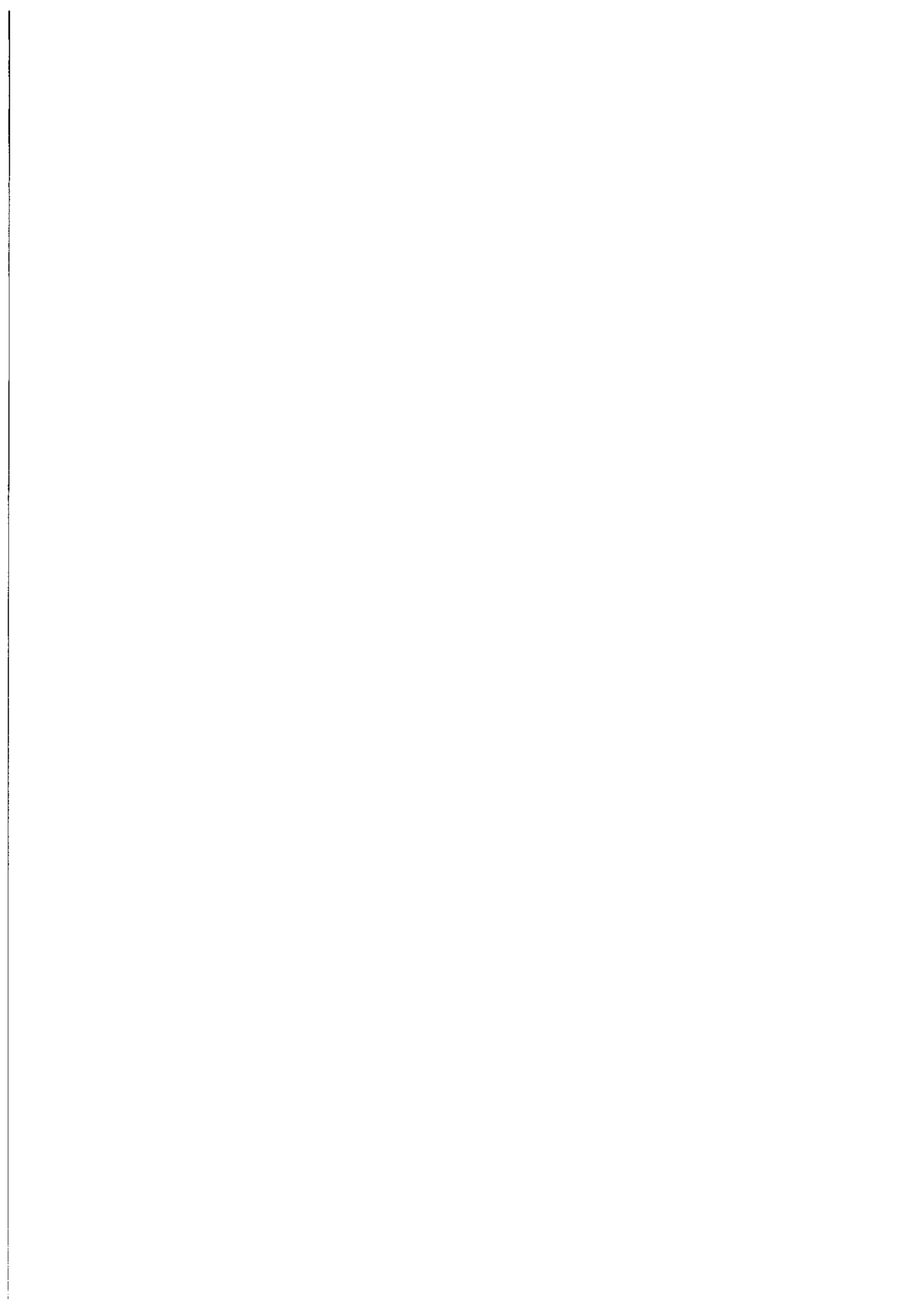


Table of Contents

SECTION I: ELABORATION OF THE NARRATIVE.....	55
SECTION II : STRATEGIC RESULTS FRAMEWORK.....	1040
SECTION III : TOTAL BUDGET AND WORKPLAN.....	1646
ANNEX 1. TERMS OF REFERENCE FOR NATIONAL PROJECT COORDINATOR	
ANNEX2.TERMS OF REFERENCE FOR NATIONAL PROJECT ASSISSTANT.....	19
SECTION VI: ADDITIONAL INFORMATION.....	20

Acronyms

AHDR	Arab Human Development Report
CB2	Cross-Cutting Capacity Building
CDM	Clean Development Mechanism
EU	European Union
FP	Focal Point
GE	Global Environment
GEF	Global Environment Facility
GoJ	Government of Jordan
HCST	Higher Council for Science and Technology
INC	Initial National Communication
IT	Information Technology
JCIAR	Jordan Centre for Innovation and Applied Research
JCPP	Jordan Cleaner Production Programme
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoEnv	Ministry of Environment
MoEMR	Ministry of Energy and Mineral Resources
MoHESR	Ministry of Higher Education and Scientific Research
MoPIC	Ministry of Planning and International Cooperation
MoWI	Ministry of Water and Irrigation
NAPCD	National Action Plan to Combat Desertification
NBSAP	National Biodiversity Strategy and Action Plan
NCARTT	National Centre for Agricultural Research and Technology Transfer
NCSA	National Capacity Self-Assessment
NEAP	National Environmental Action Plan
NEIS	National Environmental Information Strategy
NES	National Environment Strategy
NEX	National Execution
NGOs	Non-Governmental Organizations
NPC	National Project Coordinator
PAC	Project Advisory Committee
PB	Project Board
PDFA	Project Development Facility Block A
PIR	Project Implementation Review
PPD	Policy and Planning Department
SNC	Second National Communication
ToRs	Terms of Reference
TPR	Tripartite Review
UNCBD	UN Convention for Biodiversity
UNCCD	UN Convention to Combat Desertification
UNDP/CO	United Nations Development Programme - Country office
UNFCCC	UN Framework Convention on Climate Change

SECTION I: Elaboration of the Narrative

PART I: Situation Analysis

1. This project idea has been generated as a result of highly consultative process of NCSA. Developing the capacities for targeted and policy oriented research in the thematic areas of global environmental management has been identified as a key priority by NCSA, and many other assessments and studies. Support to research is an apparent national priority in the context of sustainable development. Therefore, by being rooted into the national priority agenda and current reform processes the project will ensure sustainability of its results. Critical element of the project strategy is to link up with the key programmes and processes currently underway that will help to anchor and uptake main deliverables of the project. The project will work closely with the related EU supported programmes, the anticipated NEAP process, etc. The project will work directly with the Ministry of Environment and other national institutions.

PART II : Strategy

2. The project will target key research and education institutions and develop necessary knowledge base by building on existing in-house capacities. This MSP will build upon existing policies and legal frameworks to ensure that the current national efforts for reforming and implementing these frameworks are enabled and strengthened to catalyze the required reforms. The project does not have any ambitious plans to develop new policies but rather refining the existing framework. The project is adopting an approach for mainstreaming and capitalizing upon existing national initiatives already engaged in the application of policies and laws through applied research, which will therefore ensure that the continuity of any enforcement measures of policies and laws will be based on nationally tested and demonstrated systems and approaches. The project will also build on the strong national financial commitments closely related to this project such as the plan for tripling research budget in Jordan by 2017, as per the National Agenda, and the plan to direct 1% of taxes of the private sector towards applied research. The project is also addressing a large sample of the Jordanian society, around 15% of Jordanians are involved in research and education system, the trickling effect of the capacity building plan and awareness activity conducted through the project will therefore be able to cover a large proportion of the Jordanian society and influence the next generation of policy makers.

PART III : Management Arrangements

3. The project will follow the modality of National execution and the Executing Agency will be the Ministry of Environment (MoEnv). MoEnv has the necessary experience, is adequately staffed, and has sound financial status; the partnership with the research institutions was justified because of the technical nature of the project. MoEnv has experience working with donors and has the necessary experience to work with the Research Institute in Jordan. The Ministry of Planning and International Cooperation in its role as Government Coordinating Authority will be responsible for the supervision of the Executing Agency's performance, assessment of progress, technical quality and achievement of objectives. While the day to day responsibility for the project lies with the executing agency, the Government Coordinating Authority retains ultimate responsibility on behalf of the Government.

4. 4.The MoEnv will be responsible for the planning and overall management of project activities including reporting, accounting and monitoring of the project, recruitment, procurement and services solicitation, supervision of the implementing partner and for the management of project resources. It will be accountable to the government coordinating authority (i.e. Ministry of Planning and International

Cooperation) and to UNDP for the production of outputs, the achievement of project objectives and the use of project resources. It will facilitate dialogue and networking between the partners and utilize relevant expertise to support the project.

5. The recruitment for human resources will take place in the first month of project implementation. The project team will consist of the following:

- Project Manager.
- Project Assistant

6. A Project Board (PB) will be established to oversee the implementation of the project. It is the group responsible for making on a consensus basis management decisions for the project when guidance is required by the Project Manager. The Project Board will consist of representatives from the Ministry of Planning and International Cooperation, MoEnv, and UNDP. The Project Board should meet once every four months or as necessary when raised by the Project Manager. The Project board is consulted by the Project manager for decision when Project Manager tolerances have been exceeded.

A Project Advisory Committee (PAC) will be established to oversee the implementation of the project, and will comprise the National Project Manager, MoEnv, UNDP, MoPIC, and the project's stakeholders. The Project Advisory Committee members should meet once every four months or as per needs of the project.

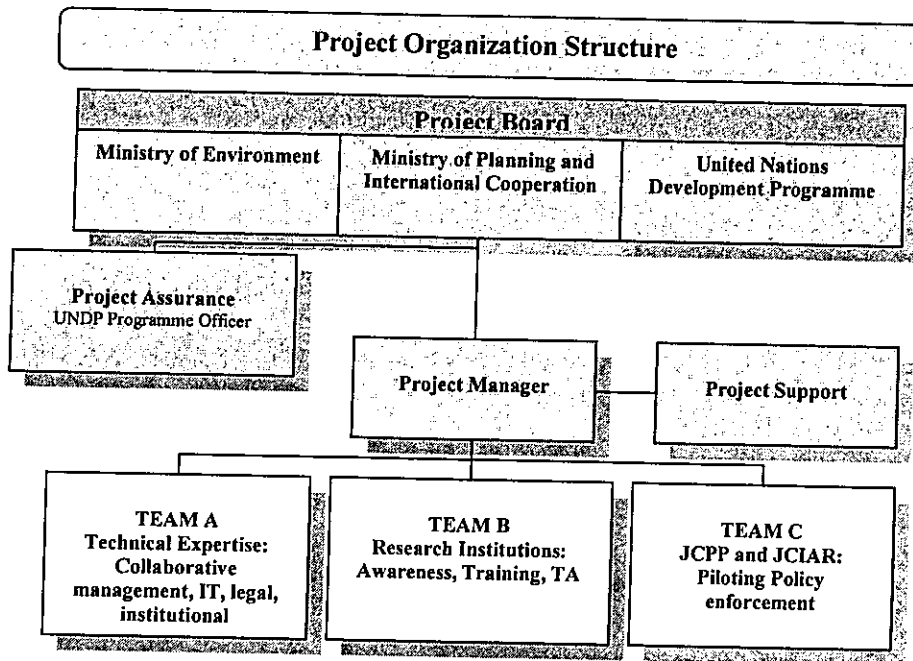
7. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed, the respective UNDP Programme Officer holds the Project Assurance role for the UNDP Board member.

8. The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project Manager is responsible for day-to-day management and decision-making for the project. His/her prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost (*Annex 1*). The project manager will be supported by a project assistant (*for full TOR, please see Annex 2*).

MoEnv will provide the following areas of support to the project:

- Funding for the project (US \$ 25,000) in order to support the successful implementation.
- Exposure for the project-supporting event, advocating for the projects, and creating linkages with partners, donors, and other initiatives.
- Promoting and facilitating linkages with relevant governmental and non-governmental initiatives.
- Facilitating partnerships, coordinating roles, and mobilizing resources.

9. The above project management structure can be illustrated as follows:



10. The project will be implemented over 24 months with a total budget of US \$ (600,000) UNDP will provide \$ US 100,000 from its own TRAC resources, Government of Jordan will provide US \$ 25,000 and GEF will provide US \$ 475,000.

UNDP will assist in its ability to build partnerships, especially with the GEF, coordinate between the various parties involved, obtain knowledge from global sources and experiences, and assist with fund raising efforts. UNDP will be the budget holder under the National Execution modality and will provide training to the Project Staff if needed on the execution modality. UNDP will charge 5% on the management of the government cost share contribution (*annex 3*). The project will follow the advance modality and a separate bank account should be opened for the project before commencing its activities.

11. In order to accord proper acknowledgement to GEF for providing funding, a GEF should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should be more prominent - and separated from the GEF logo if possible, as UN visibility is important for security purposes.

PART IV: Monitoring and Evaluation Plan and Budget

12. The Project strategy and objectives, intended outcomes and outputs, implementation structure, work plans and emerging issues will be regularly reviewed and evaluated annually by the Project Board. Periodic Status Reports will be prepared at the request of the Board for presentation at key meetings associated with the Project.

13. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table that should be prepared by the project manager. An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- End of the project terminal review.
- Financial audit according to UNDP/GEF rules and regulations.

PART V: Legal Context

14. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Jordan and the United Nations Development Programme, when signed by the parties. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

15. The UNDP Resident Representative in Jordan is authorized to effect in writing the following types of revision to this Project Document, provided that he has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;

- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II : STRATEGIC RESULTS FRAMEWORK

PART I : Logical Framework Analysis

16. Despite current efforts to strengthen national capacity for environmental management in Jordan at systemic, institutional and individual levels, the research sector continues to be short of creating the potential impact it is expected to make. The proposal has indicated the root causes and capacity constraints preventing the active and sustainable involvement of the research sector in environmental management in general, and GE-related policy development and implementation in particular.

17. The proposal has also indicated that systemic, institutional and individual capacities for ensuring a greater role for research in policy development and implementation already exist, or are currently being addressed. It is only the catalytic support for building up a strategic and comprehensive intervention at the level of this sector that remains to be achieved, to reach a constructive and results-oriented role of the research sector in the development and implementation of policies related to the GE.

18. The proposed project addresses the objectives of the three GEF focal areas (biodiversity, climate change, and sustainable land management), and specifically fits under the strategic priority related to cross-cutting capacity building (CB-2). The project is specifically in line with the CB-2 programming framework related to: 'Strengthening policy, legislative and regulative frameworks, including enforcement'; whereby the CB-2 projects would seek to maximize synergies among the policies, rules and decision-making procedures governing the management of biodiversity, climate change and land degradation, among other environmental issues. The project is cross-cutting in addressing the common requirements of the conventions on Research to support, promote and encourage technical research capacities and capabilities (UNFCCC article 5, article 6; UNCCD article 17; and CBD article 12). Moreover, all the conventions stipulate, in various articles and provisions, the need for integrating the principles and concepts of the conventions in the national policy making process.

Table 1: Objectively Verifiable Impact Indicators

Objectively verifiable indicators					
Project Strategy	Indicator	Baseline value	Target value and date	Sources of verification	Assumptions
<p>Long-term goal: Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions</p> <p>Project objective: Develop policy-relevant capacities for the implementation of the global environmental conventions by enhancing connectivity between the research and policy making for global environmental management</p>	<ul style="list-style-type: none"> Research institutions are involved in the development of the Action Plans for the implementation of the global environmental conventions 	<ul style="list-style-type: none"> The Action Plans of the National Agenda are being developed without referring to research institutions 	<ul style="list-style-type: none"> Research institutions are closely involved in the development of at least 3 Action Plans 	<ul style="list-style-type: none"> Project Mid-term and final evaluation National Reports of MoPIC on the progress of the National Agenda National Rio Conventions Reports 	<ul style="list-style-type: none"> The government of Jordan and UNDP-GEF continue to support the capacity development orientation of this project and the key features of capacity development for the environment (i.e. participatory, flexible, iterative, integrative, multifaceted and process-oriented) The government continues to fulfil its international commitments (including as the multi-lateral environmental agreements) MoEnv continues to support the participation and involvement of all concerned stakeholders, especially research, in national and GE-related policy. The national commitments to support research are respected
	<ul style="list-style-type: none"> The Action Plans for the implementation of the National Agenda cover GE issues at the level of at least 3 sectoral Ministries 	<ul style="list-style-type: none"> Gaps in GE issues were identified in the sectoral strategies of 4 lines Ministries: Agriculture, Poverty, Energy and Water 	<ul style="list-style-type: none"> The Action Plans of at least 3 line Ministries cover GE issues by Y2 	<ul style="list-style-type: none"> Reports of the 3 line Ministries in which research institutions were involved 	
	<ul style="list-style-type: none"> The Environment Law of Jordan complies with GE conventions 	<ul style="list-style-type: none"> The environment law has not fully transposed global environmental obligations under the conventions. 	<ul style="list-style-type: none"> Modifications to the Law has been made by end of the project 	<ul style="list-style-type: none"> Case study of JCIAR initiative Relevant instructions 	

Objectively verifiable indicators					
Project Strategy	Indicator	Baseline value	Target value and date	Sources of verification	Assumptions
		<ul style="list-style-type: none"> ▪ Clean production audits are conducted but not legally enforced 	<ul style="list-style-type: none"> ▪ By-laws for CP are legally approved by end of the project 	<ul style="list-style-type: none"> ▪ Case study of the JCPP initiative ▪ Relevant by-law 	
	<ul style="list-style-type: none"> ▪ Capacity development monitoring scorecard rating 	<ul style="list-style-type: none"> ▪ Ratings to be completed at project inception phase 	<ul style="list-style-type: none"> ▪ Targets to be completed at project inception phase 	<ul style="list-style-type: none"> ▪ 	

Project Strategy	Indicator	Baseline value	Target value and date	Sources of verification	Assumptions
<p>Outcome 1. Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established</p>	<ul style="list-style-type: none"> MoEnv's Policy and Planning Unit and Enforcement Unit have revised their mandates to reflect GE issues 	<ul style="list-style-type: none"> PPU and Enforcement Unit mandates don't reflect GE issues 	<ul style="list-style-type: none"> PPU and Enforcement Unit mandates reflect GE issues by Y2 	<ul style="list-style-type: none"> Mandate of relevant institutions MoEnv's Manual of Procedures 	<ul style="list-style-type: none"> MoEnv staff and line ministry staff are receptive to the collaborative work with research institutions The MoEnv supports the institutional reform proposed by the project and by the EU project The universities agree to use policy-based research as a criteria for promotion
	<ul style="list-style-type: none"> Acceptance of ministries staff to collaborate with research has increased compared to the baseline 	<ul style="list-style-type: none"> No thematic groups including research institutions are operational in 2006 	<ul style="list-style-type: none"> At least 2 thematic groups are officially established and operating by Y2 	<ul style="list-style-type: none"> Structure and responsibilities of thematic groups Minutes of meetings of thematic groups 	
	<ul style="list-style-type: none"> Formal mechanisms for cooperation between research and policy makers are established 	<ul style="list-style-type: none"> 1 MoU exists between MoEnv and JCPP 	<ul style="list-style-type: none"> 3 new collaboration frameworks exist between Ministries and research centres 	<ul style="list-style-type: none"> Collaboration frameworks details Detailed work plans for implementing collaboration frameworks 	
<p>Output 1.1. Institutional mechanisms introduced to streamline the roles and responsibilities of MoEnv and other concerned line Ministries under the global environment conventions.</p> <p>Output 1.2. Institutional mechanisms for coordination between policy and research institutions are established through formal and non-formal systems.</p> <p>Output 1.3. A virtual platform for information collection, processing, analysis and dissemination is established through web-based tools and e-networks</p>	<ul style="list-style-type: none"> Access to information is fully satisfactory to all involved stakeholders as compared to baseline of 2006 	<ul style="list-style-type: none"> 40% of stakeholders are fully satisfied in 2006 	<ul style="list-style-type: none"> 80% of stakeholders (double the baseline value) are satisfied by end of project 	<ul style="list-style-type: none"> Survey ate the level of stakeholders is repeated regularly 	

<p>Outcome 2. Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research</p>	<p>▪ The national research priorities, including GE issues, are established on yearly basis</p> <p>▪ All research institutions have responded to GE research priorities</p>	<p>▪ A strategic analysis was conducted in 2005 but did not include research priorities</p> <p>▪ GE issues are addressed by research institutions but not based on strategic priorities</p>	<p>▪ Yearly planning of the research priorities for GE issues is achieved</p> <p>▪ All research institutions have adopted the strategic priorities for GE issues</p>	<p>▪ Minutes of meeting of yearly planning exercise</p> <p>▪ Survey of adherence to GE priorities</p>	<p>▪ Environmental research continues to be a priority for the universities and research institutions involved</p> <p>▪ MoEnv continues to support the involvement of research institutions in policy making</p> <p>▪ The government (and particularly MoEnv and MoPIC) pursues its policies and budget support to environmental management and research</p> <p>▪ JCIAR is legal mandates are approved by parliament as planned</p> <p>▪ JCPP continues to have the support of MoEnv and of the private sector</p>
	<p>▪ At least 2 policy options are provided by research institutions for the priority policy development needs identified by MoEnv's strategic plan 2006 by end of project</p>	<p>▪ Policy needs identified by MoEnv in 2006 include: trade and environment, environmental valuation, EIS and standards for air, water, solid wastes and chemicals.</p>	<p>▪ At least 2 policy options developed for the MoEnv's policy needs by research institutions by end of the project</p>	<p>▪ Reports of the project</p> <p>▪ Reports of the research institutions responding to priority policy needs</p>	

Output 2.1. Guidance and procedures are developed and adopted to promote policy-oriented research

Output 2.2. Systemic procedures and commitments are defined to mainstream global environmental themes into the research programmes of the key research institutions.

Output 2.3. Targeted policy reforms related to GE issues are undertaken through policy-oriented research at JCPP and JCIAR

<p>Outcome 3: The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed</p>	<ul style="list-style-type: none"> number of research in GE issues has significantly increased in research institutions 	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> The number of research related to GE issues has increased by 50% by end of project 	<ul style="list-style-type: none"> Project survey of universities and research institutions 	<ul style="list-style-type: none"> Ministries, Agencies and other research institutions which administer science budget for environmental research are willing to cooperate and to develop an environmental research programme
	<ul style="list-style-type: none"> Number of student oriented thesis towards GE issues has significantly increased 	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> The number of students related to GE issues has increased by 50% by end of project 	<ul style="list-style-type: none"> Project survey of universities and research institutions 	
	<ul style="list-style-type: none"> Increase in number of articles in national newspapers highlighting GE issues 	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> At least 10 articles/year at end of project 	<ul style="list-style-type: none"> Reports of the project Copies of articles 	
<p>Output 3.1. Capacity of research institutions to develop and promote applied research for GE issues is strengthened Output 3.2. Targeted awareness campaigns on GE issues designed and carried out at the level of all concerned stakeholders</p>					

SECTION III: Total Budget and Workplan

Award ID:	TBD
Award Title:	PIMS 3701 MFA/CB2 MSP: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
Business Unit:	JOR10
Project Title:	PIMS 3701 MFA/CB2 MSP: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
Implementing Partner (Executing Agency)	Ministry of Environment

GEF Outcome/Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)		
OUTCOME 1: Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	MOENV	62000	GEF	71300	Local Consultants	10,000	35,000	20,000	65,000		
		62000	GEF	73100	Rental and maintenance - premises	500	1,500	1,000	3,000		
		62000	GEF	72500	Supplies	100	250	150	500		
		62000	GEF	74200	Printing/ Publication Cost	0	4,500	5,000	9,500		
		62000	GEF	73300	Rental of Hardware	200	500	300	1,000		
		62000	GEF	72100	Contractual Services-Companies	0	5,000	1,000	6,000		
						Sub-total GEF	10,800	46,750	27,450	85,000	
				30071	GOJ	72100	Contractual services	0	14,000	0	14,000
				30071	GOJ	74200	Printing/ Publication Cost	0	9,500	0	9,500
				30071	GOJ	74500	Miscellaneous	0	750	0	750
		30071	GOJ	75100	F&A	0	750	0	750		
					Sub-total GOJ	0	25,000	0	25,000		
					Total Outcome 1	10,800	71,750	27,450	110,000		
OUTCOME 2: Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research	MOENV	62000	GEF	71300	Local Consultants	15,000	80,000	35,000	130,000		
		62000	GEF	74200	Printing/ Publication Cost	0	5,000	5,000	10,000		
						Sub-total GEF	15,000	85,000	40,000	140,000	
		12	UNDP	71300	Local Consultants	8,000	30,000	15,000	53,000		
		12	UNDP	73100	Rental and maintenance - premises	500	1,500	1,000	3,000		
		12	UNDP	72500	Supplies	100	250	150	500		
		12	UNDP	73300	Rental of Hardware	200	500	300	1,000		

GEF Outcome/Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	
OUTCOME 3: The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	MOENV	12	UNDP	72100	Contractual Services-Companies	0	10,000	0	10,000	
		12	UNDP	74200	Printing/ Publication Cost	2,000	3,000	5,000	10,000	
		12	UNDP	74500	Miscellaneous	500	1,000	1,000	2,500	
						Sub-total UNDP	11,300	46,250	22,450	80,000
						Total Outcome 2	26,300	131,250	62,450	220,000
						International Consultants	0	10,000	25,000	35,000
						Local Consultants	5,000	25,000	10,000	40,000
						Travel	0	10,000	0	10,000
						Printing/ Publication Cost	0	3,000	7,000	10,000
						Rental and maintenance - premises	500	1,500	1,000	3,000
OUTCOME 4: Monitoring, Learning, Adaptive Feedback, and Evaluation Project management unit	MOENV	62000	GEF	72500	Supplies	100	250	150	500	
		62000	GEF	73300	Rental of Hardware	200	500	300	1,000	
		62000	GEF	72100	Contractual services - companies	0	5,500	0	5,500	
						sub-total GEF	5,800	55,750	43,450	105,000
						Total Outcome 3	5,800	55,750	43,450	105,000
		12	UNDP	74100	Professional Services	1,000	1,000	1,000	3,000	
						sub-total UNDP	1,000	1,000	1,000	3,000
						Total Outcome 4	1,000	1,000	1,000	3,000
		62000	GEF	71400	Contractual services / individuals	47,500	48,250	49,250	145,000	
						sub-total GEF	47,500	48,250	49,250	145,000
PROJECT TOTAL		12	UNDP	72800	Information Technology Equipment	10,000	0	0	10,000	
		12	UNDP	73300	Rental & Maint of Info Tech Eq	0	1,000	1,000	2,000	
		12	UNDP	72500	Supplies	1,000	1,000	500	2,500	
		12	UNDP	74500	Miscellaneous	1,000	1,000	500	2,500	
						Sub-total UNDP	12,000	3,000	2,000	17,000
						Total Management	59,500	51,250	51,250	162,000
					103,400	311,000	185,600	600,000		

Summary of Funds:

Donor	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
GEF	79,100	235,750	160,150	475,000
GOJ (MOENV)	0	25,000	0	25,000
UNDP	24,300	50,250	25,450	100,000
Ministry of Environment / In-kind	15,000	20000	15000	50,000
EU Project / In-Kind	50,000	75000	25000	150,000
JCIAR / In-Kind	25,000	50000	50000	125,000
JCPP / In-Kind	0	25000	25000	50,000
TOTAL	193,400	481,000	300,600	975,000

Annex 1. Terms of Reference for National Project Coordinator

Duties and Responsibilities

The primary responsibility of the Project Director is to ensure the Project objectives, outputs and activities are achieved on time and to the satisfaction of UNDP. The Project Coordinator will ensure effective and timely implementation of the project, provide administrative and technical assistance required, and project activities. The National Coordinator will have the following duties:

1. Prepare a detailed work plan, monitoring plan and budget;
2. Assist in organizing meetings for project steering committee;
3. Prepare regular progress and financial reports for submission to Project Board and Project Advisory Committee (PAC) and UNDP CO;
4. Coordinate and oversee the preparation of the outputs of the project;
5. Ensure effective communication and adequate information flow with the relevant authorities, institutions and government agencies in close collaboration with the PSC;
6. Ensure appropriate stakeholder participation in the project implementation and coordinate the work of all stakeholders under the guidance of the PSC and in consultation with the UNDP CO;
7. Maintain and establish additional links with other related national and international programs and projects;
8. Prepare the Terms of Reference for consultants and experts and ensure their timely recruitment;
9. Provide guidance to the consultants and experts and oversee compliance with agreed work plan;
10. Identify training needs for other project stakeholders;
11. Organize and coordinate the procurement of services and goods under the project;
12. Coordinate, manage and monitor the implementation of the project assignments undertaken by the working groups, local experts, consultants, sub-contractors and co-operating partners;
13. Assume overall responsibility for the proper handling of logistics related to all project workshops and events;
14. Manage the Project finance, oversee overall resource allocation and where relevant submit proposals for budget revisions with the help of the UNDP CO;
15. Overseeing the production and endorsement of detailed work plan, inception report, and other reports as specified in the project document;

Qualifications

1. MSc. in environmental science, agriculture, conservation, biodiversity or related fields;
2. Minimum of 10 years experience in the relevant field;
3. Good working knowledge of and demonstrated ability in project management;
4. Good inter-personal relationships; and
5. Proficient in both written and oral English and Arabic.

Annex 2. Terms of Reference for National Project Assistant

The project assistant will work to provide administrative support to the project. The NPA is expected to perform the following functions. Under direct supervision of the National Project Coordinator the NPA will be in charge of the operational facilitation of the project implementation by means of:

1. Contribute to the project annual and quarter work-plans preparation and reporting;
2. Assure smooth operational running of the project by means of following established operational rules and procedures, including preparation of the documents for contracts and payments;
3. Participate in data collection, analysis and maintenance of projects related data base and files;
4. Participate in project finance/budget related activities to ensure application of the appropriate operational rules and procedures;
5. Monitor expenditures and prepare financial reports and forecasts;
6. Petty cash management;
7. Provide logistical support (travel arrangements, including visas, tickets, etc.) to the project;
8. Facilitate the process of procurement and delivery of project goods and services;
9. Participate in preparation on project TPRs/APRs.
10. Maintain updated networks of project counterparts, contractors, consultants, suppliers, collect relevant information on best services and expertise providers.
11. Prepare project related correspondence; maintain contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc;
12. Participate in project activities preparation, implementation and follow up;
13. Assure that the progress reporting is done in timely and quality manner based on the requirements of the UNDP and project donors;
14. Maintain contacts with UNDP COs on a variety of the operations related issues;
15. Maintain contacts with the Ministry of Environment on a variety of the project related issues;

Qualifications

1. University degree in relevant field;
2. Proven experience in administration of smaller office, accounting and advanced secretarial duties;
3. Excellent knowledge of English and Arabic languages;
4. Ability to work in team;
5. Ability to meet deadlines;
6. Energetic optimistic approach to all possible problems;
7. Strong computer skills are mandatory.

Part III. Response to project reviews

- a) Convention Secretariat comments and IA/ExA response
- b) STAP expert review and IA/ExA response (if requested)
- c) GEF Secretariat and other Agencies' comments and IA/ExA response

SECTION IV: ADDITIONAL INFORMATION

PART I:

1. Approved MSP proposal

**MEDIUM-SIZED PROJECT PROPOSAL
REQUEST FOR FUNDING UNDER THE GEF TRUST FUND**



GEF

GEFSEC PROJECT ID:
IA/ExA PROJECT ID: 3701
COUNTRY: Jordan
PROJECT TITLE: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
GEF IA/ExA: UNDP
OTHER PROJECT EXECUTING AGENCY (IES): Ministry of Environment
DURATION: 3 years
GEF FOCAL AREA: Multi-focal Area
GEF STRATEGIC OBJECTIVES: Cross-cutting Capacity Building (CB-2)
GEF OPERATIONAL PROGRAM: Capacity building
IA/ExA FEE: US\$50,000
CONTRIBUTION TO KEY INDICATORS IDENTIFIED IN THE FOCAL AREA STRATEGIES: The project contributes to the GEF's strategic priority to enhance capacity for global environmental management by leveraging financial and technical resources to address country needs for capacity to better manage global environmental issues.

FINANCING PLAN (\$)		
	PPG	Project*
GEF Total	25,000	475,000
Co-financing	(provide details in Section b: Co-financing)	
GEF IA/ExA	0	100,000
Government	5,000	75,000
Others	0	325,000
Co-financing Total	5,000	500,000
Total	30,000	975,000
Financing for Associated Activities If Any: N/A		

* If project is multi-focal, indicate agreed split between focal area allocations

*The project is a resubmission of technically cleared proposal in GEF-3. The resubmission is accordance with GEF-4 requirements that the proposal must be retrofitted to integrate framework for capacity building indicators.

MILESTONES	DATES
PIF APPROVAL	NA*
PPG APPROVAL	3 February 2006
MSP EFFECTIVENESS	August, 2008
MSP START	October, 2008
MSP CLOSING	December, 2011
TE/PC REPORT*	June, 2012

Approved on behalf of the *UNDP*. This proposal has been prepared in accordance with GEF policies and procedures and meets the standards of the Review Criteria for GEF Medium-sized Projects.

John Hough
 Officer-In-Charge
 UNDP/GEF
 Date: June 26, 2008

Keti Chachibaia
 Regional Technical Advisor
 UNDP/GEF
 Tel:+421 2 59 337 422
 E-Mail: keti.chachibaia@undp.org

TABLE OF CONTENTS

ACRONYMS.....	<u>2424</u>
PART I. PROJECT.....	<u>2525</u>
1. Project Summary.....	<u>2525</u>
a. Project Rationale, Objectives, Outcomes/Outputs, and Activities.....	<u>2525</u>
b. Key Indicators, Assumptions, and Risks.....	<u>2929</u>
Country Ownership.....	<u>3131</u>
a. Country Eligibility.....	<u>3131</u>
b. Country Drivenness.....	<u>3131</u>
2. Program and Policy Conformity.....	<u>3333</u>
a. Program Designation and Conformity.....	<u>3333</u>
b. Project Design (Including Logframe and Incremental Reasoning).....	<u>3434</u>
c. Sustainability (Including Financial Sustainability).....	<u>5757</u>
d. Replicability.....	<u>5757</u>
e. Stakeholder Involvement.....	<u>5959</u>
f. Monitoring and Evaluation.....	<u>6060</u>
3. Financing.....	<u>6262</u>
a. Financing Plan.....	<u>6262</u>
b. Cost Effectiveness.....	<u>6363</u>
c. Cofinancing.....	<u>6363</u>
d. Co-financing Sources.....	<u>6565</u>
4. Institutional Coordination and Support.....	<u>6565</u>
a. Core Commitments and Linkages.....	<u>6565</u>
b. Consultation, Coordination and Collaboration Between IAs, and IAs and ExAs, If Appropriate...	<u>6767</u>
c. Project Implementation Arrangement.....	<u>6868</u>
5. Required Attachments.....	<u>7171</u>
a. Report on the Use of Project Preparation Grant.....	<u>7171</u>
b. Country Endorsement Letter.....	<u>7575</u>
c. Confirmed Letters of Commitments from Cofinanciers.....	<u>7676</u>
PART II. SUPPLEMENTAL ANNEXES.....	<u>7777</u>
Annex 1. Participating Institutions in the NCSA Cross-Cutting Prioritization Meeting of Sep 2005....	<u>7777</u>
Annex 2. Jordan Cleaner Production Programme Strategic Business Planning for 2005-2007.....	<u>7878</u>
Annex 3. Information on JCIAR.....	<u>8282</u>
Annex 4. LFA with Impact Indicators.....	<u>8585</u>
Annex 5. Capacity Development Monitoring Scorecard.....	<u>9090</u>
Annex 6 List of Institutions Participating in the Project's PDFA Consultations of April 2006.....	<u>9797</u>
Annex 7. Description of Key Stakeholders and their Involvement and Anticipated Functions in the Proposed Project.....	<u>9898</u>
Annex 8. List of Management and Monitoring Reports.....	<u>100400</u>
Annex 9. Total Budget and Work Plan.....	<u>101401</u>
Annex 10. Terms of Reference for National Project Coordinator.....	<u>104104</u>
Annex 11. Terms of Reference for National Project Assistant.....	<u>105105</u>
PART III. RESPONSE TO PROJECT REVIEWS.....	<u>105105</u>

LIST OF TABLES

Table 1. Jordan Reports to the GE Conventions	2525
Table 2. Summary of Project Interventions	2929
Table 3. List of Universities Providing Courses Related to the GE Issues.....	4343
Table 4. Project Costs.....	6262
Table 5. Project Management Budget/Cost	6363
Table 6. Consultants Working for Technical Assistance Components	6363
Table 7. Design Features of the Project in Line with Cost-Effective Safety Net Interventions Criteria	6363
Table 8. Cofinancing Sources	6565

LIST OF FIGURES

Figure 1. Results of the Survey.....	4646
Figure 2. Current Interventions of Research Institutions at MoEnv's Policy and Legal Responsibilities	4949
Figure 3. Schematic Structure of the Project	7069

Acronyms

AHDR	Arab Human Development Report
CB2	Cross-Cutting Capacity Building
CDM	Clean Development Mechanism
EU	European Union
FP	Focal Point
GE	Global Environment
GEF	Global Environment Facility
GoJ	Government of Jordan
HCST	Higher Council for Science and Technology
INC	Initial National Communication
IT	Information Technology
JCIAR	Jordan Centre for Innovation and Applied Research
JCPP	Jordan Cleaner Production Programme
MDGs	Millennium Development Goals
MoA	Ministry of Agriculture
MoEnv	Ministry of Environment
MEMR	Ministry of Energy and Mineral Resources
MoHESR	Ministry of Higher Education and Scientific Research
MoPIC	Ministry of Planning and International Cooperation
MoWI	Ministry of Water and Irrigation
NAPCD	National Action Plan to Combat Desertification
NBSAP	National Biodiversity Strategy and Action Plan
NCARTT	National Centre for Agricultural Research and Technology Transfer
NCSA	National Capacity Self-Assessment
NEAP	National Environmental Action Plan
NEIS	National Environmental Information Strategy
NES	National Environment Strategy
NGOs	Non-Governmental Organizations
NPC	National Project Coordinator
PB	Project Board
PDFA	Project Development Facility Block A
PIR	Project Implementation Review
PPU	Policy and Planning Unit
SNC	Second National Communication
ToRs	Terms of Reference
TPR	Tripartite Review
UNCBD	UN Convention for Biodiversity
UNCCD	UN Convention to Combat Desertification
UNDP/CO	United Nations Development Programme - Country office
UNFCCC	UN Framework Convention on Climate Change

Part I. Project

1. Project Summary

a. PROJECT RATIONALE, OBJECTIVES, OUTCOMES/OUTPUTS, AND ACTIVITIES

The NCSA at the basis of the project

1. The NCSA process in Jordan started in 2004, with an early focus on cross-cutting issues. The stocktaking and thematic assessment phases included a specific exercise for analyzing cross-cutting issues and synergies between the Rio Conventions in parallel to the three stocktaking reports on Biodiversity, Climate Change and Land Degradation. A national NCSA workshop was organized in September 2005, and actively attended by 60 participants representing 40 national and regional institutions, with its main objective to review and prioritize the thematic national capacity constraints.

2. The thematic NCSA reports, as well as the cross-cutting assessment, have all confirmed that the main cross-cutting capacity development priority issue which has emerged from the NCSA process, is **'linking research to policy development'**. The NCSA indicated that the existing research capacities in environmental and natural sciences do not adequately address the global environmental management themes in the areas of biodiversity, desertification and climate change. Furthermore, the NCSA thematic reports diagnosed the "disconnect" between "the scientific community" of the academic and civil institutions on the one hand, and the "policy making community" of public institutions on the other hand.

3. This disconnect is thought to be one of the major constraints for implementing the Rio Conventions. The current set up does not encourage the results of research to backstop the policy and decision making related to the Global Environment Conventions. Therefore, often these decisions are not based on sound research and do not provide grounded justifications for action. This has impact on developments of Strategies and Action Plans related to the Rio Conventions. The NCSA reports have also identified the lack of a sustainable knowledge management network at the national level to exchange and build the capacity of knowledge generation, codification and dissemination as a main constraint in this context.

Jordan's commitments to the Rio Conventions and linkages to the project

4. Jordan stands among the most committed countries in the Arab region to align its national policies and plans with the Global Environment Conventions. Jordan has ratified the UN Framework Convention on Climate Change (UNFCCC) in 1994 and was the third Arab country party to the Kyoto protocol in 2003. Jordan has also ratified the CBD in 1993 and the UNCCD in 1996. Jordan has responded to its national reporting obligations to the GE Conventions, all of which have indicated the need to knit close linkages between research and policy development for the implementation of the Rio Conventions, as summarized in Table 1 below.

TABLE 1. JORDAN REPORTS TO THE GE CONVENTIONS

Reports to the GE convention	Year	National specificity	Reports linkages to the proposed project objectives and outcomes
Initial National Communicat	1998	First national communication to be prepared by	INC indicated that the results of scientific research are fundamental for introducing new products or new production processes for GHG reduction. Technologies

ion (INC)		a developing country party to the UNFCCC	suitable to local conditions require sufficient scientists, scientific knowledge, and trained employees ready to use the new technology.
National Biodiversity Strategy and Action Plan (NBSAP)	2003	Jordan was the first country in the Arab region to develop a national framework on biosafety	NBSAP indicated priorities are: the adoption of integrated approaches such as integrated land-use planning and water resources management and building a "biodiversity-oriented society", through the adoption of economic valuation, legal and institutional strengthening and increased public awareness
National Action Plan to Combat Desertification (NAPCD)	2005		NAPCD indicated as priority public awareness, training, documentations of traditional knowledge on soil and water conservation and development of legal framework. The NAPCD also calls upon the involvement of research institutions in the implementation of the proposed priorities.

The sustainable development context

5. During the past decade, Jordan has progressed remarkably in meeting both national and global environmental challenges. Some of the major achievements in setting up the policy framework for environmental management and sustainable development in Jordan, is highlighted by the development of the key policy frameworks, all of which has indicated the importance of research in Jordan in meeting national and global obligations and developing an adequate policy framework.

6. At the broader national level, Jordan's **National Agenda** was developed in 2005 and represents a historic milestone in efforts to build modern Jordan and address enormous challenges facing the country. The National Agenda has devoted a whole chapter to higher education and scientific research. According to the national agenda, the current spending on research and development accounts for 0.4% of the GDP. The target for the year 2017 is to reach 1.55% of the GDP, i.e. to triple the actual levels of expenditures on research. Moreover, **Jordan's National Millennium Development Goals Report** of 2004 calls upon an active role of national research and academic institutions in environmental protection research and studies. The **Arab Human Development Report (AHDR)** of 2003 focuses on building a knowledge society in the Arab world, which aims at encouraging research.

Policy and institutional context linking GE-policy to research

7. Three key initiatives within the MoEnv are cross-cutting in nature and contribute to the establishment of an enabling policy and legal environment for the GE management, and are considered as a foundation for successful implementation of this project. These initiatives are the following:

First: MoEnv's self-assessment of required policy and capacity development needs. The in-depth analysis conducted since 2005 has revealed that science and technology are among the key issues that are lacking in existing strategies and that scientific research and technology should be considered a cross-cutting issue within any new national environmental plan. MoEnv's assessment has concluded that a new NEAP is essential to translate the national directives related to "environmental sustainability" into specific action programmes, with clear timelines and responsibilities of all concerned stakeholders. It is proposed that the new NEAP should be developed in 2009, for a duration covering 2009-2014. It is expected that the efforts for the development of the new NEAP will be further pursued through UNDP support. The GEF project will closely link up with the NEAP development, so that the global environmental obligations become integral part of this national action plan, and also duly reflect the

research related actions to further strengthen policy backstopping and well-justified actions for environmental management.

Second: EU Programme for Institutional Strengthening of the Ministry of Environment. The project's initial tasks include the restructuring of MoEnv's organization, and the establishment of clear mandates, roles and responsibilities based on a detailed Manual of Procedures. The functions of MoEnv have been reformed and one of the main outcomes was the establishment of a Policy and Planning Unit as well as a Research and Studies section within the monitoring unit,. The GEF project will undertake the challenge of bringing these two units into close coordination, in order to establish the practice of policy oriented research and advance environmental planning and decision-making.

Third: UNDP's Technical Capacity Building for the Ministry of Environment. The first phase of this programme, namely the development of the new NEAP, is expected to be funded by UNDP core resources. This will ensure that the NEAP development process follows the NCSA consultative approach, and will contribute to meeting the objectives of the proposed project.

The research sector related to GE issue

8. Higher education and research in Jordan occupy a major economic and social importance. With 23 higher education institutes, including 10 large public universities, university students exceed 230,000 in number and represent around 14% of the total Jordanian population. The Jordanian Government and society attach great importance to higher education and research, which is reflected in the annual budget for higher education that has reached JD 264 Million, of which the Government contributes over 20% of this budget. In addition to academic institutions, a multitude of Governmental and non-Governmental research institutions are actively involved in development and implementation of research related to GE issues. Some research covers thematic issues related to the GE conventions.

Joint initiatives between Government, research and the private sector

9. Several national initiatives are taking place in Jordan, bringing governmental, quasi-governmental, non-governmental and private sector parties, conducting research and policy-making in close collaboration. **Jordan Cleaner Production Programme (JCPP)** is an innovative national programme aiming at the promotion and enforcement of Cleaner Production (CP) concepts and practices. While the **Jordan Centre for Innovation and Applied Research (JCIAR)** aims at promoting all national R&D centres and universities, including their facilities and equipment to promote applied research, among other in the field of 'Energy, Water and Environment'.

Reason for GEF Involvement

10. Despite current efforts to strengthen national capacity for environmental management in Jordan at systemic, institutional and individual levels, the research sector continues to be short of creating the potential impact it is expected to make. The proposal has indicated the root causes and capacity constraints preventing the active and sustainable involvement of the research sector in environmental management in general, and GE-related policy development and implementation in particular.

11. The proposal has also indicated that systemic, institutional and individual capacities for ensuring a greater role for research in policy development and implementation already exist, or are currently being addressed. It is only the catalytic support for building up a strategic and comprehensive intervention at the level of this sector that remains to be achieved, to reach a constructive and results-oriented role of the research sector in the development and implementation of policies related to the GE.

12. The proposed project addresses the objectives of the three GEF focal areas (biodiversity, climate change, and sustainable land management), and specifically fits under the strategic priority related to cross-cutting capacity building (CB-2). The project is specifically in line with the CB-2 programming framework related to: 'Strengthening policy, legislative and regulative frameworks, including enforcement'; whereby the CB-2 projects would seek to maximize synergies among the policies, rules and decision-making procedures governing the management of biodiversity, climate change and land degradation, among other environmental issues. The project is cross-cutting in addressing the common requirements of the conventions on Research to support, promote and encourage technical research capacities and capabilities (UNFCCC article 5, article 6; UNCCD article 17; and CBD article 12). Moreover, all the conventions stipulate, in various articles and provisions, the need for integrating the principles and concepts of the conventions in the national policy making process.

Project Rationale and objectives

13. By addressing the root causes of the disconnect between policy and research and building upon the current baseline and national commitments to the research sector, as well as to the GE conventions, the project will be able to achieve tangible and realistic policy reform, which will set the scene for a continuous intervention, currently under-represented in the national efforts to respond to the GE commitments.

14. The project's strategy addresses the systemic, institutional and individual capacity constraints and will demonstrate how the current studies and applied research can feed into the policy and legal framework in Jordan, in a way it will advance compliance with GE conventions. The project will allow the translation of the outcomes of applied research related to GE issues into policy and legal reform. Through the project, two on-going research-oriented initiatives will also contribute to the following policy-reforms:

- Enactment of a by-law for the enforcement clean production processes; and
- Development of national procedures related to renewable energy.

15. The project will address institutional constraints by establishing formal, informal and virtual collaboration mechanisms for catalyzing sustainable and coherent interactions and collaborations between research and policy making. Collaboration frameworks will be established by addressing the institutional responsibilities and mandates for GE management at line Ministries, by identifying and negotiating the appropriate collaboration frameworks at the level of the concerned institutions, and by providing the appropriate platforms (formal, informal and virtual) for collaboration.

16. The project will address systemic constraints by providing strategic guidance for promoting policy-oriented research, and allowing research to be aligned with national plans and priorities. The project will also provide the systemic basis for adapting research to policy needs by establishing appropriate standards and procedures for policy-oriented research.

17. Finally, the project will address individual constraints at research institutions level, by providing substantive technical capacity to be able to conduct applied research in several GE related aspects and translate the results of the research into clear and action-oriented policy options. This will allow research institutions to acquire up-to-date technical standards and methodologies for addressing GE issues and develop necessary capacity for applying these skills in the appropriate technical and managerial set-up. The fruition of the institutional and systemic mechanisms for linking research to policy making for GE issues requires a better understanding of GE issues by policy-makers and an appreciation of the value-added, which could be supplied by national research to respond to nationally appropriate approaches.

Targeted awareness campaigns at the level of policy makers will be undertaken to strengthen partnerships and collaborations between research and policy maker and achieve a sense of responsibility and commitment at the level of policy makers.

18. The project strategy will be achieved through the interventions summarized in the following table.

TABLE 2. SUMMARY OF PROJECT INTERVENTIONS

Project objective: Develop policy-relevant capacities for the implementation of the global environmental conventions by enhancing connectivity between the research and policy making for global environmental management	
Outcome 1. Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	<p>Output 1.1. Institutional mechanisms introduced to streamline the roles and responsibilities of MoEnv and other concerned line Ministries under the global environmental conventions</p> <p>Output 1.2. Institutional mechanisms for coordination between policy and research institutions are established through formal and non-formal systems.</p> <p>Output 1.3. A virtual platform for information collection, processing, analysis and dissemination is established through web-based tools and e-networks</p>
Outcome 2: Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research	<p>Output 2.1. Guidance and procedures are developed and adopted to promote policy-oriented research</p> <p>Output 2.2. Systemic procedures and commitments are defined to mainstream global environmental themes into the research programmes of the key research institutions.</p> <p>Output 2.3. Targeted policy reforms related to GE issues are undertaken through policy-oriented research at JCPP and JCIAR</p>
Outcome 3: The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	<p>Output 3.1. Capacity of research institutions to develop and promote applied research for GE issues is strengthened</p> <p>Output 3.2. Targeted awareness campaigns on GE issues designed and carried out at the level of all concerned stakeholders</p>

b. KEY INDICATORS, ASSUMPTIONS, AND RISKS

19. The proposal has identified a number of impact indicators, which will be the basis of the project's monitoring and evaluation strategy. The project has also taken into consideration the cost-effectiveness of this intervention by adopting three main core design issues, namely the multi-sectoral, institutional-organizational pluralistic and multi-level provision of services, which are at the basis of success of any capacity development intervention.

20. The project will be monitored and evaluated in accordance with established UNDP/GEF procedures and will be conducted by the project team and the UNDP Country Office with support from UNDP-GEF. The project management reports will be presented to the Project Board (PB) for endorsement before they are distributed to the relevant stakeholders. The project will use a capacity development (CD) monitoring and evaluation scorecard to monitor the project capacity development progress. It will monitor the relevant eight capacity development indicators for this project, which are of direct relevance to the development of policy-relevant capacities for the implementation of the global environmental conventions, by enhancing connectivity between the research and policy making for global

environmental management in Jordan (see table below). This scorecard will be used to review/rate the relevant capacity development indicators at inception, at mid-point of project implementation and finally at the end of project implementation. This capacity development monitoring tools will be used by the project implementation team to monitor the project capacity development progress and also by the evaluators to conduct the MTE and the final evaluation.

Capacity Result / Indicator	Contribution to which Outcome
CR 1: Capacities for engagement	
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	1
Indicator 2 – Existence of operational co-management mechanisms	1
Indicator 3 – Existence of cooperation with stakeholder groups	
CR 2: Capacities to generate, access and use information and knowledge	
Indicator 4 – Degree of environmental awareness of stakeholders	3
Indicator 5 – Access and sharing of environmental information by stakeholders	
Indicator 6 – Existence of environmental education programmes	
Indicator 7 – Extend of the linkage between environmental research/science and policy development	1, 2
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	
CR 3: Capacities for strategy, policy and legislation development	
Indicator 9 – Extend of the environmental planning and strategy development process	2
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	2
Indicator 11 – Adequacy of the environmental information available for decision-making	1
CR 4: Capacities for management and implementation	
Indicator 12 – Existence and mobilization of resources	
Indicator 13 – Availability of required technical skills and technology transfer	3
CR 5: Capacities to monitor and evaluate	
Indicator 14 – Adequacy of the project/programme monitoring process	
Indicator 15 – Adequacy of the project/programme evaluation process	

21. Sustainability of the project is based on the project strategy and timing, replication of the project results is also at the heart of the project strategy and design so that the project's replication strategy ensures that the project approach is distilled and actively disseminated to inform similar initiatives in Jordan and elsewhere in the region.

Risk	Risk scale assessment	Mitigation strategy
Proposed methodologies and approaches on applied and strategic research in support of policy planning and decision-making under the conventions may not be fully accepted and integrated into the current system	Low	The project's risk mitigation strategy is based on its approach that is mainstreaming and capitalizing upon existing national initiatives already engaged in the application of policies and laws through applied research, which will therefore ensure that the continuity of any enforcement measures of policies and laws will be based on nationally tested and demonstrated practices.

Country Ownership

a. COUNTRY ELIGIBILITY

22. Jordan ratified the UN Framework Convention on Climate Change (UNFCCC) in 1994, and started its efforts within the framework of the UNFCCC in 1996 with a programme supported by the Global Environment Facility (GEF) and UNDP for national capacity building in documenting national emissions of greenhouse gases and preparing Jordan's national communication to the UNFCCC. The Initial National Communication (INC) was submitted in 1998, and was the first national communication to be prepared by a developing country party to the UNFCCC.

23. In 2003, Jordan ratified the Kyoto protocol to become the third Arab country party to the protocol. A national committee was formed to develop project proposals and initiatives for the Clean Development Mechanism (CDM) of the Kyoto protocol.

24. Jordan was also one of the original signing countries of the CBD in 1992 at the Rio summit and ratified the CBD in 1993. Jordan has also ratified several other international conventions related to biodiversity, including Ramsar, the World Heritage Convention and the Biosafety framework. Jordan is also a state member of the IUCN and the UNESCO Man and Biosphere programme.

25. Under the CBD, Jordan produced its national Biodiversity country study in 2000 and the National Biodiversity Strategy and Action Plan (NBSAP) in 2003. With its NBSAP, Jordan was the first country in the region to develop a national framework on biosafety.

26. After Jordan ratified the UNCCD in 1996, it has mainstreamed its efforts for combating desertification within the context of the UNCCD principles and objectives within various institutions. The National Action Plan to Combat Desertification (NAPCD) was prepared in 2005.

b. COUNTRY DRIVENNESS

The NCSA at the basis of the project

27. The NCSA process in Jordan started in 2004 with an early focus on cross-cutting issues. The stocktaking and thematic assessment phases included a specific exercise for analyzing cross-cutting issues and synergies between the Rio Conventions in parallel to the three stocktaking reports on Biodiversity, Climate Change and Land Degradation.

28. The NCSA process in Jordan was conducted in a participatory manner, which can be reflected in different ways. The project first of all formed a Technical Steering Committee composed of 15 organizations representing the main stakeholders working in the themes of the Rio Conventions. The stocktaking phase was conducted by a group of 20 consultants representing various Ministries, public institutions, private sector, NGOs, as well as academic and research institutions. The stocktaking taskforce was able to provide collective information and knowledge driven from the expertise and perspectives of the different sectors.

29. The thematic assessments have supported the identification of cross-cutting issues at an early stage, and included priority cross-cutting constraints. The capacity development constraints were reviewed, discussed and prioritized in a national consultation workshop, which was conducted in September 2005 and attended by representatives from 40 national organizations (List of Participating institutions is found in **Annex 1**). The main objective of the meeting was to review and prioritize the thematic national capacity constraints for implementing the three Rio Conventions and the synergies between them. The

identified priorities were further "prioritized" using a ranking system and the resulting priorities constitute the basis for the in-depth analysis and action plan development phases, and were the driving rationale of the current proposal. The framework in which the NCSA was conducted, has facilitated national ownership, where stakeholders were able to identify the major cross-cutting strategic priorities in a participatory manner.

30. The ten national priority cross-cutting capacity development issues prioritized during the national stakeholders' workshop, are the following:

- Knowledge management and networking.
- Outreach and awareness on synergies between conventions.
- Technology transfer.
- Sustainable institutional coordination mechanisms.
- Linking education and research to policy making.
- Capacity development for resource mobilization.
- Lack of clear and systematic integration of the cross-cutting concepts in the national policy formulation process.
- Training.
- Local Communities empowerment and participation.
- Development of infrastructure facilities.

31. The thematic NCSA reports, as well as the cross-cutting prioritization analysis, have all confirmed that the main cross-cutting capacity development priority issue, which has emerged from the NCSA process, is '**Linking research to policy development**'. The NCSA indicated that the existing research capacities in environmental and natural sciences do not adequately address the global environmental management themes in the areas of biodiversity, desertification and climate change. Research on global environment issues can promote the development of an increased awareness and understanding of the impact of local actions that degrade the environment and undermine socio-economic capital for human well being. The NCSA process has confirmed that concepts related to the synergies between the conventions should be integrated in academic programmes and mandates of research institutes, to provide for sound scientific base for implementation of the global environmental conventions.

32. The NCSA has indicated that an important capacity constraint in this context is the lack of adequate enabling systems for linking scientific research to policy making. Scientific research should focus on cumulative and synergistic impact assessments of the linkages between biodiversity, desertification and climate change, and produce informed decisions on integrated responses and mitigation plans. For example, the research on adaptation to climate change would be an essential component of such research options. The Ecosystem Approach could offer a useful framework for adaptation activities for realizing synergy among the Rio Conventions. The approach acknowledges the inevitability of change and thus the framework can accommodate consideration of climate change and the need for adaptive responses. Its application requires analysis at several spatial and temporal scales, as well as interactions among drivers of change at the various scales. This multi-scale approach can be useful in analyzing the relationship between costs and benefits at local and global scales.

33. The NCSA thematic reports diagnosed the "disconnect" between "the scientific community" of the academic and civil institutions on the one hand, and the "policy making community" of public institutions on the other hand. This disconnect is thought to be one of the major constraints for implementing the Rio conventions. The current set up does not encourage the results of research to backstop the policy and decision making in relation to the Global Environment Conventions. Therefore, often these decisions are not based on sound research and do not provide grounded justifications for action. This also has impact on developments of Strategies and Action Plans related to the Rio Conventions. The NCSA reports have

also identified the lack of a sustainable knowledge management network at the national level to exchange and build the capacity of knowledge generation, codification and dissemination as a main constraint in this context.

Jordan's reports to the Rio Conventions and linkages to the project

34. **Jordan's NBSAP** was approved in 2003, and has indicated the need to undertake interventions closely related to the proposed project, as part of the 5 priority action themes of the NBSAP. In fact, one of the NBSAP priority themes is the adoption of integrated approaches for biodiversity conservation, namely integrated land-use planning and water resources management. Another priority theme of the NBSAP is to build a "biodiversity-oriented society", through the adoption of economic valuation, legal and institutional strengthening and increased public awareness. All of these recommendations are cross-cutting issues to the Rio Conventions, which were recommended as areas of intervention for linking research to policy for the implementation of the Rio Conventions.

35. **Jordan's INC** was submitted in January 1997, and Jordan was the first Non-Annex I country to meet its reporting obligation toward the Convention. In 2003, Jordan's cabinet took the decision to make an accession to the Kyoto Protocol, and with this accession, Jordan is now participating in the CDM. Jordan's INC top-up enabling activity was conducted in 2004, and focused on technology transfer, information collection, analysis and dissemination for energy and non energy sector, and defining baseline parameters.

36. The main conclusions of the **INC capacity assessment** are closely related to this project and included the following recommendations related to research:

- The results of scientific research are fundamental for introducing new products or new production processes. In order to benefit from such technology, it is important that technology suit local conditions and capabilities.
- Once suitable technology is transferred, it is important to ensure the availability of sufficient scientists, scientific knowledge, and trained employees ready to use this technology. It is also important to ensure the availability of a suitable, efficient and scientific administrative system.

37. Moreover, **Jordan's SNC**, which was launched in May 2006, has built upon the INC recommendations and addressed among others, increased awareness of decision makers and encourage research community in responding to the UNFCCC's obligations.

38. **Jordan's NAPCD** was prepared in 2005 and includes six major programmes that are mainly "project-based". The programmes include several projects related to desertification monitoring and control, capacity building, sustainable management of natural resources. Among the proposed projects, many cover capacity development at systemic, institutional and individual levels. The NAPCD specifically prioritizes Public Awareness, National Training Programmes, Documentations of Traditional Knowledge on Soil and Water Conservation and Desertification Legal Framework. The NAPCD also calls upon the involvement of research institutions in the implementation of the proposed projects.

Program and Policy Conformity

a. PROGRAM DESIGNATION AND CONFORMITY

39. The proposed project addresses the objectives of the three GEF focal areas (biodiversity, climate change, and sustainable land management), and specifically fits under the strategic priority related to cross-cutting capacity building (CB-2). The project is specifically in line with the CB-2 programming

framework related to: 'Strengthening policy, legislative and regulative frameworks, including enforcement'; whereby the CB-2 projects would seek to maximize synergies among the policies, rules and decision-making procedures governing the management of biodiversity, climate change and land degradation, among other environmental issues. The project is aligned with the GEF approved ⁽¹⁾ "*Strategic Approach to Enhance Capacity Building*". It identifies capacity development as "... a strategic priority that cuts across all focal areas".

40. The project is also fully in line with the Interim Guidelines for Cross-Cutting Capacity Building Projects. The project is cross-cutting in addressing the common requirements of the conventions on Research to support, promote and encourage technical research capacities and capabilities (UNFCCC article 5, article 6; UNCCD article 17; and CBD article 12). Moreover, all the conventions stipulate, in various articles and provisions, the need for integrating the principles and concepts of the conventions in the national policy making process.

41. This project is a direct response to the national capacity self-assessment (NCSA) conducted in Jordan during the period 2004-2006. It will address one of the priority cross-cutting capacity issues related to the implementation of the 3 Rio Conventions, and strengthen the synergies in implementing these conventions and more generally the broader global environmental agenda. It will also address some recommendations of the Rio Convention national reports.

42. The project will pay particular attention to capacity needs at the systemic level, by introducing the necessary policy and regulatory changes following the convention guidance.

b. PROJECT DESIGN (INCLUDING LOGFRAME AND INCREMENTAL REASONING)

Geographical and Bio-Physical Features related to the Global Environment

43. Jordan covers an area of 8900 km², stretching an average distance of 562 km from north-east to south-west, and 349 km from south-east to north-west. Jordan had a population of 5.35 millions in 2004 mostly living in an area representing only 20% of the total Jordanian territory. The population of Jordan is highly urban. By 2002, 78.7% of Jordan's population lived in urban areas reflecting massive internal rural-to-urban migration combined with the influx of refugees and migrants, mainly from Palestine and Iraq.

44. Jordan is located about 80 km east of the Mediterranean Sea, between 29° 11' to 33° 22' north, and 34° 19' to 39° 18' east. Altitude ranges from less than -400 m (below mean sea level) at the surface of the Dead Sea, up to the 1750 m of Jebel Rum. The climate varies from dry sub-humid Mediterranean in the north-west of the country, with rainfall of about 630 mm, to desert conditions with less than 50 mm over distance of only 100 km. The geology includes basement complex rocks, sandstones, limestone, chalks, marls and cherts, and various Pleistocene and Holocene deposits, alluvial, Aeolian, and extensive lava flows in the north of the country. This wide range in physical features has produced an equally wide range of soils and landscapes.

45. Jordan has been classified into four distinct bio-geographic regions: the Mediterranean Region, the Irano-Turanian Region, the Eastern desert Region or "Badia", and the Sudanian Region. The borders of the four regions are not stable and are not well defined, because of the integration of ecological elements between the two adjacent regions. Moreover, the climatic conditions, which vary considerably from year to year, affect the stability of these borders.

⁽¹⁾ http://www.gefweb.org/Documents/Council_Documents/GEF_C22/C.22.8_Strategic_Approach_to_Capacity_Building_FINAL.pdf

46. The biodiversity in Jordan is very important due to the variation in eco-geography and ecosystems, which led to a wide range of variability and scarcity or abundance of the different ecosystems, species, genes, and biological processes and interactions. There are 152 families of vascular plants including 2500 species plus several hundred species of non-vascular cryptogams. Several taxa have agro-ecological value and regarded as of great regional and global importance. Animal wildlife is not less important than flora. A total of 77 species of mammals belonging to 7 orders have been recorded so far. The 411 birds species recorded in Jordan belong to 58 families. The invertebrate fauna is unique in a mixture of several faunal origins. A total of 13 orders and 110 families and about 4000-5000 species of insects have been recorded. The country hosts 95 species and sub species of reptiles and amphibians. The marine habitats are home to about 1000 species of fish. Most of these species are of national, regional and global importance.

47. Most of Jordan's arid and semi-arid areas have suffered from desertification. Although the rate of desertification has not been identified yet, several surveys and studies at the country's level indicate that Jordan's land is at the threat of high rate of desertification. The process has been accelerated by unsupervised management and land use practices of overgrazing, cultivation and ploughing of marginal soils and woodland removal in the high rainfall zones. The regions of irrigated highlands and the Jordan Valley were also affected by aspects of salinization and alkalization of soil. In addition to human induced factors, climatic factors of irrational rainfall and periodic droughts are contributing to the problem. According to academic scientific assessments, the transition zone (between arid areas in the east and sub-humid areas in the west) has suffered from a high risk of desertification, and is expected to lose its productivity over time.

48. Addressing the shortage of indigenous energy resources has received a great deal of emphasis by the Government of Jordan, foremost attention has been given to the development of local renewable energy sources. This has become one of the central pillars of the Government's energy plan and development strategy. The Ministry of Energy and Mineral Resources (MEMR) is aiming at the utilization of renewable energy resources for meeting the growing demand for power in Jordan, and at the same time responding to its national commitments to reduce GHG emissions, in accordance with Articles 11 and 18 of the Environment Protection Law No.1 of 2003 for Jordan.

Contextual Analysis and Baseline Information

The sustainable development context

49. During the past decade, Jordan has progressed remarkably in meeting both national and global environmental challenges. Some of the major achievements in setting up the policy framework for environmental management and sustainable development in Jordan, is highlighted by the development of the key policy frameworks related to environmental management and sustainable development. All of which has indicated the importance of research in Jordan in meeting national and global obligations and developing an adequate policy framework.

50. The National Environment Strategy (NES) of 1992 indicated, in its Chapters 9 and 10, the need to establish a unit which will conduct studies in the area of environmental health, and be responsible for the coordination of all involved agencies. In addition, the strategy emphasized the need to allocate funds to conduct research and studies that deal with environmental issues.

51. The National Environmental Action Plan (NEAP) of 1996, indicated priority environmental issues that national efforts should focus on. Among the priorities highlighted by the NEAP, was the necessity of enforcing the environmental laws and bylaws and the development of new policies and regulations that serve the objectives of environmental protection. The NEAP proposed 37 initiatives which include forest

protection, set up of the national natural reserve network and establishment of the national biodiversity archive.

52. The Sustainable Development Strategy (Jordan Agenda 21) was issued in 2000. The agenda identified the required steps needed to be taken on a national level to achieve the objectives of the sustainable development. One of the issues identified by the agenda, is the integration of environmental and socio-economic development concerns, which are needed to achieve new attitudes, changes to decision making process and improved systems for environmental planning. The agenda also indicated that the ability to move towards a sustainable society will be determined to a large extent by the national capacities to make independent, equitable and well informed decisions. One of the problems highlighted by the agenda is the existence of serious information gap in Jordan on issues related to sustainable development. Access to and management of relevant information about the state of the environment and about the current trends and policies related to sustainable development, were found to be highly problematic.

53. The National Environmental Information Strategy (NEIS) issued in 1999. One of the main objectives of NEIS is to investigate the situation of information in the environment sector in Jordan, and to highlight the strengths and weaknesses of the present situation. The NEIS emphasized that environmental information should be addressed at all levels, from senior national and international decision-makers to grass-root organizations and individuals. To realize the strategy, an Environment Information Centre (ENVIC) was proposed to be established to act as a national focal point for environmental information.

54. Other key sectoral policies related to the project include the following:

- The **National Strategy for Agricultural Development** for the decade 2000-2010. The strategy emphasizes the need for accurate and reliable agricultural information and statistics, which is considered the cornerstone of proper agricultural development planning and policy making. The strategy also indicated that providing accurate information to parties working in the agricultural sector is critical to helping them make decisions on informed scientific basis.
- The **National Tourism Strategy** for 2004-2010 has set conditions to guarantee the environmental as well as economic sustainability. Among those conditions, is the protection of environment and commitment to the principles of sustainable development. The strategy dedicates a major section to eco-tourism, and the involvement of all stakeholders, including research in its implementation.
- The **National Energy Master Plan** of 2004. According to this Plan, the proportion of energy from renewable resources will increase, and a number of studies are underway to remove barriers to exploitation of renewable energy, particularly wind, solar and biomass. The objective is to reach 2% of Jordan's Primary Energy from renewable resources by 2015.
- The **Water Strategy** of 1997 and its associated policies (Groundwater Management Policy, Irrigation Water Policy, Wastewater Management Policy, and Water Utility Policy). The Strategy emphasizes the importance of research for the improvement of resource management, enhancing the understanding resource economics, and adapting the research findings in other environments to local conditions. Research and development is also emphasized in all of the policies related to the Water Strategy, each policy contains a 'Research and Development' section which calls upon cooperation with research institutions (for example, the Irrigation Water Policy states that cooperation will be sought with Ministry of Agriculture and its research arm, the National Centre for Agricultural Research and Technology Transfer) and with other relevant national and international institutions.

55. At the broader national level, Jordan's **National Agenda** was developed in 2005 and represents a historic milestone in efforts to build modern Jordan and address the enormous challenges facing the country. The chief objective of the National Agenda is to improve the quality of life of Jordanians through

the creation of income-generating opportunities, the improvement of standards of living, and the guarantee of social welfare.

56. The National Agenda has devoted a whole chapter to higher education and scientific research. According to the national agenda, the current spending on research and development accounts for 0.4% of the GDP. The target for the year 2017 is to reach 1.55 of the GDP. It is emphasized that Scientific research can play an effective role in efforts to find solutions to Jordan's socio-economic problems. The National Agenda recognizes that the sector suffers from a fragmented administration, unclear channels and linkages, limited cooperation and coordination, and inefficient financial management. It sets recommendations to respond to these constraints, which will be further defined through the sectoral action plans under the responsibility of the line Ministry concerned with this sector.

57. Moreover, Chapter 11 of the agenda identifies the challenges facing the country to achieve environmental sustainability. These challenges are related to legislative and regulatory frameworks, waste management, air pollution, combat of desertification, natural reserves and land use and the protection of the Dead Sea and the Red Sea. One of the main initiatives recommended to address these challenges, is to strengthen the legal and institutional framework for environmental sustainability and its enforcement.

58. Beyond national commitments, Jordan was among the 189 member states, which signed the Millennium Declaration at the United Nations Millennium Summit in September, 2000. **The National Millennium Development Goals Report - Jordan 2004**, emphasized the need to develop the capacities of local authorities for environmental management. In addition, the report recommended the integration of the environmental awareness and protection programmes into school and university curricula and calls upon an active role of national research and academic institutions in environmental protection research and studies.

59. Finally, the **Arab Human Development Report (AHDR)** of 2003 focuses on building a knowledge society in the Arab world, which aims at encouraging research and minimizing the obstacles to building a knowledge society. This would reflect positively on scientific research in the field of environment and related sciences, and would encourage a public recognition of the environmental problems.

Policy and institutional context linking GE-policy to research

60. **The Ministry of Environment** was established in January 2003, with the aim to promote the protection of the national environment, improve its various elements, and to execute this policy in coordination with the relevant authorities. The MoEnv therefore replaces the former General Cooperation for Environment Protection (GCEP) and as such, all relevant environmentally related matters come under its jurisdiction. The MoEnv is charged with enforcing the recently issued Law of Environment Protection No.1 of 2003.

61. MoEnv's Directorate for Nature and Land Conservation Department acts as a Focal Point (FP) for coordinating national and regional activities related to the CBD and the UNCCD, while its Climate Change Unit (within the Environmental Monitoring Department) is the Focal Point for the UNFCCC. Both Units have acted as secretariats for the development of the national reports and action plans required to respond to the obligation of the GE conventions.

62. MoEnv has taken the opportunity of the preparation of the national reports to the Global Environment Conventions to establish National Committees for each convention, which composed of Focal Points of the GE conventions at the level of the different line Ministries and key national stakeholders involved in GE issues. The National Committee of each GE convention, has overseen the

preparation and dissemination of the national reports to the GE conventions. However, these National Committees are not overseeing the implementation of the National Reports to the GE conventions due to the limited resources (human and financial) of the MoEnv FP of the conventions for follow up, and due to the unclear responsibilities of the FP at the level of the line Ministries and other concerned stakeholders.

63. Despite the various challenges for responding to its commitment to the GE conventions, the GoJ has initiated and implemented several initiatives to respond to the GE conventions and has contributed to the conservation of the Global Environment (refer to the linkages section below). Three key initiatives within the MoEnv are cross-cutting in nature and contribute to the establishment of an enabling policy and legal environment for the GE management, and could therefore be considered as a platform and a baseline for this project; and they are the following:

64. **First: MoEnv's self-assessment of required policy and capacity development needs.** Since early 2005, the MoEnv has embarked on a major policy and institutional assessment to optimize its internal resources for the implementation of Jordanian Environmental Protection Law No 1. The **MoEnv Strategic Retreat (May 2005)** triggered the initial policy and institutional discussions within the Ministry. This was followed up by "**Developing a mission statement and vision for the MoEnv (July 2005)**".

65. MoEnv pursued this self-assessment exercise through a comprehensive "**Analysis of environmental strategies and environmental aspects of sectoral strategies in Jordan from 1991-2005, and development of the framework for the new strategic action plan for the environment (October 2005)**". The analysis has covered key environmental strategies, namely the NES (1991), the NEAP (1996), and the National Agenda 21 (2000). The review also covered key sectoral strategies (11 strategies), as well as recent national policies and frameworks, namely the environmental chapter of the National Agenda (2005), the environmental principles provided by the National Council for Sustainable Development (2005), the National MDG report (2004) and the Ministerial Declaration of 2005.

66. The analysis has indicated that 4 sectoral strategies have gaps in addressing GE issues, namely the Water strategy should address Integrated Water Resources Management, the Poverty Strategy should address Integrated Ecosystem Management, the Agriculture Strategy should address Integrated Land-Use Planning, and the Energy Strategy should make linkages to the UNFCCC with regards to adoption of renewable energy sources.

67. The in-depth analysis has also revealed that science and technology are among the key issues that are lacking in existing strategies, and that scientific research and technology should be considered as a cross-cutting issue within any new national environmental plan.

68. MoEnv's assessment has concluded that a new NEAP is essential to translate the national directives related to "environmental sustainability" into specific action programmes with clear timelines and responsibilities of all concerned stakeholders. It is proposed that the new NEAP should be developed in 2009, for a duration covering 2009-2012. It is expected that the efforts for the development of the new NEAP will be further pursued through UNDP support.

69. The momentum launched by MoEnv in 2005 for guiding the operationalization of its efforts has been translated through its "**Strategic Direction for MoEnv for 2006-2007 (January 2006)**", which has been the basis for the MoEnv's work plan. A "**Planning and Monitoring Committee**" composed of all the MoEnv Directors and some Project Managers within MoEnv has already established MoEnv's operational work plan for 2006-2007, integrating the roles, responsibilities and timelines all activities proposed in the work plan.

70. According to the Strategic Directions for MoEnv for 2006-2007, one of the main priorities identified is to develop and implement environmental policies and legislations. Priority policy development needs related to the GE conventions, which need to be addressed, include trade and environment, environmental valuation, EIS and standards for air, water, solid wastes and chemicals.

71. **Second: EU Programme for Institutional Strengthening of the Ministry of Environment.** The programme that was implemented between 2005-2007 aimed at assisting the MoEnv in fulfilling its obligations under the EU-Jordan Association Agreement and the EU Wider Europe Neighbourhood Action Plan, by providing assistance in building its institutional capacities, as well as by developing and enforcing environmental legislation based on the EU and international legislative standards. The first phase of the project has conducted a needs assessment between October 2004 and April 2005; while the second phase has undertaken the implementation of proposed activities until end May 2007.

72. **The main results from the EU project include the following:**

- Restructuring of the MoEnv based on function reviews and the creation of new departments including a Policy directorate, environmental monitoring directorate (including a research and studies unit) and environmental inspection directorate.
- Gap analysis of national environmental laws and regulations including the assessment of GE Convention's role in national legislation.
- Developing an environmental strategy implementation plan for the MoEnv 2007-2010

73. **Third: UNDP's Technical Capacity Building for the Ministry of Environment.** This initiative has been under discussion in the last two years, as it aims at complementing the EU's programme and fall within the UNDP Country Programme priorities. The main objective of this project is to assist the Government of Jordan in tackling environmental issues through building the capacity of the Ministry of Environment at the policy and management levels. The project will enhance the capacity of the Ministry in formulating environmental policy objectives, by coordinating the development of a new environmental strategy and developing its internal capacity for policy analysis.

74. The project will provide an adequate institutional structure for the Ministry of Environment by strengthening its capacity in resource mobilization efforts, coordinating of on-going projects and environmental activities, collecting and analyzing data to be used in the Ministry's process of monitoring and evaluation. This will be done within an effective system of information management that includes generation, documentation, processing, dissemination and use of knowledge within the Ministry.

75. The project is composed of four mutually supportive and inter-dependent, integrated components leading to the following main outputs:

- A new National Environmental Action Plan (NEAP) is developed;
- An information management system at MoEnv is established;
- A resource mobilization strategy for major environmental priorities in Jordan is developed; and
- The policy formulation and analysis capacity for the MoEnv is strengthened.

76. The programme document has been drafted through joint efforts between MoEnv and UNDP, the UNDP office is committed to provide financing from core resources to this programme, as well as support MoEnv to mobilize necessary resources for successful implementation of this comprehensive programme. The first phase of this programme, namely the development of the new NEAP, will be funded by UNDP core resources through the proposed GEF project, this will ensure that the NEAP development process will follow the NCSA consultative approach, and will contribute to meeting the objectives of the proposed project.

Other Governmental institutions related to the project

77. **The Ministry of Planning and International Cooperation (MoPIC)** is the official government body entrusted with responsibility for channelling funding from donor countries and organizations to Jordanian agencies and organizations. An Environment Unit (EU) in the MoPIC was established in the Water, Environment and Tourism Directorate in December 1994, as result of growing demand from governmental and non-governmental organizations that are applying for or implementing environmental projects.

78. **The Ministry of Agriculture (MoA)** provides services and formulates policies and implement projects and programmes in the sector of Agriculture. Parts of the implemented projects have a bearing on the content of biodiversity such as the National Programme for Rangeland Rehabilitation and Development and Initiative for control desertification. The Ministry operates through a number of Departments, charged with the delivery of technical services to farmers. The most respective departments, which serve biodiversity, are Department of Forests and Department of Range. Departments of Forests and Range are involved in conserving biodiversity through their responsibility in the establishment and managing a number of reserves and protected areas in different parts of the country. These sites cover all eco-systems of Jordan including steppe rangeland, desert rangeland and forest range (natural and man made forest) in highlands.

79. **The Ministry of Energy and Mineral Resources (MEMR)** adopts the comprehensive planning for the energy sector. Overseeing the implementation of general policies, compliance with minimum cost principle and best standards, in attracting the investments in various power generation, oil products and exploiting the domestic energy resources.

80. **The Ministry of Water and Irrigation (MoWI)** has the overall responsibility for water resources planning and management, policy and strategy formulation, human resources development and data collection and analysis at national level. The Ministry has also recognized in its strategy the need for applied research on water topics as a key national priority.

81. **Ministry of Higher Education and Scientific Research (MoHESR)** and its Council for Higher Education. The Ministry strategy for the years 2005-2010 emphasized the need to enhance the role of the applied scientific research in the national development process. One of the strategic objectives of the Ministry is to form a Higher National Centre for the Scientific Research and to establish a Scientific Research Fund to support the research projects.

The research sector related to GE issues

82. Higher education and research in Jordan occupy a major economic and social importance, in addition to technological and environmental progress. With 23 higher education institutes, including 10 large public universities, university student exceed 230,000 in number and represent around 14% of the total Jordanian society. The Jordanian Government and society attach great importance to higher education and research, which is reflected in the fact that the annual budget for higher education has reached JD 264 Million, of which the Government contributes over 20% of this budget.

83. There is national commitment to scientific research as an important sector to meet socio-economic targets. The National Agenda of the Jordan Government has also dedicated a full-scale programme to the support and strengthen scientific research and innovation. The GoJ set to triple the actual levels of expenditures on R&D, with a target of 1% of GDP in 2012 and up to 1.5% by 2017.

84. Several research institutions are actively working in the field of environmental management and sustainable development, and some are specifically addressing GE issues. The multitude of research institutions can be classified as Governmental, NGOs or academic in nature and some of them cover thematic issues related to the GE conventions.

Governmental research institutions

85. **National Centre for Agricultural Research and Extension: (NCARE)**, has as its aim to apply the results of agricultural research for the purpose of raising the agricultural production (both plant and animals), to conserve the agricultural natural resources by making best use of resources and ensuring ecological balance. In 1993, NCARE became a semi-autonomous institution, and adopted the following objectives:

- Adopting the latest research findings from local and/or other sources for the purpose of improving agricultural production;
- Conservation, preservation, and sustainable use of natural resources; and
- Maintaining ecological balance through sustainable use of available resources without jeopardizing environmental status.

86. **Higher Council for Science and Technology (HCST) incorporates several research arms involved in GE issues. These include the following:**

- **National Information and Technology Centre (NITC)** is the main institution mandated with collecting, processing and managing data and information on all development sectors in Jordan. The NITC has developing modern ICT infrastructures and databases, and it is currently coordinating the activities of 100 ICT knowledge stations in local areas in Jordan.
- **National Energy Research Centre (NERC)** was established in 1998 to undertake scientific research and development activities, transfer of new and renewable energy technologies, energy conservation and oil shale.
- **Jordan Badia Research and Development Centre (JBRDC)** is a unique programme of research, integrated management, community development and environmental conservation of the Jordanian semi-arid area of Badia. The JBRDC is a product of a partnership between the Higher Council of Science and Technology in Jordan, and the Royal Geographical Society in the UK and Durham University.
- **Royal Scientific Society (RSS)** carries out studies and applied scientific research related to industry and environment, and to the various areas of development. One of the main activities of the RSS in industrial development is the establishment of a cleaner production unit. The unit contributes towards a sustainable industrial production mode in Jordan increasing the long-term competitive position of enterprises while reducing their environmental pollution by applying cost-effective measures and technologies. The units implement Capacity building by targeted trainings, feasibility assessments and management of the **Cleaner Production Unit**. Moreover, its **Environmental Research Centre (ERC)** is mandated to contribute to the national and international efforts to protect the environment through applied research and studies and providing outstanding quality of services and consultations.

NGOs research institutions

87. **Royal Society for the Conservation of Nature (RSCN)** has been mandated by the government to set up a network of protected areas, conserve and manage wildlife in Jordan. RSCN is the most active partner of the governmental institutions in implementing legislation pertinent to wildlife, and in establishment and management of nature reserve. Its main areas of interest include biodiversity, natural habitats and protected areas. RSCN has shifted from pure protection strategy to sustainable development

and take more comprehensive approach by aiming to integrate nature conservation and economic development targets. **Research and Survey Section** of RSCN was established within the RSCN in 1993 to carry out ecological field research. Research and Survey Section has established. It compiled a national database for Biodiversity in Jordan.

88. **Royal Marine Conservation Society of Jordan (JREDS)** aims at preventing destruction of the Gulf of Aqaba by promoting sustainable management of natural marine ecosystems, raising public awareness, encouraging community participation and conducting environmental monitoring.
Academic Research Centres

89. **Water and Environment Research and Study Centre (WERSC) at the University of Jordan.** The aim of WERSC is to contribute to the national effort in the development and protection of water resources and the environment in Jordan, especially those aspects related to natural resources and human well-being.

90. **Queen Rania Al-Abdullah Centre for Environmental Science & Technology (QRACEST) at the Jordan University of Science and Technology (JUST).** The (QRACEST) was established in May 1996, to build closer relationships between Jordan University of Science and Technology (JUST) and the public and private sectors. The centre's mandate to participate in the national and international efforts towards achieving sustainable development by preserving the environment and its natural resources against improper use/overuse and pollution, in an integrated manner that takes into consideration economic growth and other factors through education, research and services. The centre develops and offers work-specific training courses and vocational training modules for managers and professionals in industrial, public sector and local governing councils. The objective of these courses is to promote environmental awareness and environmentally informed policy and decision-making processes.

91. **Centre of Environmental Studies (CES) in the Hashemite University.** Realizing the importance of water, soil and air pollution in the overall economic and social development of Jordan, the Hashemite University has established a centre to deal with the environmental problems in the Zarqa region. The centre will play a leading role in establishing and implementing national plans for developing and managing Jordan's natural resources.

92. **Deanship of Scientific Research at Mu'tah University.** The Deanship was first established in 1990 and it was known until September 2001 as the Deanship of Research and Graduate Studies.

93. **Marine Science Station (MSS).** The MSS was founded in mid 1970s. The main objectives of establishing the MSS are to create a marine research facility for scientist and postgraduate students of the two Jordanian Universities that existed at that time; the University of Jordan and Yarmouk University and to provide a haven for international scientists interested in studying the tropical-subtropical marine ecosystem. The Gulf of Aqaba with its unique characteristics provides an ideal oceanic model for such studies.

University educational system related to the GE

94. Several universities in Jordan (Jordan, Yarmuk, Science and Technology, Mutt'a, Al Hasmia, and Balqa) have individual subject areas related to desertification, included in the curricula leading to BSc, or MSc offered by the universities. They also offer short term special training programmes in several other agricultural fields related to desertification and its control. Table 3 below provides a list of the different departments offering courses related to the GE issues.

TABLE 3. LIST OF UNIVERSITIES PROVIDING COURSES RELATED TO THE GE ISSUES

University	Department
1. The University of Jordan	Faculty of Science, Department of Environmental and Applied Geology Faculty of Science, Department of Biological Sciences Faculty of Agriculture Faculty of Graduate Sciences: Programme for Environmental Management
2. The Yarmouk University	The Department of Biological Sciences
3. Jordan University for Science and Technology	Civil Engineering Dept./ Water Resources and Environmental Engineering Division Department of Land Resources and environment
4. Muta University	Department of Biological Sciences
5. Al Albeit University	Department of Biological Sciences
6. The Hashemite University	Faculty of Natural Resources and Environment
7. Al-Hussein Bin Talal University	Department of Biological Science

Joint initiatives between Government, research and the private sector

95. **Jordan Cleaner Production Programme (JCPP)** was established in January 2002 as a national initiative that would play a catalytic and coordination role to help promote Cleaner Production (CP) concepts and practices with a diverse set of stakeholders. JCPP's operational mechanisms were established in November 2005, with the official endorsement of MoEnv. JCPP is a consortium of governmental, quasi-governmental, non-governmental and private sector parties that come together by virtue of their concerns and involvement in issues related to sustainable development, it currently includes the following partners: Environment Research Centre (at RSS), Jordan Institution for Standards and Metrology, Friends of Environment society, Jordan University of Science and Technology, Ministry of Environment, Ministry of Industry and Trade, Ministry of Planning and International Cooperation, National Energy Research Centre, Jordan Chamber of Industry. New partners, such as commercial banks, are also expected to join in future.

96. JCPP's activities include, among others, capacity building, assessment of industrial plants potential to apply Cleaner Production processes, support to industrial facilities in achieving an Environmental Management System (ISO 14001), and preparation of a database that will include local case studies as well as listings of local, regional, international experts.

97. JCPP's official interventions are covered under Articles 4 and 13 of the Environment Law of 2003, and are therefore among the national initiatives that has pioneered a formal intervention in the enforcement of the legal framework for environmental management in Jordan. One of JCPP's key

strategic objectives is to achieve: 'Improved policies, regulations & by-laws relating to CP in place and implemented'.

98. Another key element of JCPP's innovative aspects, is its success in defining a comprehensive collaborative management approach without a need for creating a heavy institutional structure. Despite some capacity deficiencies, JCPP has been able to put in place an operational system, which could largely contribute to policy reform for better environmental management in Jordan. Detailed information on JCPP's Strategic Business Planning for 2005-2007 can be found in **Annex 2**.

99. Jordan Centre for Innovation and Applied Research (JCIAR). With support from KADDB, JCIAR will be established by end 2006 with the following objectives: (1) increasing productivity and competitiveness of the national industry; and (2) providing expert advice to the Government on technology policy and investments. The centre will network and fully exploit all national R&D centres and universities including their facilities and equipment, prior to making any new major capital investments (more information on JCIAR is available in **Annex 3**).

100. One of the five areas of applied research of the centre is 'Energy, water and Environment', and awaiting the formal establishment of the JCIAR, a national programme has already been under implementation by JCIAR's establishing members, RSS and UoJ on clean energy. Another major project of JCIAR under its environment programme is the 'Jordanian Eco-House on the Dead Sea'. This very ambitious project for constructing an 'Environmental Guesthouse' will be a centre for demonstrating the use and application of renewable energy and increase public awareness and collaboration in renewable energy at national and regional level. Other JCIAR environmental initiatives include studies and research on sea water desalination and emissions for diesel cars.

101. JCIAR is planned as a multi-stakeholder partnership collaboration, it will be established as an autonomous body by Royal decree, and will be financed with private sector 1% tax fees for research and development, it is estimated that this will provide an total annual budget of around JD 5 million/year.

Critical Gaps and Weaknesses for linking research to GE-related policy

102. The baseline description and national context has shown the large potential in Jordan for building upon the research sector for informing and reforming the decision making process for GE related issues and the enforcement of the Rio Conventions. Several gaps, however, currently reduce the optimization of the extensive resources (human and financial) and best use of Government's commitments, both to research related to GE issues and policy development and implementation.

103. As described in the baseline section, there is a multitude of, governmental, non-governmental and private sector, agencies active in the areas of research and development. Many address the themes important to global environmental management. But all these efforts do not have the explicit linkages with the country's obligations to the global environmental conventions, and do not contribute to the policy planning and programming under the conventions. Moreover, the current research under the global conventions is mainly being run on project-by project basis in isolation with the broader processes of strategic planning and decision-making in the context of country's socio-economic development.

104. An in-depth assessment of the root causes of the current disconnect between research and policy making has been conducted during PDFa implementation and is also confirmed by the various findings and discussions related to this project. The in-depth assessment of root-causes has revealed the following capacity development constraints hindering linkages between research and policy making for better implementation of the GE conventions:

I. Weak institutional setup for collaboration between research and policy

105. The key institutions with coordination responsibilities for research and policy include the following:

- Specific MoEnv Departments, namely the Policy and Planning Unit, the Enforcement Unit and the Information Unit.
- Ministry of Higher Education and Scientific Research (MoHESR)
- Higher Council for Science and Technology (HCST)

106. It was also confirmed that there are currently several existing platforms for collaboration between research and policy making, some of which have proved their efficiency, despite the lack of consistent and systematic follow up, and these platforms include:

- Discussions opportunities of sectoral and national policies
- Participation of research institutions to studies, reviews and application of know-how conducted through policy institutions;
- Participation in large scale projects implemented by line Ministries;
- Participation in steering committees of projects implemented by line Ministries;
- Interactions and formal exchange through workshops, conferences;
- Joint collaboration modalities such as the JCPP; and
- Information exchange through web-sites, newsletter and the public media.

107. Despite the enabling and positive grounds for collaboration, the PDF-A survey has indicated that such collaboration is not leading to a strategic and consistent form of collaboration, which on its turn is not allowing on-going research efforts to inform and support the enforcement of GE research. The key problems at research institutions level are the following:

- There is no coordinated planning system of research agenda for various research institutions and organisations;
- There is no system in place that could promote more result and impact oriented approaches to the research and introduce accountability systems for researches;
- In the absence of any incentive system to promote policy-oriented research, the researchers refrain from investing time and efforts into policy related topics; and
- There is limited knowledge and expertise among researches to translate research findings into policy-related options. Hence the considerable disconnect between the two.

108. The key problems identified at the institutional level that constrain the systematic feedback mechanism between research and policy, as identified by the findings of the 'Functional Review of MoEnv conducted by the EU capacity building project, are the following:

- The monitoring and enforcement system of MoEnv is scattered, irregular and not comprehensive, and does not allow research interventions;
- The representation of research institutions at projects levels are mainly donor-driven and do not allow a systematic follow up of the initiatives once the funds have been exhausted;
- Research institutions are often called upon to support in project implementation and could better feed into policy-related interventions if their involvement was at least at the incipient stage of project / programme development;
- The bidding process and calls for expertise in which research institutions can be involved on policy-relevant initiatives are not always clear and accessible to research institutions;
- The management of information within the MoEnv is inadequate and does not provide for continuous information flow to research institutions. The information is often not properly evidenced, maintained and subsequently it is not used for developing and revising the environmental policies; and

- The line Ministries are not ensuring a regular and systematic follow up of their activities related to GE issues with research institutions. Although line Ministries have appointed Focal Points for the GE conventions during the development of the national reports to respond to the conventions obligations, the GE Focal Points have not maintained the necessary efforts to implement and follow up on these reports, due to lack of clear responsibilities and guidance at the level of their mandates.

109. A survey conducted during PDF-A implementation², has confirmed that research institutions rated the collaboration with MoEnv as satisfactory but still there is much room for improvements. For example, there are no means and mechanisms of involving the research institutions to contribute to the policy making process. There is also very limited funding for research available from the MoEnv budget. This is a significant gap to address, provided that the decision making under the global environmental conventions must be solidly grounded on the sound research. **Figure 1** below provides the perception of the 17 researchers surveyed regarding their collaboration at the level of MoEnv's different responsibilities related to research and policy making results of the survey.

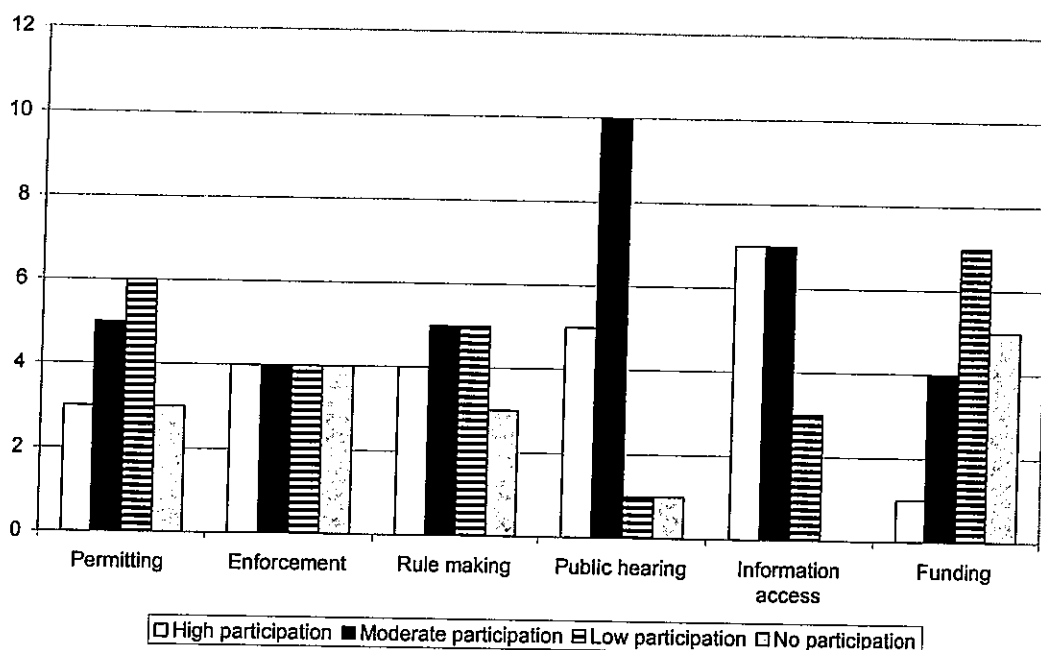
110. It is worth noting that the results of this survey are comparable to a similar survey³ conducted by the EU funded project for Institutional Strengthening of the Ministry of Environment, using the same methodology for the environmental NGOs. The results of the EU survey have shown very limited involvement of NGOs in environmental decision-making. The collaboration was stated as satisfactory in the area of access to information, whereby most NGOs confirmed adequate access to information from MoEnv.

111. The findings of both surveys confirm the existence of a successful cooperation between MoEnv and other institutions in Jordan, although this cooperation is not consistent and systematic. It is also important to note that a good level of communication and information exchange already exists, although it needs to be further strengthened.

FIGURE 1. RESULTS OF THE SURVEY

² Date of information collection: 5 April 2006, NUMBER of research institutions: 8, Number of researchers: 17.

³ MoE, 2005. Summary Report of the EU funded project for Institutional Strengthening of the Ministry of Environment.



II. Systemic constraints of research institutions in policy update and enforcement

112. EU's Review of Environmental Legislation, mainly the Jordanian Environmental Protection Law No (1) for the year 2003 and of the Regulations drafted under this law, was conducted with the aim of providing recommendations regarding the systematization and the content of the Law. It also included a detailed assessment of each regulation and, based on comparative analyses with the relevant EC legislation, and presented guidelines for future reviews of the draft legislation. It also included a list with sources of relevant information as a base for the work to be further developed under each regulation; the main conclusions of this review are the following:

- Some of the proposed regulations are very well structured and follow European and International standards (e.g. the EIA regulation);
- Others, however, present problems of vagueness with lack of essential information and internal inaccuracies and will require a comprehensive review (e.g. Air and Waste sectors); and
- The further should, based on the existing drafts and build on some of the recommendations presented under each chapter and in coordination with the MoEnv and other stakeholders in order to find solutions that will allow an approximation to EU and international standards.

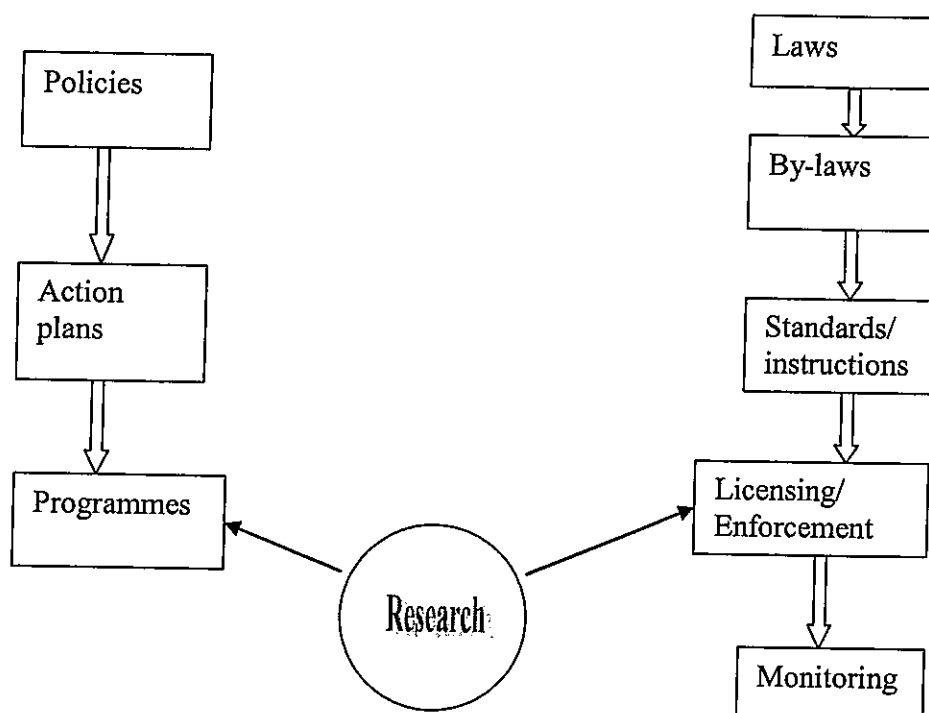
113. The PDF-A phase (including the in-depth analysis workshop) of the project has confirmed that the potential of research institutions to influence policies and legal mandates of MoEnv are restricted to the downstream level (at the level of programmes and enforcement), and are not able to reach to upstream policy making process. **Figure 2** below provides a schematic configuration of this interaction.

114. The key problems identified during the PDF-A consultations constraining the interventions of research institutions in influencing the whole policy process in Jordan, is the lack of strategic guidance to research institutions for identification of priority research needs related to GE issues, which could be adopted in research programmes and inform decision-making for better global environmental compliance. JUST has, for instance, allocated JD150,000 for research on national priorities but it is not clear to date how it can best define these national priorities. Although the MoEnv's 'Analysis of environmental strategies and environmental aspects of sectoral strategies in Jordan from 1991-2005, and development of

the framework for the new strategic action plan for the environment' is a first step in identifying potential areas of research interventions, it is important that a continuous and joint prioritization process between MoEnv and research institutions is instated in order to establish a system for policy analysis and reform.

115. Other key systemic capacity constraints identified in the assessment of the project include the limited budget allocations to research by MoEnv and line Ministries in general in applied research related to GE issues, which in its turn leads to the fact that some policies and regulations are not always based on national specificities (also as indicated in the EU legal review mentioned above).

FIGURE 2. CURRENT INTERVENTIONS OF RESEARCH INSTITUTIONS AT MOENV'S POLICY AND LEGAL RESPONSIBILITIES



116. The PDF-A phase has investigated two pilot initiatives, namely JCCP and JCIAR, where investments for research related to GE issues have, or can lead to, policy-relevant capacity and reform in Jordan. These innovative study cases of collaboration between research and policy makers could set the stage for further policy reform and enforcement of legal commitments, including the Rio Conventions.

117. In the case of JCPP, although over 120 audits have been conducted by the JCPP members in different establishments and through different methodologies, this work has not been able to feed into the appropriate policy and legal framework, specifically in terms of by-laws for the enforcement and monitoring of cleaner production processes. This is mainly due to the limited capacity to transfer applied knowledge into policy framework. Moreover, JCPP has not been able to conduct the necessary capacity building activities planned within its programme nor to the implementation of its communication strategy due to limited resources. It is expected that a capacity development programme and a dissemination plan would enable the transfer of the results of research into practical and operational procedures and the enforcement of an appropriate legal system for clean production.

118. Regarding JCIAR, although one of JCIAR's five areas of applied research is indeed 'Energy, Water and Environment', it is important to seize the opportunity of the creation of this pioneering institution in Jordan for technology transfer, to ensure that the GE issues are reflected in JCIAR's mandate and programmes. Moreover, it is not clear how the current studies and applied research conducted by JCIAR will be able to feed into the policy and legal framework in Jordan and ensure that the outcomes of applied research related to GE issues are scaled up to support in updating policy and legal framework. Finally, JCIAR Eco-House renewable energy programme could be the basis for translating into the applied research conducted under this programme to review the standards, guidelines, procedures related to renewable energy in Jordan.

III. Limited skills, competencies and awareness of cross-cutting GE issues and the role of research

119. The PDF-A phase has confirmed the findings of other capacity assessment exercises conducted to date regarding the limited individual capacities related to GE issues for the enforcement of the Rio Conventions.

120. In the context of this project, and given that many interventions are required by research institutions to optimize existing expertise to support policy related to GE issues, it was concluded that the following capacity constraints are halting best use of existing resources:

- Limited competencies in global environment related themes;
- Limited capacities to forming interdisciplinary teams for integrated research;
- Absence of research standards, quality and validation process; and
- Limited capacity to translate research into policy options.

121. The key capacity constraint identified at the policy-making level is mainly related to the limited knowledge and awareness of GE issues, and more specifically cross-cutting issues related to the GE, and how these issues relate to the policy makers responsibilities and mandates.

122. The Strategic Directions for MoEnv for 2006-2007 indicated that the priority policy development issues related to the GE conventions, which need to be addressed include trade and environment, environmental valuation, EIS and standards for air, water, solid wastes and chemicals.

123. Moreover, the analysis environmental gaps within national and sectoral policies has indicated the key gaps in addressing GE issues within these strategies include Integrated Water Resources Management, Integrated Ecosystem Management, Integrated Land-Use Planning, linking the energy strategy to the UNFCCC commitments.

124. The PDF-A discussions have therefore concluded that among the key topics, which should be covered by the project as part of the capacity building at individual level through targeted training, should cover the following:

- Integrated natural resources management (ecosystem approach);
- Economic valuation;
- Vulnerability and adaptation to climate change;
- Policy and project formulation; and
- Communication, team building and negotiation.

GEF Alternative – project rationale and objectives

125. This project proposal is emerging from the NCSA process and constitutes the key priority identified through the thematic, as well as cross-cutting analysis and prioritization work.

126. The NCSA process in Jordan has confirmed that the main cross-cutting capacity development priority is the need to '**Link research to policy development**'. The basis for this conclusion is that the existing research capacities in environmental and natural sciences are short of informing the policy process, and therefore does not contribute to the compliance with the Rio Conventions. Given the extensive human and financial resources in Jordan deployed for scientific research, including research related to the GE issues, it is considered that these resources could be better optimized in support of compliance with the Rio Conventions.

127. Jordan has responded to its entire reporting requirement to the Rio Conventions, and has reflected across its report a pressing need for making better use of the research sector in policy development and implementation related to GE issues.

128. In addition to responding to its global commitments, Jordan has also developed its national policy and legal framework, which integrates its GE commitments. Not only environmental policies have been developed (or are planned), such as the Sustainable Development Strategy (Agenda 21) and NEAP, but also key sectoral policies related to the GE management have been prepared, such as the National Strategy for Agricultural Development and the National Energy Policy, and efforts are underway to ensure that they adequately respond to the GE commitments. Jordan's broader national development plan, the National Agenda, has also integrated and responded to the GE commitments.

129. Linking the research sector to this national policy momentum takes an added value if the importance of the sector is clearly captured. Many research institutions are actively working in the field of environmental management and sustainable development, and some are specifically addressing GE issues. The multitude of research institutions can be classified as Governmental, NGOs or academic in nature, and most of them cover thematic issues related to the GE conventions.

130. At the academic level alone, for which the Jordanian Government and the Jordanian society attach great importance to higher education and research, there are 23 higher education establishments with the number of students exceeding 230,000 which represent around 14% of the total Jordanian society. The annual budget for higher education has reached JD 264 Million in 2005, of which the Government contributes over 20% of this budget. According to the national agenda, the current spending on research and development accounts for 0.4% of the GDP. The target for the year 2017 is to reach 1.55 of the GDP, i.e. more than 3 times the current rates.

131. Despite current efforts to strengthen national capacity for environmental management in Jordan at systemic, institutional and individual levels, the research sector continues to be short of creating the potential impact it is expected to make, given the importance of this sector both human and financial. The proposal has indicated the root causes and capacity constraints preventing the active and sustainable involvement of the research sector in environmental management in general, and GE-related policy development and implementation in specific.

132. The proposal has also indicated that systemic, institutional and individual capacities for ensuring a greater role for research in policy development and implementation are already existing or are currently being addressed, it is only the catalytic support for building up a strategic and comprehensive intervention at this sector that remains to be achieved to achieve a constructive and results-oriented role of the research sector in the development and implementation of policies related to the GE. Nevertheless, the project will contribute to four capacity results required in a management system as per Annex 5 and the progress to monitor capacity development will be done through the monitoring of eight capacity development indicators as indicated in Annex 5.

133. By addressing the root causes of the disconnect between policy and research, and building upon the current baseline and national commitments to the research sector, as well as to the GE conventions, the project will be able to achieve tangible and realistic policy reform, which will set the scene for continuous backstopping of research in the national efforts to respond to the GE commitments.

134. The project will also build upon existing successful cases and practices in linking research to policy to further lead this collaborative effort to its fruition through the development of the relevant legal and policy reform and its implementation. The funding requested from GEF will therefore be channelled to

establish a system of mutual support between research and policy making, which will be able to sustain its efforts and results.

Project Goal and Objective

135. The project long-term goal is to develop the policy and legal frameworks in Jordan to strengthen compliance with GE conventions. The project objective is to develop policy-relevant capacities for the implementation of the global environmental conventions, by enhancing connectivity between the research and policy making for global environmental management. Annex 4 provides the LFA with impact indicators.

Project Outcomes and Outputs

Outcome 1: Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established

136. Jordan has invested extensive resources in institutional reform; the National Agenda reflects the political commitment for institutional strengthening at the national level. Institutional strengthening is also being undertaken for environmental management (refer to the baseline above) and in research institutions (GDP allocations for research will triple by 2017). However, barriers in institutional collaboration are halting rapid uptake of these investments and cross-fertilization of resources. This is specifically the key root-cause for the disconnect between research and policy-making for GE issues, and justifies the need for the establishment of formal and informal collaboration mechanisms at institutional level for catalyzing interactions and collaboration between the research and policy making. Collaboration frameworks will be established by addressing the institutional responsibilities and mandates for GE management at line Ministries, by identifying and negotiating the appropriate collaboration frameworks at the level of the concerned institutions and by providing the appropriate platforms (formal and informal) for collaboration.

Output 1.1: Institutional mechanisms introduced to streamline the roles and responsibilities of MoEnv and other concerned line Ministries under the global environment conventions.

137. The Policy and Planning Directorate and the Research and Studies Unit are the key organizational entities at MoEnv, which have responsibilities for the coordination between research and policy-making. In collaboration with the EU project, both units will be strengthened to be able adopt and implement their revised mandates for policy development and coordination related to environmental management and sustainable development. These mandates have been officially described in the Manual of Procedures, which has been developed by the EU project. Through the proposed project, GEF funding will ensure that the necessary technical expertise is available to undertake necessary responsibilities related to GE issues within these two departments. The project will also clarify the institutional mandates and responsibilities within both departments for collaborating with research institutions for the implementation of the Rio Conventions.

138. The project will also address the institutional basis of the GE Focal Points at the other concerned line Ministries responsible for the implementation of the GE conventions. The project will ensure that the mandates and responsibilities of the appointed GE Focal Points are clarified, especially with regards to cooperation with research. GEF resources will support the institutional changes required at the level of the mandates and responsibilities of the official Focal Points of the line Ministries and will ensure that work plans are established for the GE Focal Points, in order to identify and operationalize the institutional basis conducive to collaborative research and policy planning.

Output 1.2: Institutional mechanisms for coordination between policy and research institutions are established through formal and non-formal systems.

139. The key institutions with coordination responsibilities between research and policy-makers include the following:

- Specific MoEnv Departments, namely the Policy and Planning Directorate, the research and studies unit and the Information Unit;
- Ministry of Higher Education and Scientific Research (MoHESR);
- Higher Council for Science and Technology (HCST); and
- Ministry of Planning and International Cooperation.

140. Several existing platforms for collaboration between research and policy making already exist, some of these have proven their efficiency in dealing with GE issues, as demonstrated in the PDF-A analysis. The PDF-A has also indicated that the actual mechanisms have not been based on a sustainable and regular basis for collaboration. MoEnv is committed to support a consistent and systematic follow up for such collaboration, as it is currently establishing with NGOs, whereby regular consultative and strategic meetings are regularly held under the auspices of the Minister of Environment. Similarly, research institutions, through their coordinating bodies (MoHESR and HCST), are also committed to greater coordination between research and policy making.

141. GEF resources will support MoEnv's efforts to ensure that collaborative management procedures are put in place at the level of its concerned units to investigate and propose all potential systems for joint collaboration between research and policy makers, allowing research to inform and support the enforcement of GE research. The other coordinating institutions will also be engaged in the identification and establishment of collaboration systems. A platform for coordination through regular meetings, thematic and technical groups, memorandum of agreements and other mechanisms will therefore be established through the project

142. MoEnv will target specifically the results of the assessment it had undertaken in 2005, to identify the gaps at the level of the sectoral strategies in addressing sustainable development and GE issues and which were identified at the level of line Ministries, namely the sectoral strategies of the Agriculture, Poverty, Energy and Water Ministries. The project will therefore respond to these identified gaps. The project will ensure that research institutions are actively involved in the current policy development initiatives in Jordan. More specifically, collaborative frameworks between research and line Ministries will be established to ensure that the development of Action Plans of the National Agenda sets the mechanisms for the systematic inputs by research into the policy planning.

Output 1.3: A virtual platform for information collection, processing, analysis and dissemination is established through web-based tools and e-networks.

143. The EU project is strengthening the MoEnv's capacity to establish an Information Technology Unit (IT Unit), which will be responsible for the generation and supply of information and promoting the development of adequate environmental knowledge. Staffing may call for specialists in information technology. The information section will be responsible for the overall strategy for collection, storage and exchange of information.

144. GEF resources through this project will complement the EU intervention to ensure that GE issues are well captured in the MoEnv restructuring process of its IT Unit, and that all the national information needs and gaps related to the GE conventions are adequately addressed through state-of-the-art IT tools. This output will also ensure that all national initiatives undertaken at the level of the research institutions

are adequately surveyed and presented to all concerned stakeholders. This outcome will mainly support the establishment of a virtual platform for information collection, processing, analysis and dissemination through web-based tools and e-networks allowing adequate information flow for decision-making.

Outcome 2: Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research

145. The potential of research, and more specifically applied research related to GE issues to support the reform and implementation of policy and legal frameworks in Jordan is very important, and has been demonstrated through on-going national and human commitments and allocations for GE research initiatives. The project will strengthen the systemic functions required to formulate and implement policies through translating policy-oriented research into policy options and frameworks. The project will support the formulation of strategic guidance and action plans for promoting policy-oriented research, and allow research to be aligned with national plans and priorities. The project will also provide the systemic basis for adapting research to policy needs by establishing appropriate standards and procedures for policy-oriented research. The project will be able to demonstrate the potential to achieve tangible policy reforms based on applied research initiatives. The project will specifically support the development of a by-law for the enforcement clean production processes as part of Jordan's Environment Law of 2003 and national procedures related to renewable energy integrated in the relevant policy and legal frameworks in Jordan.

Output 2.1: Guidance and procedures are developed and adopted to promote policy-oriented research.

146. The lack of strategic guidance for the identification of priority research needs related to GE issues is a key barrier for the planning and implementation of the appropriate research programmes and which are aligned with national needs and priorities. JUST has for instance allocated JD150, 000 for research on national priorities but it is not clear to date how it can best define these national priorities. Although the MoEnv's strategic direction for 2006 has identified trade and environment, environmental valuation, EIS and standards for air, water, solid wastes and chemicals as priority areas for MoEnv's intervention, and these priorities could be considered as a first step in identifying potential areas of research interventions, it is important that a continuous and joint prioritization process between line Ministries and research institutions is instated in order to establish a system for policy analysis and reform.

147. With UNDP's support, MoEnv will develop an updated NEAP, which will capture latest national and international guidance for environmental management and sustainable development in Jordan. The new NEAP is expected to be concise and action-oriented, with specific time-bound targets for each theme and special emphasis on the linkages between environmental conservation, sustainable use of resources and general socio-economic development. The development process of the new NEAP will be participatory in nature, with the inclusion of all national stakeholders in the process within a series of consultation meetings and developing practical and measurable action plans for each priority theme. The new NEAP will also take into account the National Agenda and Jordan's environmental commitments indicated in this framework. The new NEAP will thus provide a blue print for the environmental sector in Jordan for the coming five years, with clear identification of roles and responsibilities for all stakeholders.

148. The proposed project will build upon these efforts to ensure that GE issues are properly captured in the new NEAP and more specifically research related needs to better comply with the global environmental conventions. GEF funding at the level of this output will be mainly provided for thematic and expert groups meetings, as well as for provision of highly technical expertise related to GE issues from within the country or from outside, to support the integration of GE issues into the NEAP and ensuring an active role of research institutions in responding to policy-oriented research needs.

149. This output will specifically address the priority issues identified in MoEnv's strategic orientations for 2006 and ways to respond to these priorities through research. The output will therefore lead to the definition of an action-oriented plan for priority research needs related to GE issues, and more specifically trade and environment, environmental valuation, EIS and standards for air, water, solid wastes and chemicals. At least 2 policy options related to these priorities will be developed through research interventions.

150. The NEAP will not only provide action-oriented policy guidance on linkages between the research and environmental policy development, but will also support the establishment of adequate procedures and a system for guiding research on GE issues.

Output 2.2: Systemic procedures and commitments are defined to mainstream global environmental themes into the research programmes of the key research institutions.

151. To date, no efforts have been deployed for ensuring that GE issues can be effectively coordinated and channelled through the institutions holding a coordination responsibility for scientific research in Jordan, namely MoHESR and HCST. Universities and other research institutions are committed to establish the adequate institutional structures for developing and implementing GE related research but the technical support and capacity development are required.

152. GEF resources through this project will support both the MoHESR and the HCST to establish the necessary system for harmonizing standards and procedures for GE research at university and research institutions and establish an effective programming and implementation of this system. This will be done by providing the necessary consultative opportunities as well as technical expertise necessary for the establishment of such a system.

Output 2.3: Targeted policy reforms related to GE issues are undertaken through policy-oriented research at JCPP and JCIAR.

153. This output will ensure that JCPP and JCIAR current studies and applied research will feed into the policy and legal framework in Jordan in order to achieve compliance with the conventions. This output will set the basis for translating the outcomes of applied research related to GE issues into policy and legal reform and will be scaled up to support the updating and implementation of policy and legal frameworks related to GE issues and the compliance with GE conventions. GEF resources will complement the on-going work of both institutions to ensure that the legal reforms are achieved through these initiatives.

154. In the case of JCPP, the project will allow the enactment of a by-law for the enforcement clean production processes as part of Jordan's Environment Law of 2003. This will be possible by providing necessary legal expertise to build upon the experience and know-how of JCPP in conducting audits for different establishments. The project will also support the JCPP to establish homogeneous procedures for law enforcement through transfer of research results into practical operations of appropriate technologies and design, capitalization of experiences and capacity building. JCPP has over 120 documented case studies which will be disseminated to the concerned stakeholders through the establishing an information system for database set-up and entry by JCPP members.

155. In the case of JCIAR, the project will allow the development of national procedures related to renewable energy, and are integrated in the relevant policy and legal frameworks in Jordan, by capitalizing and translating the applied research conducted under JCIAR's Eco-House renewable energy programme into policy options. The project will also support and ensure that GE issues related to the Rio

conventions are reflected in JCIAR's mandate and programmes and are therefore implemented through this key institution for applied research.

Outcome 3: The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed

156. Despite the large array of research and know-how at research institutions related to global environment issues, research institutions require substantive technical capacity to be able to conduct applied research in several GE related aspects and translate the results of the research into clear and action-oriented policy options. It is important that research institutions acquire up-to-date technical standards and methodologies for addressing GE issues and develop necessary capacity for applying these skills in the appropriate technical and managerial set-up. This project will provide necessary training and technical assistance to allow research institutions to apply and translate GE-research into policy options.

157. The support of policy-makers to mainstream global environment issues within policies and legal frameworks, and more specifically by calling upon research institutions is critical to the success of the project. The fruition of the institutional and systemic mechanisms for linking research to policy making for GE issues requires a better understanding of GE issues by policy-makers and an appreciation of the value-added which could be supplied by national research to respond to nationally appropriate approaches. Targeted awareness campaigns at the level of policy makers will be undertaken to strengthen partnerships and collaborations between research and policy maker and achieve a sense of responsibility and commitment at the level of policy makers.

Output 3.1: Capacity of research institutions to develop and promote applied research for GE issues is strengthened.

158. In the context of this project, the PDF A phase identified the following knowledge gaps necessary for making research more policy oriented and useful for global environmental management. The following are the main themes to be addressed by the research in order to propel implementation of the global environmental conventions:

- Integrated natural resources management (ecosystem approach);
- Economic valuation;
- Vulnerability and adaptation to climate change;
- Policy and project formulation; and
- Communication, team building and negotiation.

159. Through this output, the capacity of national partners will be strengthened to develop and promote applied research for GE issues, and respond to new opportunities in research. The activities at this output will be coordinated with MoEnv's training plan. The GEF resources will be dedicated to the development and implementation of capacity development plan through trainings, on-the-job training and training modules, as appropriate.

Output 3.2: Targeted awareness campaigns on GE issues designed and carried out at the level of all concerned stakeholders.

160. In close cooperation and coordination with the respective MoEnv Unit responsible for awareness, the GEF resources will be dedicated to design and implement awareness campaigns related to GE issues and raise knowledge and awareness mainly at the level of policy makers and research institutions of the importance of GE issues and the collaboration of research and policy making in the framework of GE issues.

161. A comprehensive range of awareness-raising activities will be organized and carried out by specialized institutions and will be an essential prerequisite for successful project implementation and will begin the process of activating and animating policy makers towards the opportunities for using research to identify and translate national commitments to the GE conventions. This will include raising awareness of the principles, practice and opportunities associated with: (i) the concept of GE issues and GE conventions in specific; (ii) raising awareness on the value of pilot applied research and their application to the national context and the commitments to the GE conventions; and (iii) the development and implementation of collaboration and cooperation between research and policy makers to implement the Rio conventions.

c. SUSTAINABILITY (INCLUDING FINANCIAL SUSTAINABILITY)

162. Sustainability of the project is based on the project strategy and timing. The following are the key elements to sustain the project results:

163. National ownership. First of all, the project idea has been generated as a result of highly consultative process of NCSA. Developing the capacities for targeted and policy oriented research in the thematic areas of global environmental management has been identified as a key priority by NCSA, and many other assessments and studies. Support to research is an apparent national priority in the context of sustainable development. Therefore, by being rooted into the national priority agenda and current reform processes the project will ensure sustainability of its results.

164. Partnering with relevant programmes and national institutions. Another critical element of the project strategy is to link up with the key programmes and processes currently underway that will help to anchor and uptake main deliverables of the project. The project will work closely with the related EU supported programmes, NEAP process, etc. The project will work directly with the Ministry of Environment and other national institutions.

165. Developing local skills and knowledge. The project will target key research and education institutions and develop necessary knowledge base by building on existing in-house capacities.

166. Catalyzing systemic change. The project will build upon existing policies and legal frameworks to ensure that the current national efforts for reforming and implementing these frameworks are enabled and strengthened to catalyze the required reforms. The project does not have any ambitious plans to develop new policies but rather refining the existing framework. The project is adopting an approach for mainstreaming and capitalizing upon existing national initiatives already engaged in the application of policies and laws through applied research, which will therefore ensure that the continuity of any enforcement measures of policies and laws will be based on nationally tested and demonstrated systems and approaches. The project will also build on the strong national financial commitments closely related to this project such as the plan for tripling research budget in Jordan by 2017, as per the National Agenda, and the plan to direct 1% of taxes of the private sector towards applied research. The project is also addressing a large sample of the Jordanian society, around 15% of Jordanians are involved in research and education system, the trickling effect of the capacity building plan and awareness activity conducted through the project will therefore be able to cover a large proportion of the Jordanian society and influence the next generation of policy makers.

d. REPLICABILITY

167. Replication of the project results is at the heart of the project strategy and design, and the replication strategy aims at ensuring that the project approach can be distilled and actively disseminated to inform similar initiatives in Jordan and elsewhere. The project does not expect to achieve complete enforcement of the laws and policies related to the GE conventions by the end of the project, it is however

providing a two-fold approach for catalyzing the enforcement process: (i) an approach of formal and informal engagement of the concerned stakeholders in policy reform and implementation, and in this case, the research sector, and (ii) an approach for optimizing national resources and know-how to feed into policy reform and implementation for the GE conventions.

168. The project specifically aims at achieving direct, measurable and sustainable impacts largely through existing initiatives to promote replication across the whole range of policy frameworks and across the whole range of stakeholders. For instance, the current studies and applied research conducted by JCIAR would be able to feed into not only the 'Environment Law' as planned through the project, but will also be able to support other sectoral policies and laws related to GE issues tested and demonstrated through national initiatives in Jordan, in a way that the outcomes of applied research related to GE issues are scaled up to support the updating and implementation of all relevant policy and legal frameworks.

169. Jordan among the leading countries in the region in undertaking policy and research related to GE issues, it was the first to report to the UNFCCC and the first to accede to the Kyoto Protocol, this project is the first CB2 project to be developed in the region. Jordan has also spearheaded and pioneered cost-effective initiatives related to the GE such as the Jordan Biogas Company which incorporates innovative technology and develops groundbreaking experience for Jordan in terms of mainstreaming renewable energy resources into the traditional and established energy sector of the country. Jordan's protected areas network is also considered as a reference in linking GE conservation to economically feasible programme based on scientific research and management know-how.

170. The project is not only linking the research sector to the policy making process, it also support essential linkages with other stakeholders such as the private sector, academia and the donor community to ensure that the linkages are operational and replicable.

171. The project will also build upon the existing national capacities and further develop a comprehensive awareness and capacity building plan which can be used replicated at the level of other sectors as well as for other countries in the region. The common language and cultural practices of most countries in the Arab region will be an added advantage to the project material and will allow best use of the project products across the whole region.

172. The project design has taken into consideration lessons learned from similar GEF projects in the region, specifically the UNDP-GEF Regional project for the Conservation and Sustainable Use of Dryland Agrobiodiversity (Jordan/Lebanon/Syria/Palestinian Authority), which aimed, among others, at mainstreaming scientific and technical know-how in national policies. The final evaluation of the project was conducted in 2005 and has identified several lessons related to linkages between research and policy making, these include:

- **Science proved a good strategic entry point for the project.** Agrobiodiversity conservation involves many stakeholders and issues, and there are many possible entry points. Scientists and researchers are not the usual starting point for most resource management projects. However, in this region, scientists are highly respected, and they are linked to the policy and decision-making power structure at both national and local levels. Moreover, scientists are in a position to galvanize the agricultural management and education communities and to encourage commitment and interest in learning. Thus, science did provide an effective strategic entry point for this particular project.
- **The concept needed an earlier and broader consideration of broad-based stakeholder needs and perspectives.** Although the starting point was science/researchers, the aim was to develop a holistic and community based approach for agrobiodiversity. Unfortunately the concept did not include analysis of stakeholder or beneficiary needs, so the approach over emphasized scientific views and lacked emphasis of the "non-scientific" perspectives, such as socio-economics, policy development and community and farmer needs. It is generally accepted that, as a pre-condition of

success for development projects in general, the needs and perspectives of stakeholders must be included in all stages of the project from concept to design to implementation and evaluation.

- **The project should have included policy development experts in conceptualization and design.** Similarly, the concept would have benefited from stronger policy expertise. Projects that ultimately depend for success on the development of new policies and legislative change should work to raise awareness among national politicians and officials. New conceptual projects need to be linked to development solutions and funding to achieve sustainable changes in behaviour.
- **Science needs to be translated in order to be useful to farmers and policy-makers.** Scientists have learned the significance of translating research and scientific concepts into simple language and practical ideas that will be useful to farmers. Further work is needed on translation of science for policy-makers.
- **The private sector is a powerful economic national/local stakeholder that could have been more deeply involved in promoting agro-biodiversity.** The involvement of the private sector was very limited, except for very few initiatives involving eco-tours in selected areas.
- **A variety of national bodies should be identified and involved in order to mainstream agro-biodiversity issues into national policies.** New government agencies (other than Ministries of Agriculture) were involved in agro-biodiversity concept, even though it is not considered part of their mandates. For instance, some Ministries of Environment adopted traditional species as part of their national reforestation programmes. Ministries of Education were heavily involved in incorporating agro-biodiversity into the curriculum.

173. The proposed project has integrated most of the above recommendations in its project design and consultation process during PDFA preparation and will be able to provide a replicable strategy for similar initiatives in Jordan and in the region for the preparation and implementation of cross-cutting capacity development project as well as other capacity development initiatives.

e. STAKEHOLDER INVOLVEMENT

174. The first step in the stakeholders' involvement was the identification of the stakeholders who will be participating in the project development and implementation. Initially, a list of the potential project stakeholders was compiled. The list included all actors who could have an interest in the project, including actors outside the environment sector that could affect or be affected by the project. In preparing this list, several sources were utilized; one of the important sources was the list of the stakeholders' participating to the first phase of NCSA project.

175. The selection process was designed in a way to involve representatives from all stakeholders groups, namely policy making agencies, research and educational institutions, NGOs, donor agencies and individuals.

176. Once the list of stakeholders has been identified by the PDFA team, the first step was to contact the stakeholders and provide them with information regarding the proposed project. This was done in order to inform all the potential stakeholders about the proposed project, so as to promote awareness and to gauge interest in the project. Following this, representatives from all stakeholders groups were met on individual basis. Among the stakeholders which were met, several were high ranking environmental policy makers (i.e. Minister of Environment, Secretary General of MoEnv, and Focal Points of the three conventions); stakeholders from outside the MoEnv were also met.

177. A national workshop was also conducted, during which representatives from all concerned institutions participated, the list of the participating institution is attached in **Annex 6**. During the workshop, the participants had mainly conducted an in-depth analysis and identified the root causes of the problems lying behind the disconnection between policy and research using a SWOT analysis of the

proposed project at individual, institutional and systemic levels. Following this workshop, a brainstorming session was conducted with a selected group of researchers, policy makers and NGOs representatives to develop the project logical framework in the agreed consultative approach that the project has adopted. During all stages of stakeholders consultations, specially designed questionnaires and templates were utilized to guide and follow up on the meetings outcomes.

178. The main stakeholders who will be the key beneficiaries from the project implementation can be summarized as the following:

- Ministry of Environment (MoEnv)
- Ministry of Planning and International Cooperation (MoPIC)
- Ministry of Agriculture (MoA)
- Ministry of Energy and Mineral Resources (MoEnvMR)
- Ministry of Higher Education and Scientific Research (MoEnvSR)
- Jordanian Universities or their Academic Departments and Research Centres, specifically University of Jordan, Jordan University of Science and Technology, Hashemite University and Mu'tah University.
- Higher Council of Science & Technology (HCST)
- National Centre for Agricultural Research and Technology Transfer (NCARTT)
- Jordan Centre for Innovation and Applied Research (JCIAR).
- Jordan Cleaner Production Programme (JCPP)

The description of the key stakeholders and their involvement as well as anticipated functions in the proposed project is listed in **Annex 7**.

f. MONITORING AND EVALUATION

179. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team with support from UNDP-GEF. The Logical Framework Matrix (**Annex 4**) provides impact indicators for project implementation along with their corresponding means of verification. These will form the basis on which the project's Monitoring and Evaluation system will be built.

180. The project will also use a capacity development (CD) monitoring and evaluation scorecard to monitor the project capacity development processes (see scorecard in Annex 5). It is in line with the GEF results-based management framework which aims at "designing mechanisms to ensure the measurement of progress" and the GEF's need to monitor "how outputs and outcomes at the project and programme level are progressing towards achieving global environmental benefits". This scorecard will track project CD processes along five capacity results. Indicators will be rated to quantify the change achieved and provide information needed for higher reporting purposes at programme level. So far, it is expected that the project capacity development activities will largely be monitored by eight indicators (see Annex 5 – indicators 1, 2, 4, 7, 9, 10, 11 & 13), which are of direct relevance to the development of policy-relevant capacities for the implementation of the global environmental conventions, by enhancing connectivity between the research and policy making for global environmental management in Jordan. The success of the project will therefore be monitored against these indicators only. However, any indirect contribution to other capacity development indicators will also be documented in the project reports, as necessary.

181. This scorecard will be used to establish the project baseline at inception, at mid-point of project implementation and finally at the end of project implementation. The rating done at project inception will also provide a useful capacity assessment at the start of the project; including the current areas of weaknesses and strengths. This capacity development monitoring tools will be used by the project

implementation team to monitor project progress and also by the evaluators to conduct the MTE and the final evaluation.

182. The following sections outline the principle components of the Monitoring and Evaluation Plan. The project's Monitoring and Evaluation Plan will be presented and finalized in the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.

183. The National Project Coordinator (NPC) will be responsible for carrying out the monitoring of the project and write progress reports on a semi-annual basis (see **Annex 8** for a complete list of management reports); the monitoring process will include the following tasks:

- **Project Inception Phase:** The inception phase will take place during the first three months of project implementation. It is designed to fully staff the project, ensure the project team (the executing agency and the project staff) fully understands UNDP financial and administrative rules and requirements and the project has the necessary systems financial and reporting in place, ensure the project team fully understands the GEF measures of success and reporting requirements, detail and agree the project's work plan, adaptive management framework, monitoring indicators and CD monitoring indicators (scorecard), finalise the project's implementation arrangements including the composition of the Project Steering Committee, review their ToRs, hold an inception workshop and first TPR.
- **A Project Inception Workshop:** This will be conducted with the project team, relevant government counterparts, co-financing partners, UNDP Country Office and representation from the UNDP-GEF Regional Coordinating Unit. A fundamental objective of this Inception Workshop will be to assist the project team to understand and take ownership of the project's goals and objectives, as well as finalize preparation of the project's first annual work plan on the basis of the project's logframe matrix. This will include reviewing the logframe (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise complete the CD monitoring scorecard (see Annex 5) and finalize the Annual Work Plan (AWP) with precise and measurable performance indicators, and in a manner consistent with the expected outcomes for the project. The outcomes of the Inception Workshop will be formalized in the **Project Inception Report**, which will be used as a basis for project implementation, monitoring and evaluation.
- **Day to day monitoring of implementation progress** will be the responsibility of the NPC, based on the project's Annual Work Plan and its indicators. The NPC will inform the PSC of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion. The UNDP-CO will be responsible for monitoring the service contracts issued through the project, this will include normal financial oversight (including audits), reporting and quality assurances. The NPC will monitor the implementation of the project using the identified performance indicators. On a quarterly basis, a **Quarterly Progress Reports**, outlining main updates in project progress will be provided to the UNDP-CO and the UNDP-GEF regional office by the NPC.
- **Annual Monitoring** will occur through the **Tripartite Review (TPR)**. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every year. The first such meeting will be held within the inception phase period. The TPR has the authority to suspend disbursement if project performance benchmarks are not met. Benchmarks will be developed during the Inception Phase, based on delivery rates, and qualitative assessments of achievements of outputs. The project proponent will prepare a Annual Project Report (APR)/**Project Implementation Review (PIR)**. The APR/PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting

lessons from ongoing projects. Once the project has been under implementation for a year, a Project Implementation Report must be completed by the NPC. The APR/PIR will be discussed in the TPR so that the result would be a APR/PIR that has been agreed upon by the executing agency, the UNDP-CO and the concerned UNDP-GEF Regional Coordination Unit.

- **Conduct a Mid-Term Review:** Using the baseline information, a mid-term review will be conducted after 18 months of operations. This review will assess the overall performance of the project, by reviewing the collected monitoring data for each indicator – including the update of the CD monitoring scorecard - by conducting a SWOT analysis with stakeholders, by assessing how well the project is progressing toward the achievement of its expected results and by recommending some actions for the remaining period of the project; including recommendations for the long term sustainability of the achievements and their replicability.
- **Conduct a Terminal Evaluation:** A final evaluation at the end of the project will be conducted to assess the major achievements resulting from project activities but also to evaluate the long term sustainability and replicability of the achievements. The CD monitoring scorecard will also be used for the terminal project evaluation and the ratings compared to previous assessments. During the last three months prior to the independent Terminal Evaluation, the NPC will prepare the **Project Terminal Report**. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learnt, objectives met, or not achieved structures and systems implemented, etc. and will be the definitive statement of the project's activities during its lifetime. 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 activities.

Financing

184. The total project budget is US\$1,000,000, including US\$25,000 PDF-A funds from the GEF. The GEF incremental cost is budgeted at US\$475,000 and co-financing commitments are equivalent to US\$500,000. Table 4 shows the project costs by Outcome for GEF and for co-funding. Please see breakdown of co-financing by source in Subsection C. Co-financing. The breakdown by outputs is presented in Annex 9.

a. Financing Plan

TABLE 4. PROJECT COSTS

Project Components/Outcomes	Co-financing (\$)	GEF (\$)	Total (\$)
1. Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	175,000	85,000	260,000
2. Global environmental issues and provisions of the three Conventions are integrated and implemented in policies and laws through research	255,000	140,000	395,000
3. The capacity of the research institutions and awareness policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	35,000	105,000	140,000
4. Project management budget/cost*	35,000	145,000	180,000
Total project costs	500,000	475,000	975,000

* This item is an aggregate cost of project management; breakdown of this aggregate amount should be presented in the table below.

b. Cost Effectiveness

TABLE 5. PROJECT MANAGEMENT BUDGET/COST⁴

Component	Estimated staff weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Personnel*	312	145,000	0	145,000
Local consultants*	0	0	0	0
International consultants*	0	0	0	0
Office facilities, equipment, vehicles and communications	0	0	35,000	35,000
Travel		0	0	0
Miscellaneous		0	0	0
Total		145,000	35,000	180,000

* Local and international consultants in this table are those who are hired for functions related to the management of project. For those consultants who are hired to do a special task, they would be referred to as consultants providing technical assistance. For these consultants, please provide details of their services in table below.

TABLE 6. CONSULTANTS WORKING FOR TECHNICAL ASSISTANCE COMPONENTS

Component	Estimated staff weeks	GEF(\$)	Other sources (\$)	Project total (\$)
Personnel	0	0	0	0
Local consultants	520	235,000	160,000	395,000
International consultants	10	35,000	0	35,000
Total	530	270,000	160,000	430,000

c. Co-financing

185. According to WB's latest analysis for successful institutional development⁵, three main core design issues should be considered in the analysis of institutional development of safety net systems, the design issues are the multi-sectoral, institutional-organizational pluralistic and multi-level provision of services. The cost effectiveness of any capacity development intervention is met when these issues are taken into consideration at design level. Table 7 below summarizes the key design features for a successful institutional development intervention and how the project responds to these criteria.

TABLE 7. DESIGN FEATURES OF THE PROJECT IN LINE WITH COST-EFFECTIVE SAFETY NET INTERVENTIONS CRITERIA

Safety net interventions criteria	Key core institutional design issues of safety net systems	Project design aspects in line with safety net interventions criteria
Multi-sectoral	Coordination requires a	The project is building upon MoEnv's strong commitments

⁴ For all consultants hired to manage project or provide technical assistance, please attach a description in terms of their staff weeks, roles and functions in the project, and their position titles in the organization, such as project officer, supervisor, assistants or secretaries.

⁵ Inke Mathauer, 2004. Institutional Analysis Toolkit for Safety Net Interventions. World Bank Social Protection Discussion Paper Series

	<p>lead actor and an institutional home as well as specific institutional mechanisms and practices which can foster collaboration, information sharing, consensus, solving conflicts, etc.</p>	<p>and application of the principles of close coordination. PDFA phase has proved the satisfactory levels of participation and information sharing between MoEnv and research institution. The project will institutionalize the on-going efforts by reforming the institutional responsibilities and mandates of all GE FP network at MoEnv and at other institutions. The project will also support the establishment of adequate institutional systems at academic and other research institutions level to ensure that an enabling environment exists for the establishment of coordination mechanisms. Collaborative management, negotiation, team building and other fundamental aspects of coordination approaches will be strengthened at the level of all concerned stakeholders by calling upon necessary expertise and organizing fora.</p>
<p>Institutional-organizational pluralistic</p>	<p>Roles and relationships amongst safety nets providers need to be holistically assessed. Pluralistic providers (public, private and NGOs) may be related in a variety of ways: co-existence, incentive-based regulation, cooperation, coordination, forming partnership, contracting, franchising, etc.</p>	<p>The project is building upon on-going successful practices for multi-stakeholders involvement, as well as on the holistic and in-depth analysis during the PDFA phase of the capacity development needs at systemic, institutional and individual levels, taking into consideration the 5 capacity development functions. MoEnv and all concerned stakeholders involved in GE issues have tested various forms of relationships which will be further strengthened through the project (for example MoEnv has already initiated strong ties with NGOs and have formally launched the JCPP). The project will also initiate new relationships with existing or planned institutions to catalyze and invigorate stronger formal and informal partnerships between the different stakeholders involved in applied research related to the GE issues and ensure that these partnerships will allow the translation of these partnerships into implementation procedures of policies and laws related to the GE.</p>
<p>Multi-level provision</p>	<p>Decentralized services require us to look into the local administration/local government structures as well as decentralized processes. The nature of communities and community structure are equally important to evaluate the potential for community targeting measures and the role of community participation.</p>	<p>National policies and plans (specifically the National Agenda chapters related to each sector) are currently being translated by the concerned line Ministries in Jordan into action plans. The involvement of decentralized agencies and institutions in this national planning momentum provide an opportune occasion for the project to ensure the involvement of decentralized research institutions through both the MoEnv as well as other national institution in charge of coordination and planning of research in Jordan such as MoHESR and HCST. Another asset of the project is its outreach potential to around 15% of the Jordanian society through the academic population which universities in Jordan represent. Finally, the training and awareness programme which are planned through the project provide an important tools and mechanism for ensuring the decentralization of the capacity development processes sought through the project at the level of the political constituencies earmarked through the project.</p>

d. Co-financing Sources

TABLE 8. CO-FINANCING SOURCES⁶

Name of co-financing (source)	Classification Type	Amount (\$)	Status	
			Confirmed	unconfirmed
MoEnv	Exec. Agency. Support to the project management, awareness and training	50,000	50,000	0
MOENV	Exec Agency. Support to research systems	25,000	25,000	0
EU Project	Bilat Agency. Reforming the mandates of the MoEnv and IT	150,000	0	150,000
UNDP	Impl Agency. establishing research priorities through the NEAP	100,000	100,000	0
JCIAR	NGO. Setting pilot models for renewable energy procedures and standards	125,000	0	125,000
JCPP	NGO. Setting pilot models for CP procedures and by-law	50,000	0	50,000
Subtotal co-financing		500,000	175,000	325,000

Institutional Coordination and Support

a. CORE COMMITMENTS AND LINKAGES

Project Linkages to the UNDP's support

186. **Jordan's CCA/UNDAF (2008-2011)** focuses on the identified priorities of the government and are thus addressing assistance to respond to the identified key areas. UNDP has identified areas of intervention to tackle the country's constraints and limitations that are clearly in line with the proposed project, with capacity development being one of UNDP's major comparative advantages. Outcome 3 of UNDAF focuses on "sustainable management of natural resources and the environment". Within this outcome there are various Country Programme Outcomes including Outcome 3.2 "Environmental policies aligned to global conventions and national implementation capacities enhanced". In addition Country Programme Outcome 3.4 is "Environmentally sustainable industrial and transport policies, standards and processes introduced".

187. the results framework in turn identifies various country programme outputs including

- Output 3.2.1 Policy-relevant capacities for the implementation of the Global Environmental Conventions are developed.
- Output 3.2.2 Climate Change adaptation streamlined in national action plans in ways that protect the vulnerable groups.
- Output 3.2.3 The protection and sustainable use of agricultural resources and biodiversity included in relevant national and sectoral plans particularly for major hotspots.
- Output 3.2.5 Policy options for higher energy efficiency introduced.
- Output 3.4.1 Institutional and technical capacity strengthened for cleaner production.

⁶ Refer to the paper on Cofinancing, GEF/C.206/Rev.1

188. The CCA/UNDAF is further aligned with the National MDG targets and recommendations, and ensures synergies between upstream and downstream work by basing itself on the NMDGR. This project is directly linked to UNDAF outcomes and country programme outcomes and outputs.

189. **Jordan's MDG report** published in 2004 has risen as a key recommendation in its Goal 7 Chapter related to environmental sustainability the need to activate the role of national research and academic institutions in environmental protection research and studies. The UNDP-CO is currently investigating ways to ensure that Action Plans emanating from the National Agenda at the level of each sector integrate the MDG targets and recommendations of the 2004 MDGR for Jordan. UNDP-CO will therefore ensure that the MDG issues, including research for GE issues can be integrated in the operational strategy and action plans of all line Ministries.

190. **The donor-lender Technical Committee for the Capacity Building for the MoEnv** met during 2004 and 2005 to discuss issues related to the subject matter. The Technical Committee was comprised of the following delegations: SDC, GTZ, EC Delegation, USAID, Embassy of Spain, JICA, Embassy of France, FAO and UNDP. The strategic conclusions and recommendations arising from the paper included the need to finalize the Ministry's mission and vision and develop the full formulation of a new updated environmental sector strategy, clarify and strengthen the relationship between MoEnv and other ministries and related institutions, revise the institutional structure of the MOENV, initiate an environmental trust fund, strengthen the role of Directorate of Planning and International Cooperation of all aspects of international coordination, establish or assign the role of donor/aid coordination to the Directorate of Planning and International Cooperation and establish a special Legal Unit within the structure of the Ministry.

Project linkages to the NCSA and Rio Conventions Reports

191. The current project proposal has been identified as a key priority of the NCSA stakeholders' workshop for prioritization of cross-cutting capacity development needs in Jordan. The in-depth assessment of the capacity needs conducted through the PDFA phase for identification of threats and root causes of the project are therefore an integral part of the NCSA process in Jordan and will contribute to the sustainability of the NCSA outputs and progress made to date through the NCSA. The NCSA project will be able to further build upon the project as a dissemination tool of the various consultative and analytical efforts that were launched during the NCSA and which can be followed up by the project.

192. The project is also closely linked to exiting and planned national reports to the Rio conventions; more specifically the project should be able to ensure close coordination with the SNC to the UNFCCC and ensure that linkages and synergies are sought during the implementation of both projects.

Project linkages to UNDP-GEF

193. **Support to the Expansion of Russeifeh Landfill Gas Utilization System for Electric Power Generation.** The project follows up the successful results of the GEF funded project 'Reduction of Methane Emissions and Utilization of Municipal Waste for Energy in Amman'. This UNDP-GEF funded project (also funded by DANIDA and the Government of Jordan) supported the establishment of facilities for a combined landfill operation and a biogas plant in Amman. An independent evaluation of the project, conducted in 2004, recommended replication of the project for its satisfactory success in implementing the project at the Russeifeh and the electricity sale, and its contribution to the sustainable economic development of Jordan. Thus, a follow up project was launched in January 2006, jointly funded by the Jordan Biogas Company and UNDP (through TRAC resources), to expand the current electricity

generation capacity and provide necessary training and technical assistance. The follow up project will contribute to further remove the barrier to large-scale replication of this project in Jordan, where sanitary land filling is still the main method of disposal of municipal waste. The follow up project also aims at supporting the Government's objective of expanding renewable energy technologies based on integrated solid waste management.

194. Designing and Establishing an Energy Labelling System for Household Appliances. UNDP-GEF is supporting the GoJ to initiate this MSP by September 2006. The main objective of this project is to establish energy labelling and set Minimum Energy Performance Standards (MEPS) programme for household appliances in Jordan with the initial focus on air conditioners, refrigerators, freezers and washing machines (end-uses combining a large market, a high energy saving potential, and evolving in a regional market). The National Energy Research Centre has been the leader in the field of new and renewable energy and energy conservation and has implemented many internationally sponsored programmes in Jordan and regionally. NERC will act as the facilitator/local champion for this project.

195. UNDP-GEF CC regional projects for the Development, Adoption and Implementation of Building Codes and Accelerating the Development, Adoption and Implementation of Appliance Standards and Labels in the Middle East and North African Countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, Syria, Tunisia), due to start in May 2006. The projects will conduct sensitization of national policy decision makers to energy efficiency building codes, and to appliance and equipment energy efficiency, to stimulate their adoption and the mobilizing of resources for national activities on the development or improvement of energy efficiency building codes and energy efficiency standards and labels and the enforcement of compliance.

196. UNDP-GEF Migratory Soaring Birds (MSB) along the Rift Valley/Red Sea Flyway. The project aims at effectively mainstreaming MSB into the hunting, energy, agriculture, waste management and tourism sectors along the Rift Valley/Red Sea flyway, making this a safer route for soaring birds. Eleven countries along the flyway are involved in this project including Jordan. The project is due to start in September 2006. It will among others develop technical content and tools to enhance flyway friendly practices which will be effectively mainstreamed into sector processes and programmes. Awareness raising activities, learning and evaluation will also be undertaking at all sectors level.

b. CONSULTATION, COORDINATION AND COLLABORATION BETWEEN IAS, AND IAS AND EXAS, IF APPROPRIATE

Project linkages to other national and regional initiatives

197. Mainstreaming Sustainable Land Management Practices in Jordan. This IFAD-GEF project was developed based on a national consultation process in July 2004. The project was jointly developed by IFAD and the GM, and will be fully integrated within IFAD's Agricultural Resource Management Project Phase II (ARMP II). The rationale for GEF support in this project is to facilitate the enhancement of the enabling policy, regulatory and incentive frameworks that govern natural resources use, promote integrated land use planning and mainstream Sustainable Land Management into national planning frameworks. This will enable the mitigation of land degradation and help alleviate poverty, as well as, support the Government in meeting its obligations under the UNCCD.

198. CDM through the Designated National Authority. WB is supporting Jordan to develop national initiatives under the CDM. The Ministry of Environment through its Climate Change Unit (CCU) was identified as the focal point agency, a National Designated Authority, which includes all concerned stakeholders, has already been appointed. The current CDM activities focus mainly on developing the capacity among national policy makers to formulate regulatory framework to deal with regulatory, legal,

financial and technical issues that are unique to the CDM projects and identify and apply baseline parameters in accordance with international agreements.

199. **The Ministers of Agriculture MOU for Promoting the Conservation of Agrobiodiversity and the Exchange of Genetic Resources in Jordan, Syria, Palestine and Lebanon.** This MoU was signed on 29 June 2005 based on the support ICARDA and the UNDP-GEF Regional project for the Conservation and Sustainable Use of Dryland Agrobiodiversity.

c. PROJECT IMPLEMENTATION ARRANGEMENT

198. UNDP will act as the **GEF Implementing Agency** for this Project. As Implementing Agency, UNDP brings to the table a wealth of experience working with governments in the arena of reform, and is well-positioned to assist in both capacity building and institutional strengthening. As always, the UNDP Country Office will be accountable as the agency responsible for transparent practices, appropriate conduct and professional auditing. Staff and Consultants will be contracted according to the established Rules and Regulations of the United Nations and all financial transactions and agreements will similar follow the same Rules and Regulations.

199. MoEnv is the proposed **Executing Agency** of the project. The project will be hosted at MoEnv, and will closely coordinate with MoEnv's coming up **Policy and Planning Directorate (PPDA)** full-time National Project Coordinator (NPC) will be hired through the GEF funding of the project for the day to day management of project activities, and will be assisted by an Administrative Assistant. The Executing Agency will subcontract specific components of the project to specialized government agencies, research institutions, private sector as well as NGOs. **Annex 10** and **Annex 11** present the terms of reference for the NPC and NPA respectively.

200. MoEnv has already demonstrated its active collaboration with all concerned stakeholders; regular meetings are already taking place with NGOs. Moreover, JCPP has been activated with personal commitment of the MoEnv Minister. The analysis conducted during the PDFA phase has proved that the basis for collaboration already exist between research sector and MoEnv, in fact, research institutions have shown a satisfactory rate of information exchange with MoEnv. It is therefore expected that the timing is opportune for forging a sustainable and effective system for collaboration between MoEnv and research institutions, leading on its turn to an active collaboration between research institutions and all concerned policy-makers in Jordan related to GE issues.

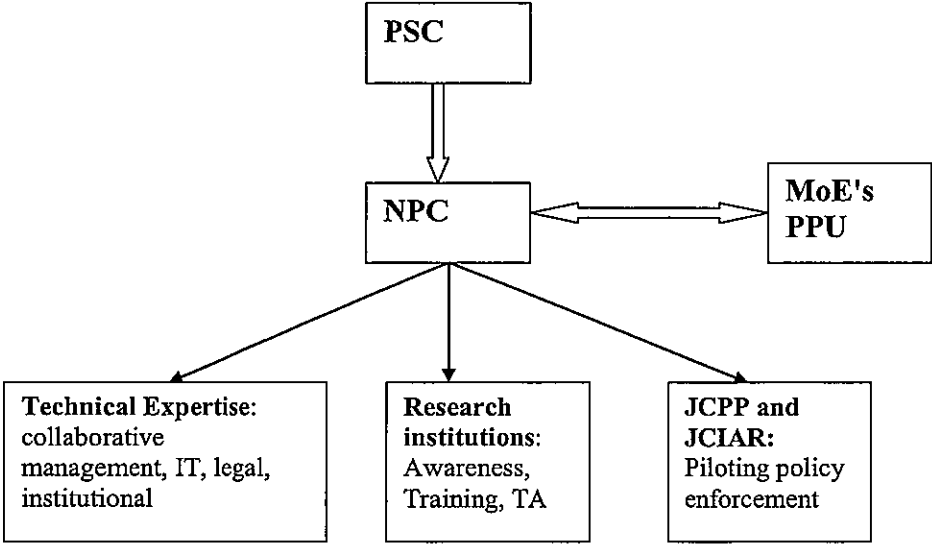
201. The project will establish a **Project Advisory Committee (PAC)** consisting of representatives of the following institutions:

- Ministry of Environment (MoEnv)
- UNDP Jordan Country Office
- Ministry of Planning and International Cooperation (MoPIC)
- Ministry of Higher Education and Scientific Research (MoHESR)
- Ministry of Agriculture (MoA)
- Ministry of Energy and Mineral Resources (MEMR)
- Jordanian Universities or their Academic Departments and Research Centres, specifically University of Jordan, Jordan University of Science and Technology, Hashemite University and Mu'tah University.
- Higher Council of Science & Technology (HCST) or one of its centres
- National Centre for Agricultural Research and Extension (NCARE)
- Jordan Centre for Innovation and Applied Research (JCIAR).
- Jordan Cleaner Production Programme (JCPP)

202. The PAC bears a major function in evaluating project progress and ensuring incorporation of its lessons into the national policy-making process. The PAC will meet once every 6 months to assess project's progress towards achievement of the planned project outputs and to review and provide guidance for further implementation. The NPC will act as a Secretary to the PAC. Monitoring and Evaluation functions of the Project Steering Committee were described in the corresponding section of the project proposal. The Schematic Structure of the Project is presented in Figure 3 below.

203. In order to accord proper acknowledgement to GEF for providing funding, all project's documents should include a paragraph to explicitly require that a GEF logo appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

FIGURE 3. SCHEMATIC STRUCTURE OF THE PROJECT



Required Attachments

- a. REPORT ON THE USE OF PROJECT PREPARATION GRANT



PDF IMPLEMENTATION REPORT



GEFSEC PROJECT ID: 3701
UNDP PROJECT ID: 49186
COUNTRY: Jordan
PROJECT TITLE: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
OTHER PROJECT EXECUTING AGENCY(IES): Ministry of Environment
GEF FOCAL AREA: Multi-focal Areas/other
GEF OPERATIONAL PROGRAM: Capacity building
STARTING DATE: February 3, 2006
ESTIMATED DATE OF OPERATIONAL CLOSURE: April, 2007
ESTIMATED DATE OF FINANCIAL CLOSURE: JANUARY 2008

Signatures:

Organization	Name	Title	Date
UNDP	Luc Stevens	Resident Representative	7 March 2007
Ministry of Environment	Faris Al-Jundi	Secretary General	7 March 2007

PART I - PROJECT ACHIEVEMENTS

A- SUMMARY OF ACTUAL ACHIEVEMENTS OF PREPARATORY PHASE (OUTPUTS AND OUTCOMES), AND EXPLANATION OF ANY DEVIATIONS FROM EXPECTED OUTCOMES

During the preparatory phase the following outputs were achieved:

1. Stakeholder analysis and stocktaking exercise for the project: The project implemented stakeholder analysis as part of the stocktaking exercise at the outset of the PDF A. This produced the detailed description of key players, their needs and constraints that have relevance to the objectives of the project.
2. Assessment of available research-policy networks: a detailed description of the existing research-policy networks on the national, regional and global levels was conducted.
3. Stakeholders' roundtable: The roundtable was conducted to facilitate the comprehensive ownership of the project and to solicit feedback and ideas from stakeholders on the best mechanisms to establish a functional networking system between all stakeholders that would ensure attaining the project objectives. The stakeholders' round table was conducted in April 2006. This output was combined with the Organization of MSP consultation workshop output, as consultation with stakeholders and discussions were ongoing throughout the MSP development process.
4. Feasibility study and cost estimations. A feasibility analysis was conducted to develop a detailed strategy and main methodological tools to be applied in the framework of the project. The following analysis was conducted 1) identification and analysis of existing and potential programs and financing sources and funding mechanisms, 2) Detailed baseline assessment, and 3) methodological framework for the MSP implementation.
5. Preparation of the MSP document. The MSP document was developed and submitted to UNDP/GEF. The regional consultant was responsible for the preparation of the MSP document in team with the national consultant. The regional consultant was on mission in Jordan during March 29 - April 7, 2006 for this purpose and participated in stakeholder and MSP consultation process. The PDF-A phase provided financing for a national consultant to assist the regional consultant with the task.
6. The functioning of a project implementation unit (PIU). The Ministry of Environment provided PIU function support as part of their in-kind contributions.

Table 1: Completion status of Project Activities

Proposed Activities at Approval	Approved		Completion status	Actuals		
	GEF Financing	Co-financing		GEF financing	Co-financing	Uncommitted GEF funds
Stakeholder analysis, Stocktaking and Assessment of	3,000	0	Completed	3000	0	0

Approved			Actuals			
available research-policy networks						
Stakeholders roundtable	2,000	0	Completed	1037.96	0	962
Feasibility study	2,000	0	Completed	2000	0	0
Stakeholder validation workshop	2,000	0	Completed	1000	0	1,000
Preparation of MSP proposal	10,000	0	Completed	10,042.07	0	-42
International travel	3,000	0	Completed	1882.81	0	1,117
PIU	3,000	5,000	Completed	0	5,000	3,000

B -- RECORD OF STAKEHOLDER INVOLVEMENT IN PROJECT PREPARATION

The project preparation phase included consultation with a wide array of stakeholders from government sector, non-governmental organizations, private sector, academia, and research institutions. Below is a list of stakeholder institutions that were involved in project preparation through consultation meetings and workshops:

Organization
1. ECO Consult
2. GEF-SGP
3. General Department of Statistics
4. Hashemite University
5. JICA - Jordan
6. Jordan Chamber of Industry
7. Jordan Clean Production Programme
8. Jordan Marine Protection Society (JREDS)
9. Jordan Refinery Company
10. Jordan Society for Combating Desertification
11. Jordan University of Science and Technology
12. King Abdullah Design and Development Bureau
13. Ministry of Energy and Mineral Resources
14. Ministry of Environment
15. Ministry of Health
16. Ministry of Municipal Affairs
17. Muttah University
18. National Centre of Agricultural Research & Technology Transfer (NCARTT)
19. National Energy Research Centre (NERC)
20. Royal Jordanian Geographic Centre
21. UNDP-MOE
22. University of Jordan
23. USAID- Jordan
24. Yarmouk University

PART II - PDF FINANCIAL DELIVERY

TABLE 2 - PDF INPUT BUDGET - APPROVALS AND COMMITMENTS

Input Description*	Approved			Committed		
	Staff weeks	GEF funds	Co-finance	Staff weeks	GEF funds	Co-finance
Personnel	6	5,000	5,000	4	0	5,000
Local consultants	4	3,000	0	6	5,055.61	0
International consultants	4	10,000	0	4	10,042.07	0
Training		0	0		0	0
Travel		3,000	0		1,882.81	0
Office equipment		0	0		0	0
Misc		4,000	0		1,982.35	0
Total	14	25,000	0	14	18,962.84	5,000

Additional information as relevant:

- The PDF-A delivery rate up to date is 76%
- At the time of operational closure of PDF-A there is 6,037 USD remaining. These are set aside contingency resources in order to address possible comments from the GEF Secretariat that may require funding for additional consultations and expert inputs.
- There were no major deviations of actual disbursements versus the budgeted. Differences occurred due to the following reasons:
 - The budget for local consultant was increased from 3000USD to 5055USD in accordance with TOR and level of effort that the national consultant contributed to the PDF-A phase.
 - The PIU services (local service contracts) were provided by the Ministry of Environment as in-kind contribution.
 - The travel component did not require the entire allocated budget since the international consultant was traveling from Lebanon which is a close destination to Jordan.

TABLE 3: ACTUAL PDF CO-FINANCING

Co-financing Sources for Project Development Preparation (PDF)				
Name of Co-financier (source)	Classification	Type	Amount	
			Expected (\$)	Actual (\$)
Ministry of Environment	Impl. Agency	in kind	5,000	5,000
Total co-financing			5,000	5,000

b. COUNTRY ENDORSEMENT LETTER

THE HASHEMITE KINGDOM
OF JORDAN
Ministry of Planning and
International Cooperation
AMMAN



المملكة الأردنية الهاشمية
وزارة التخطيط والتعاون الدولي
عمان

Ref. No.

Date

الرقم

التاريخ

الموافق ٢٠٠٤ - ٢٠٠٤ - ٢٠٠٤

Mr. Frank Pinto
GEF Executive Coordinator, UNDP
One United Nations Plaza, 304 East 45th St.
FF Bldg., 10th Floor
New York, NY 10017

*Re: Developing policy-relevant capacity for implementation of the Global
Environmental Conventions in Jordan*

Dear Mr. Pinto,

In my capacity as GEF Operational Focal Point, I hereby endorse the project entitled "Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan" to be presented by the United National Development Programme (UNDP) to the Global Environment Facility for funding.

The project is targeting key capacities constraints related to the implementation in Jordan of UNCED, UNFCCC, and UNCCD conventions as identified through the NCSA process. Because of the importance of these issues, we would like to confirm our commitment to provide our full technical support as well as a financial support of up to 125,000 USD as in kind contribution.

The Ministry of Planning and International Cooperation appreciates the successful partnership with UNDP and the Global Environment Facility and we look forward to our fruitful cooperation and significant results from this project.

Sincerely,

Dr. Kamal Khidir
GEF Operational Focal Point
Ministry of Planning and International
Cooperation

Dr. Kamal M. Khidir
Advisor

CC: Christiane McNab, Resident Representative, UNDP/Jordan

هاتف: ٨٥ / ٣٨١ / ٤٦١ - ٤٦١٤٤٦٦ / ٧٠ - (٩٦٦ - ٦) فاكس: ٤٦١٤٢٤٤ - ٤٦١٢٢٤٤ - ٤٦١٢٢٤٤ NPC جو - جنرل پوسٹ عمان ١١١٨ الأردن
Tel.: (+962 6) 4644466 / 70 - 4644381/85 Telefax: 4649341 - 4642247 - Cable: NPC Jo - P.O.Box 555 Amman 1118 Jordan
E-mail: mop@mop.gov.jo

شماره و رقم ٣١٦ / ٢٠٠٤

c. CONFIRMED LETTERS OF COMMITMENTS FROM CO-FINANCIERS

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

THE HASHEMITE KINGDOM OF JORDAN
 Ministry of Environment
 AMMAN



المملكة الأردنية الهاشمية
 وزارة البيئة
 عمان

Ref: 6-3-2558
 Date: 27-4-2006

الرقم :
 التاريخ :
 الموالي :

To: Ms. Christine McNab
 Resident Representative
 UNDP/Jordan

Dear Ms. McNab,

Re: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan

On behalf of the Ministry of Environment, I hereby endorse the project entitled "Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan" to be presented by the United Nations Development Programme (UNDP) to the Global Environment Facility for funding.

The project is targeting key capacities constraints related to the implementation in Jordan of UNCED, UNFCCC, and UNCCD conventions as identified through the NCSA process. Because of the importance of these issues, we confirm our commitment to provide our full technical and financial support as follows:

- 50,000 USD as in kind contribution for the duration of the project
- 25,000 USD cost sharing starting from 2007

The Ministry of Environment appreciates the successful partnership with UNDP and the Global Environment Facility and we look forward to our fruitful cooperation and significant results from this project.

Sincerely,

Khaled A. Irani

Minister of Environment

UNDP - JORDAN	
File:	
DATE ACTION INFO	
NO	
DATE	
NO	
DATE	
NO	
DATE	
NO	
DATE	
NO	
DATE	
NO	
DATE	

ت. 5560113 - ف. 5560285 - P.O. Box 1408 Amman - 11941 - Jordan
 E-mail: moenv@moenv.gov.jo
 Web site: www.moenv.gov.jo

Supplemental Annexes

Annex 1. Participating Institutions in the NCSA Cross-Cutting Prioritization Meeting of Sep 2005

The NCSA cross-cutting prioritization workshop was attended by representatives of the following institutions:

1- Public Institutions:

- Ministry of Environment.
- Ministry of Planning and International Cooperation.
- Ministry of Energy and Mineral Resources.
- Ministry of water and irrigation.
- Ministry of Agriculture.
- Ministry of Education.
- Ministry of Public Housing and works.
- Royal geographical centre.
- Natural Resources Authority.
- National Information Centre.
- Department of Statistics
- Higher Council of Population.

2- Academic and Research organizations:

- University of Jordan.
- University of Science and Technology.
- Yarmouk University.
- Hashemite University.
- Al Hussein University.
- National Centre for Agricultural Research and Technology Transfer.
- Royal Scientific Society.

3- Non-governmental organizations:

- Royal Society for the Conservation of Nature.
- Friends of Environment Society.
- Jordanian Environment Society
- Land and Humans to advocate progress.
- Arabic Society for Nature Protection.
- Jordanian Society for Sustainable Development.
- Jordanian Society for conservation of water.
- The Association of Agriculture Engineers.

4- Private Sector:

- The Petroleum Refinery.
- Jordan Chamber of Industry
- Electricity Company.
- IMI Consulting Firm.

5- The UN System:

- United Nations Development Programme.
- GEF Small Grants Programme.

6- Regional Organizations:

- Birdlife International Middle East Division.

Annex 2. Jordan Cleaner Production Programme Strategic Business Planning for 2005-2007

1. Introduction

2.1 Jordan Clean Production Programme

The Jordan Clean Production Programme (JCPP) was officially launched on January 16th, 2002 as a national initiative that would play a catalytic and coordination role to help promote Clean Production (CP) concepts and practices with a diverse set of stakeholders. The basic idea being *production of more for less*: fewer raw materials, less energy, less waste, less emissions and less environmental Impacts and greater sustainability.

In a nutshell, CP represents a win-win alternative: the environment is protected and the industries can look for greater profits by reducing costs (materials costs, disposal fees and environmental liabilities and cleanup costs).

JCPP is based on building alliances between key governmental, quasi-governmental and nongovernmental organizations (NGO's). (See Section 3.5 on partners)

JCPP is currently preparing for a new phase that builds on the lessons learnt so far as well as on a proper assessment of the desired future and the current situation of JCPP as an initiative and of CP as policies and practices.

2.2 Why Are We Sure Of Our Success?

- The commitment of all partners to act under the umbrella of JCPP.
- Reciprocity in terms of benefits; i.e. the alliance benefits from the strength of each individual partners in a manner that acts as a multiplier effect, and the individual partner benefits from being a member in a group that has potentials to support capacity building and business generation for its members.

3. Our Achievements so Far

3.1 Internal: Building and sustaining the setup

3.2 External: Working with Target Groups

4. The Desired Future of JCPP

4.1 Vision

The Vision for the JCPP consortium has been identified as:

***A Fully Sustainable Integrated Jordan Cleaner Production Programme (JCPP)
Providing Cleaner Production (CP) Services
To a Progressively Growing Number of Clients
On the National, Regional and International Levels***

1. Environment Research Centre (at RSS)
2. Jordan Institution for Standards and Metrology
3. Friends of Environment society
4. Jordan University of Science and Technology
5. Ministry of Environment
6. Ministry of Industry and Trade
7. Ministry of Planning and International Cooperation
8. National Energy Research Centre
9. The Jordan Chamber of Industry
10. Commercial Bank (Proposed)

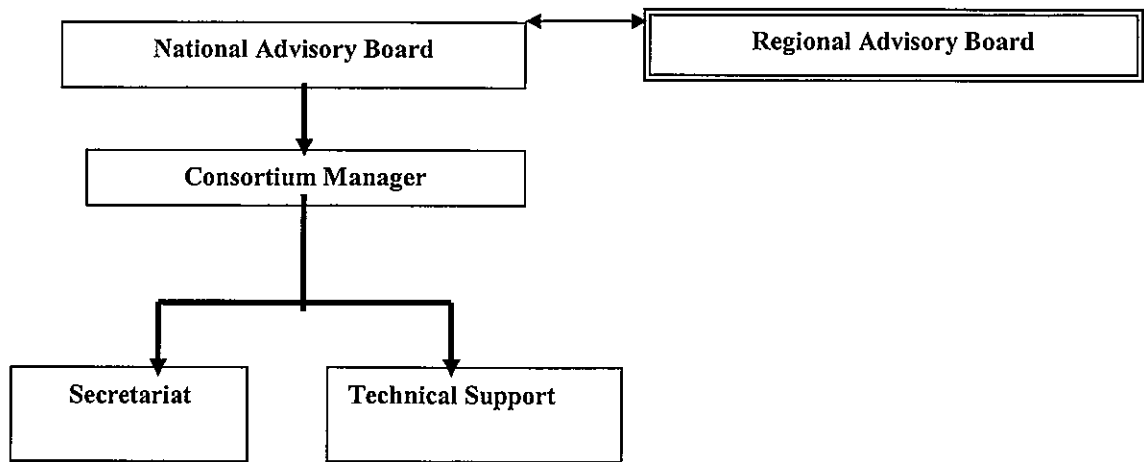
d) Collaborators

- Bilateral, regional and international technical and financial cooperation agencies such as UNEP and UNIDO.
- International bodies such as the International Chamber of Commerce (ICC), other CPC's, research and development institutions and universities.
- National Institutions and programmes such as the Higher Council for Science and Technology (HCST), EJADA (JUMP), etc.
- Media

e) Values

- Transparency
- Ethical Conduct
- Professional Conduct
 - Respect for Time
 - Credibility
 - Confidentiality
- Result-Oriented
- Team Spirit
- Serve the public not the personal interest

f) Organizational Structure for the Consortium



NATIONAL ADVISORY BOARD

The board represents the overall umbrella for the partner institutions and is envisaged to become the recognized counterpart in issues related to CP on the national, regional and international levels.

5. Strategies to Achieve the Desired Future

5.1 Objectives

The key objectives to be achieved through JCPP strategic business plan over the next three-year period are:

Objective 1: JCPP managed on strategically sound basis

Objective 2: Improved policies, regulations & byelaws relating to CP in place & implemented

Objective 3: Awareness Raising & Information Dissemination

Objective 4: Improved capacity in industry & other stakeholders in the implementation of CP solutions

5.2 Strategic Business Plan Matrix

The following planning matrix summarizes the detailed results/outputs under each objective and the necessary key activities for each of them. Furthermore it lists responsibilities for implementation and for results and objectives at the different levels. More details on costs and performance targets can be included in the format.

List of Abbreviations and Terminologies

Amman Chamber of Industry	:	ACI
CP	:	Clean Production
CPC	:	Clean Production Centre (s)
ERC	:	Environment Research Centre (at RSS)
JCPP	:	Jordan Cleaner Production Programme
JFES	:	Friends of Environment Society
JUST	:	Jordan University of Science and Technology
MoEnv	:	Ministry of Environment
MIT	:	Ministry of Industry and Trade
MOPIC	:	Ministry of Planning and International Cooperation
NERC	:	National Energy Research Centre (at RSS)
NGO's	:	Non-Governmental Organizations
RSS	:	Royal Scientific Society
SME's	:	Small and Medium Size Enterprises
UNEP	:	United Nations Environment Programme
UNIDO	:	United Nations Industrial Development Organization
ZCI	:	Zarqa Chamber of Industry
ACI	:	Amman Chamber of Industry

Annex 3. Information on JCIAR

Concept Paper

JORDAN CENTRE FOR INNOVATION AND APPLIED RESEARCH (J-CIAR) *(Innovations & Applied Research for Sustainable Development and Economy Growth)*

Introduction

Jordan Centre for Innovation and Applied Research (J-CIAR) will be established with the two-fold goal of: (1) increasing productivity and competitiveness of the national industry and (2) providing expert advice to the government on technology policy and investments. Hence, on the long term, these improvements in industry will contribute to 2020 vision and supporting Jordan to become more competitive regionally and globally.

The Centre will network and fully exploit all national R&D centers and universities including their facilities and equipment, prior to making any new major capital investments.

Vision

Become a leading regional hub and internationally-recognized institution for applied research and innovations.

Mission

To harness science and technology to enhance industrial competitiveness, and improve the economic security and quality of life.

Objectives

- 1 To establish, enhance and promote applied industrial research and innovation at national level.
- 2 To build core competencies in selected emerging technologies necessary for attaining a competitive edge regionally and internationally.
- 3 To participate in formulating and implementing the national industrial, technology and R&D policies.
- 4 To create synergies and enhance cooperation between academia, R&D institutions and industry.
- 5 To plan, implement and /or manage inter- and multi-disciplinary national R&D programs
- 6 To accelerate the development of innovative technologies for broad national benefits by co-funding R&D in partnership with the private sector.

- 7 To provide technology assessment and expert advice for major technology investments and participate in optimizing bilateral and multilateral technical aid for Jordan.
- 8 To collaborate and conduct joint R&D with regional and international research organizations in the fields of its focus.
- 9 To facilitate conferring postgraduate degrees by research in affiliation with national and international reputable universities and research institutions.
- 10 To participate in representing Jordan with regional and international institutions in the field of innovations and applied research.

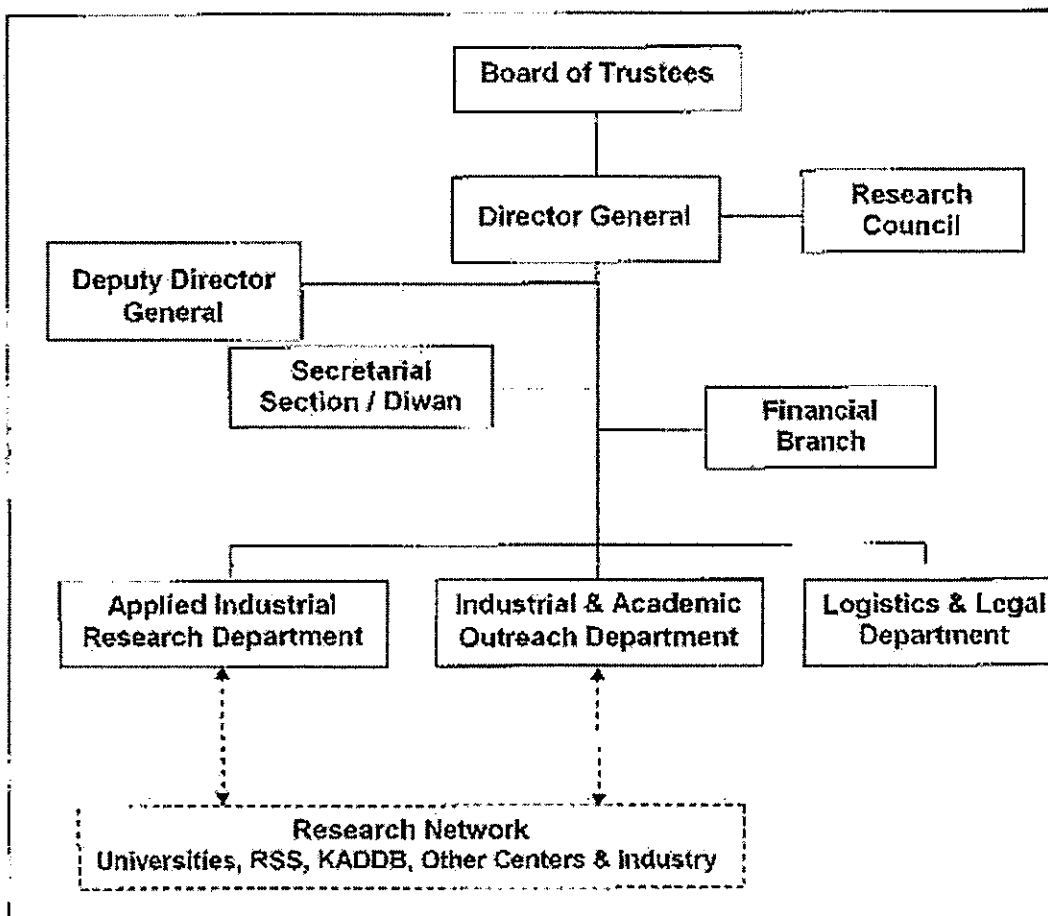
Research Areas

Although the specific areas of research for the Centre are to be decided by the Research Council, the broad areas, *inter alia*, are:

- A Energy, water and environment
- B Health & pharmaceutical
- C Material technology
- F System technology and manufacturing
- E Advanced and dual use technologies

Organizational Structure

The Center should have a flexible and lean structure to optimize resources and maximize its tangible results and it could outsource, as appropriate, some of its administrative functions to other organizations



Annex 4. LFA with Impact Indicators

Objectively verifiable indicators					
Project Strategy	Indicator	Baseline value	Target value and date	Sources of verification	Assumptions
Long-term goal:	Developing the policy and legal frameworks in Jordan to strengthen compliance with GE conventions through optimizing the involvement of all concerned institutions				
Project objective: Develop policy-relevant capacities for the implementation of the global environmental conventions by enhancing connectivity between the research and policy making for global environmental management	<ul style="list-style-type: none"> Research institutions involved in the development of the Action Plans for the implementation of the global environmental conventions 	<ul style="list-style-type: none"> The Action Plans of the National Agenda are being developed without referring to research institutions 	<ul style="list-style-type: none"> Research institutions closely involved in the development of at least 3 Action Plans 	<ul style="list-style-type: none"> Project Mid-term and final evaluation National Reports of MoPIC on the progress of the National Agenda National Rio Conventions Reports 	<ul style="list-style-type: none"> The government of Jordan and UNDP-GEF continue to support the capacity development orientation of this project and the key features of capacity development for the environment (i.e. participatory, flexible, iterative, integrative, multifaceted and process-oriented)
	<ul style="list-style-type: none"> The Action Plans for the implementation of the National Agenda of Jordan cover GE issues at the level of at least 3 sectoral Ministries The Environment Law of Jordan complies with GE conventions 	<ul style="list-style-type: none"> Gaps in GE issues were identified in the sectoral strategies of 4 lines Ministries: Agriculture, Poverty, Energy and Water 	<ul style="list-style-type: none"> The Action Plans of at least 3 line Ministries cover GE issues by Y2 	<ul style="list-style-type: none"> Reports of the 3 line Ministries in which research institutions were involved 	<ul style="list-style-type: none"> The government continues to fulfil its international commitments (including as the multi-lateral environmental agreements) MoEnv continues to support the participation and involvement of all concerned stakeholders, especially research, in national and GE-related policy. The national commitments to support research are respected

Project Strategy	Objectively verifiable indicators				
Indicator	Baseline value	Target value and date	Sources of verification	Assumptions	
	<ul style="list-style-type: none"> ▪ Clean production audits conducted but not legally enforced 	<ul style="list-style-type: none"> ▪ By-laws for CP are legally approved by end of the project 	<ul style="list-style-type: none"> ▪ Case study of the JCPP initiative ▪ Relevant by-law 		
<ul style="list-style-type: none"> ▪ Capacity development monitoring scorecard rating 	<ul style="list-style-type: none"> ▪ <i>Ratings to be completed at project inception phase</i> 	<ul style="list-style-type: none"> ▪ <i>Targets to be completed at project inception phase</i> 	<ul style="list-style-type: none"> ▪ 	<ul style="list-style-type: none"> ▪ 	

Project Strategy	Indicator	Baseline value	Target value and date	Sources of verification	Assumptions
<p>Outcome 1. Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established</p>	<ul style="list-style-type: none"> ▪ MoEnv's Policy and Planning Unit and Enforcement Unit have revised their mandates to reflect GE issues ▪ Acceptance of ministries staff to collaborate with research has increased as compared to the baseline ▪ Formal mechanisms for cooperation between research and policy makers are established 	<ul style="list-style-type: none"> ▪ PPU and Enforcement Unit mandates don't reflect GE issues ▪ No thematic groups including research institutions are operational in 2006 ▪ 1 MoU exists between MoEnv and JCPP 	<ul style="list-style-type: none"> ▪ PPU and Enforcement Unit mandates reflect GE issues by Y2 ▪ At least 2 thematic groups are officially established and operating by Y2 ▪ 3 new collaboration frameworks exist between line Ministries and research centres 	<ul style="list-style-type: none"> ▪ Mandate of relevant institutions ▪ MoEnv's Manual of Procedures ▪ Structure and responsibilities of thematic groups ▪ Minutes of meetings of thematic groups ▪ Collaboration frameworks details ▪ Detailed work plans for implementing collaboration frameworks 	<ul style="list-style-type: none"> ▪ MoEnv staff and line ministry staff are receptive to the collaborative work with research institutions ▪ The MoEnv supports the institutional reform proposed by the project and by the EU project ▪ The universities agree to use policy-based research as a criteria for promotion
	<ul style="list-style-type: none"> ▪ Access to information is fully satisfactory to all involved stakeholders as compared to baseline of 2006 	<ul style="list-style-type: none"> ▪ 40% of stakeholders are fully satisfied in 2006 	<ul style="list-style-type: none"> ▪ 80% of stakeholders (double the baseline value) are satisfied by end of project 	<ul style="list-style-type: none"> ▪ Survey ate the level of stakeholders is repeated regularly 	
<p>Output 1.1. Institutional mechanisms introduced to streamline the roles and responsibilities of MoEnv and other concerned line Ministries under the global environment conventions.</p> <p>Output 1.2. Institutional mechanisms for coordination between policy and research institutions are established through formal and non-formal systems</p> <p>Output 1.3. A virtual platform for information collection, processing, analysis and dissemination is established through web-based tools and e-networks</p>					

<p>Outcome 2. Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research</p>	<ul style="list-style-type: none"> ▪ The national research priorities, including GE issues, are established on yearly basis ▪ All research institutions have responded to GE research priorities 	<ul style="list-style-type: none"> ▪ A strategic analysis was conducted in 2005 but did not include research priorities ▪ GE issues are addressed by research institutions but not based on strategic priorities 	<ul style="list-style-type: none"> ▪ Yearly planning of the research priorities for GE issues is achieved ▪ All research institutions have adopted the strategic priorities for GE issues 	<ul style="list-style-type: none"> ▪ Minutes of meeting of yearly planning exercise ▪ Survey of adherence to GE priorities 	<ul style="list-style-type: none"> ▪ Environmental research continues to be a priority for the universities and research institutions involved ▪ MoEnv continues to support the involvement of research institutions in policy making ▪ The government (and particularly MoEnv and MoPIC) pursues its policies and budget support to environmental management and research ▪ JCIAR is legal mandates are approved by parliament as planned ▪ JCPP continues to have the support of MoEnv and of the private sector
<p>Output 2.1. Guidance and procedures are developed and adopted to promote policy-oriented research</p>					
<p>Output 2.2. Systemic procedures and commitments are defined to mainstream global environmental themes into the research programmes of the key research institutions.</p>					
<p>Output 2.3. Targeted policy reforms related to GE issues are undertaken through policy-oriented research at JCPP and JCIAR</p>					

<p>Outcome 3: The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed</p>	<ul style="list-style-type: none"> Number of research in GE issues has significantly increased in research institutions 	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> The number of research related to GE issues has increased by 50% by end of project 	<ul style="list-style-type: none"> Project survey <ul style="list-style-type: none"> Annual reports of universities and research institutions 	<ul style="list-style-type: none"> Ministries, Agencies and other research institutions which administer science budget for environmental research are willing to cooperate and to develop an environmental research programme
	<ul style="list-style-type: none"> Number of student oriented thesis towards GE issues has significantly increased 	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> The number of students related to GE issues has increased by 50% by end of project 	<ul style="list-style-type: none"> Project survey <ul style="list-style-type: none"> Annual reports of universities and research institutions 	
	<ul style="list-style-type: none"> Increase in number of articles in national newspapers highlighting GE issues 	<ul style="list-style-type: none"> Baseline value will be measured at the project initiation 	<ul style="list-style-type: none"> At least 10 articles/year at end of project 	<ul style="list-style-type: none"> Reports of the project Copies of articles 	
<p>Output 3.1: Capacity of research institutions to develop and promote applied research for GE issues is strengthened Output 3.2: Targeted awareness campaigns on GE issues designed and carried out at the level of all concerned stakeholders</p>					

Annex 5. Capacity Development Monitoring Scorecard

Project/Programme Name:		Project/Programme Cycle Phase:		Date:	Contribution to which Outcome	
Capacity Result / Indicator		Staged Indicators	Rating	Score	Comments	Next Steps
CR 1: Capacities for engagement						
Indicator 1 – Degree of legitimacy/mandate of lead environmental organizations	Institutional responsibilities for environmental management are not clearly defined	0				
	Institutional responsibilities for environmental management are identified	1				
	Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders	2				
	Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders	3				1
Indicator 2 – Existence of operational co-management mechanisms	No co-management mechanisms are in place	0				
	Some co-management mechanisms are in place and operational	1				
	Some co-management mechanisms are formally established through agreements, MOUs, etc.	2				1
	Comprehensive co-management mechanisms are formally established and are operational/functional	3				
Indicator 3 – Existence of cooperation with stakeholder groups	Identification of stakeholders and their participation/involvement in decision-making is poor	0				
	Stakeholders are identified but their participation in decision-making is limited	1				
	Stakeholders are identified and regular consultations mechanisms are established	2				
	Stakeholders are identified and they actively contribute to established participative decision-making	3				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
.... Add your own indicator(s)	processes					
CR 2: Capacities to generate, access and use information and knowledge						
Indicator 4 – Degree of environmental awareness of stakeholders	Stakeholders are not aware about global environmental issues and their related possible solutions (MEAs)	0				3
	Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs)	1				
	Stakeholders are aware about global environmental issues and the possible solutions but do not know how to participate	2				
	Stakeholders are aware about global environmental issues and are actively participating in the implementation of related solutions	3				
Indicator 5 – Access and sharing of environmental information by stakeholders	The environmental information needs are not identified and the information management infrastructure is inadequate	0				
	The environmental information needs are identified but the information management infrastructure is inadequate	1				
	The environmental information is partially available and shared among stakeholders but is not covering all focal areas and/or the information management infrastructure to manage and give information access to the public is limited	2				
Indicator 6 – Existence of environmental education programmes	Comprehensive environmental information is available and shared through an adequate information management infrastructure	3				
	No environmental education programmes are in place	0				
	Environmental education	1				

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	programmes are partially developed and partially delivered					
	Environmental education programmes are fully developed but partially delivered	2				
	Comprehensive environmental education programmes exist and are being delivered	3				
Indicator 7 – Extend of the linkage between environmental research/science and policy development	No linkage exist between environmental policy development and science/research strategies and programmes	0				1, 2
	Research needs for environmental policy development are identified but are not translated into relevant research strategies and programmes	1				
	Relevant research strategies and programmes for environmental policy development exist but the research information is not responding fully to the policy research needs	2				
	Relevant research results are available for environmental policy development	3				
	Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes	0				
	Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes	1				
Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making	Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes	2				
	Traditional knowledge is collected, used and shared for effective participative decision-making processes	3				

Capacity Result / Indicator		Staged Indicators		Rating	Score	Comments	Next Steps	Contribution to which Outcome
.... Add your own indicator(s)								
CR 3: Capacities for strategy, policy and legislation development								
Indicator 9 – Extend of the environmental planning and strategy development process	The environmental planning and strategy development process is not coordinated and does not produce adequate environmental plans and strategies	0						2
	The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used	1						
	Adequate environmental plans and strategies are produced but there are only partially implemented because of funding constraints and/or other problems	2						
	The environmental planning and strategy development process is well coordinated by the lead environmental organizations and produces the required environmental plans and strategies; which are being implemented	3						
Indicator 10 – Existence of an adequate environmental policy and regulatory frameworks	The environmental policy and regulatory frameworks are insufficient; they do not provide an enabling environment	0						2
	Some relevant environmental policies and laws exist but few are implemented and enforced	1						
	Adequate environmental policy and legislation frameworks exist but there are problems in implementing and enforcing them	2						
	Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is	3						

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
Indicator 11 – Adequacy of the environmental information available for decision-making	established and functions					
	The availability of environmental information for decision-making is lacking	0				
	Some environmental information exists but it is not sufficient to support environmental decision-making processes	1				
	Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly	2				1
	Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions	3				
.... Add your own indicator(s)						
CR 4: Capacities for management and implementation						
Indicator 12 – Existence and mobilization of resources	The environmental organizations don't have adequate resources for their programmes and projects and the requirements have not been assessed	0				
	The resource requirements are known but are not being addressed	1				
	The funding sources for these resource requirements are partially identified and the resource requirements are partially addressed	2				
	Adequate resources are mobilized and available for the functioning of the lead environmental organizations	3				
Indicator 13 – Availability of required technical skills and technology transfer	The necessary required skills and technology are not available and the needs are not identified	0				
	The required skills and technologies needs are identified as well as their sources	1				3
	The required skills and technologies	2				

Capacity Result / Indicator		Staged Indicators		Rating		Score		Comments		Next Steps		Contribution to which Outcome	
		are obtained but their access depend on foreign sources											
		The required skills and technologies are available and there is a national-based mechanism for updating the required skills and for upgrading the technologies		3									
 Add your own indicator(s)												
CR 5: Capacities to monitor and evaluate													
Indicator 14 – Adequacy of the project/programme monitoring process		Irregular project monitoring is being done without an adequate monitoring framework detailing what and how to monitor the particular project or programme		0									
		An adequate resourced monitoring framework is in place but project monitoring is irregularly conducted		1									
		Regular participative monitoring of results in being conducted but this information is only partially used by the project/programme implementation team		2									
		Monitoring information is produced timely and accurately and is used by the implementation team to learn and possibly to change the course of action		3									
Indicator 15 – Adequacy of the project/programme monitoring and evaluation process		None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources		0									
		An adequate evaluation plan is in place but evaluation activities are irregularly conducted		1									
		Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the		2									

Capacity Result / Indicator	Staged Indicators	Rating	Score	Comments	Next Steps	Contribution to which Outcome
	<p>project/programme implementation team</p> <p>Effective evaluations are conducted timely and accurately and are used by the implementation team and the Agencies and GEF Staff to correct the course of action if needed and to learn for further planning activities</p>	3				
.... Add your own indicator(s)						

Annex 6 List of Institutions Participating in the Project's PDFAs Consultations of April 2006

No.	Organization
1	National Centre of Agricultural Research & Extension (NCARE)
2	Yarmouk University
3	University of Jordan
4	Jordan University of Science and Technology
5	Hashemite University
6	Muttah University
7	USAID- Jordan
8	Jordan Refinery Company
9	JICA – Jordan
10	Royal Jordanian Geographic Centre
11	ECO CONSULT
12	Jordan Marine Protection Society (JREDS)
13	Ministry of Environment
14	Ministry of Municipal Affairs
15	General Department of Statistics
16	National Energy Research Centre (NERC)
17	Jordan Society for Combating Desertification
18	Ministry of Energy and Mineral Resources
19	Jordan Chamber of Industry
20	GEF-SG
21	UNDP-MOENV
22	Ministry of Health

Annex 7. Description of Key Stakeholders and their Involvement and Anticipated Functions in the Proposed Project

Stakeholder	Represented by	Involvement	Anticipated Function(s)
Ministry of Environment (MoEnv)	<ul style="list-style-type: none"> ▪ Minister of Environment ▪ Ministry Departments ▪ Rio conventions focal points 	<ul style="list-style-type: none"> ▪ Executing agency ▪ Final beneficiary ▪ Co-financier 	<ul style="list-style-type: none"> ▪ MoEnv will have the overall coordination role, especially in hosting the project team and in the various stages of project implementation. ▪ Integrating research within environmental policy making
Ministry of Planning (MoPIC)	<ul style="list-style-type: none"> ▪ GEF Operational Focal point 	<ul style="list-style-type: none"> ▪ Project Steering Committee 	<ul style="list-style-type: none"> ▪ Project Steering Committee
Ministry of Agriculture / NCARE	<ul style="list-style-type: none"> ▪ Senior policy makers ▪ NCARE researchers 	<ul style="list-style-type: none"> ▪ Beneficiary 	<ul style="list-style-type: none"> ▪ Improvement of guidelines, criteria, monitoring and evaluation procedures for integrating research within policy making ▪ Improvement of data availability
Ministry of Energy and Mineral Resources	<ul style="list-style-type: none"> ▪ Ministry Departments involved in GE issues 	<ul style="list-style-type: none"> ▪ Beneficiary 	<ul style="list-style-type: none"> ▪ Support of all activities in the project related to environmental research and policy making
Ministry of Higher Education & Scientific Research / Council of Higher Education	<ul style="list-style-type: none"> ▪ Senior Policy makers 	<ul style="list-style-type: none"> ▪ Beneficiary 	<ul style="list-style-type: none"> ▪ Plan for curriculum development to integrate sustainable development and GE conventions into universities research
Jordanian Universities/ Academic Departments and Research centres	<ul style="list-style-type: none"> ▪ Professors and specialists involved in GE research field 	<ul style="list-style-type: none"> ▪ Partners 	<ul style="list-style-type: none"> ▪ Conducting research activities oriented towards policy related to the GE conventions. ▪ Development of training modules for policy makers to utilize research findings in the decision making process. ▪ Delivery of courses related to sustainable development and GE issues.
Higher Council for Science & Technology RSS / JBRDC/NITC	<ul style="list-style-type: none"> ▪ Researchers 	<ul style="list-style-type: none"> ▪ Beneficiaries 	<ul style="list-style-type: none"> ▪ Coordinating and conducting research focused on GE issues that will impact the policy making process
Environmental NGOs	<ul style="list-style-type: none"> ▪ Members from NGOs 	<ul style="list-style-type: none"> ▪ Partner 	<ul style="list-style-type: none"> ▪ Organizing seminars/ conferences for all NGOs to increase their capacity to implement activities related to

Stakeholder	Represented by	Involvement	Anticipated Function(s)
			Rio conventions ▪ Awareness campaigns
JCPP	▪ Researchers ▪ Directors	▪ Partner	▪ Conducting research activities oriented towards policy related to the GE conventions.
JCIAR	▪ Researchers ▪ Directors	▪ Partner	▪ Conducting research activities oriented towards policy related to the GE conventions.

Annex 8. List of Management and Monitoring Reports

Report	Lead / Responsible	Time frame
Project Inception Phase	IA EA	Beginning of project implementation
Project Inception Workshop	NPC IA EA Partner Organizations	Beginning of project implementation
Project Inception Report	NPC IA EA Partner Organizations	Beginning of project implementation
Annual Work Plans	NPC IA EA IA Task manager Partner Organizations	Annually
Quarterly Progress Reports	NPC IA EA	Quarterly
Project Implementation Review (PIR)	NPC IA EA Partner Organizations	Annually
Tri-Partite Review (TPR)	NPC IA EA IA Task manager Partner Organizations	Annually
Mid-Term Review	NPC IA Task Manager IA EA	After 18 months of implementation
Project Terminal Report	NPC IA EA IA Task Manager	Three months before end of project
Terminal Evaluation	NPC IA headquarters IA Task Manager IA EA	End of project implementation

Annex 9. Total Budget and Work Plan

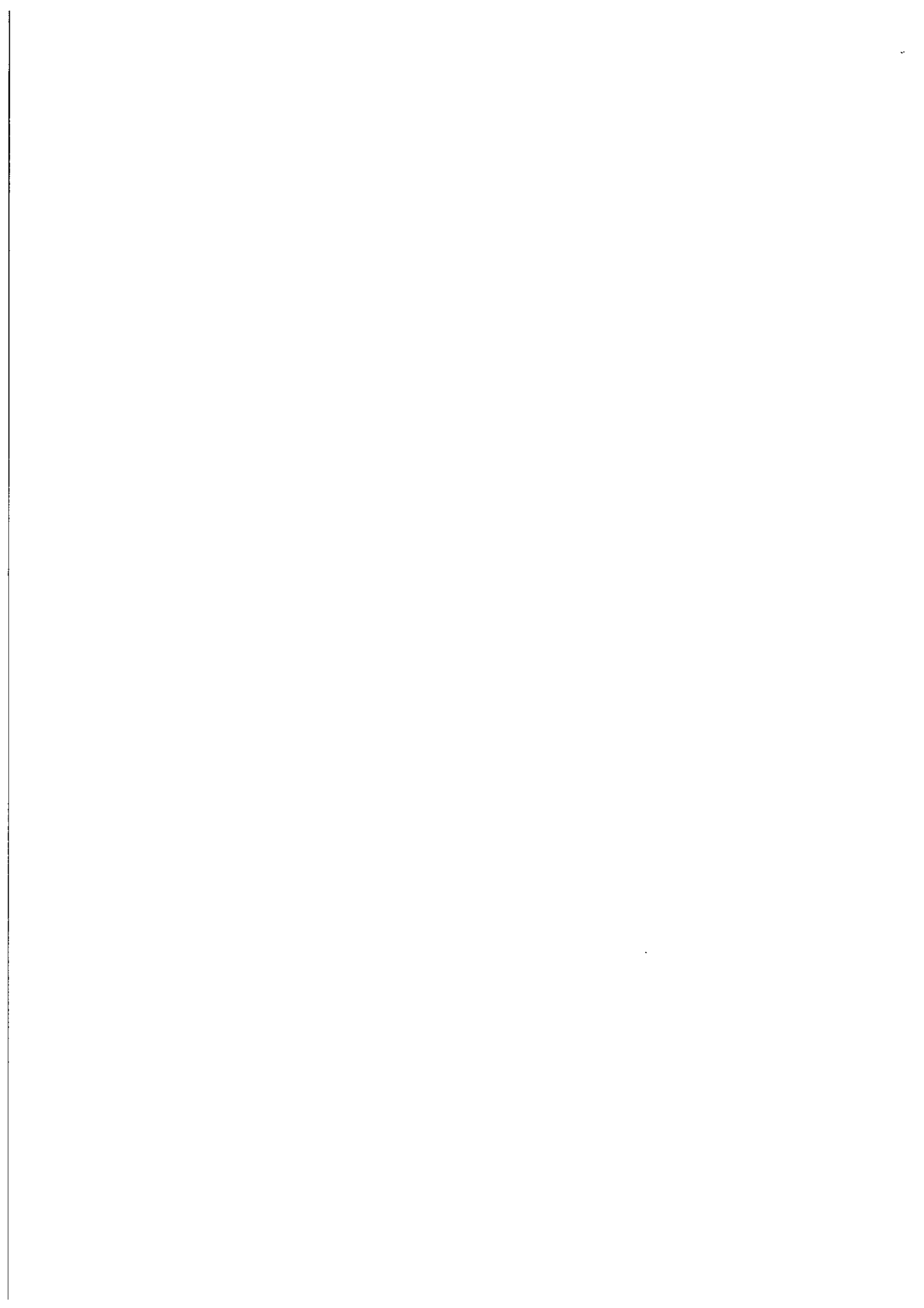
Award ID:	TBD
Award Title:	PIMS 3701 MFA/CB2 MSP: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
Business Unit:	JOR10
Project Title:	PIMS 3701 MFA/CB2 MSP: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
Implementing Partner (Executing Agency)	Ministry of Environment

GEF Outcome/Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	
OUTCOME 1: Sustainable and effective collaboration mechanisms between policy making and research related to the GE conventions are established	MOENV	62000	GEF	71300	Local Consultants	10,000	35,000	20,000	65,000	
		62000	GEF	73100	Rental and maintenance - premises	500	1,500	1,000	3,000	
		62000	GEF	72500	Supplies	100	250	150	500	
		62000	GEF	74200	Printing/ Publication Cost	0	4,500	5,000	9,500	
		62000	GEF	73300	Rental of Hardware	200	500	300	1,000	
		62000	GEF	72100	Contractual Services-Companies	0	5,000	1,000	6,000	
						Sub-total GEF	10,800	46,750	27,450	85,000
		30071	GOJ	72100	Contractual services		0	14,000	0	14,000
		30071	GOJ	74200	Printing/ Publication Cost		0	9,500	0	9,500
		30071	GOJ	74500	Miscellaneous		0	750	0	750
				F&A	0	750	0	750		
				Sub-total GOJ	0	25,000	0	25,000		
				Total Outcome 1	10,800	71,750	27,450	110,000		
OUTCOME 2: Global environmental issues and provisions of the three Conventions are integrated in policies and laws based on research	MOENV	62000	GEF	71300	Local Consultants	15,000	80,000	35,000	130,000	
		62000	GEF	74200	Printing/ Publication Cost	0	5,000	5,000	10,000	
						Sub-total GEF	15,000	85,000	40,000	140,000
		12	UNDP	71300	Local Consultants		8,000	30,000	15,000	53,000
		12	UNDP	73100	Rental and maintenance - premises		500	1,500	1,000	3,000
		12	UNDP	72500	Supplies		100	250	150	500
		12	UNDP	73300	Rental of Hardware		200	500	300	1,000
12	UNDP	72100	Contractual Services-Companies		0	10,000	0	10,000		
12	UNDP	74200	Printing/ Publication Cost		2,000	3,000	5,000	10,000		

GEF Outcome/Atlas Activity	Responsible Party/ IA	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
		12	UNDP	74500	Miscellaneous	500	1,000	1,000	2,500
					Sub-total UNDP	11,300	46,250	22,450	80,000
					Total Outcome 2	26,300	131,250	62,450	220,000
OUTCOME 3: The capacity of the research institutions and policy-makers to support and undertake policy-oriented research related to the global environmental conventions is developed	MOENV	62000	GEF	71200	International Consultants	0	10,000	25,000	35,000
		62000	GEF	71300	Local Consultants	5,000	25,000	10,000	40,000
		62000	GEF	71600	Travel	0	10,000	0	10,000
		62000	GEF	74200	Printing/Publication Cost	0	3,000	7,000	10,000
		62000	GEF	73100	Rental and maintenance - premises	500	1,500	1,000	3,000
		62000	GEF	72500	Supplies	100	250	150	500
		62000	GEF	73300	Rental of Hardware	200	500	300	1,000
		62000	GEF	72100	Contractual services - companies	0	5,500	0	5,500
					sub-total GEF	5,800	55,750	43,450	105,000
					Total Outcome 3	5,800	55,750	43,450	105,000
OUTCOME 4: Monitoring, Learning, Adaptive Feedback, and Evaluation	MOENV	12	UNDP	74100	Professional Services	1,000	1,000	1,000	3,000
					sub-total UNDP	1,000	1,000	1,000	3,000
					Total Outcome 4	1,000	1,000	1,000	3,000
Project management unit	MOENV	62000	GEF	71400	Contractual services / individuals	47,500	48,250	49,250	145,000
					sub-total GEF	47,500	48,250	49,250	145,000
		12	UNDP	72800	Information Technology Equipment	10,000	0	0	10,000
		12	UNDP	73300	Rental & Maint of Info Tech Eq	0	1,000	1,000	2,000
		12	UNDP	72500	Supplies	1,000	1,000	500	2,500
		12	UNDP	74500	Miscellaneous	1,000	1,000	500	2,500
					Sub-total UNDP	12,000	3,000	2,000	17,000
					Total Management	59,500	51,250	51,250	162,000
PROJECT TOTAL						103,400	311,000	185,600	600,000

Summary of Funds:

Donor	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
GEF	79,100	235,750	160,150	475,000
GOJ (MOENV)	0	25,000	0	25,000
UNDP	24,300	50,250	25,450	100,000
Ministry of Environment / In-kind	15,000	20000	15000	50,000
EU Project / In-Kind	50,000	75000	25000	150,000
JCIAR / In-Kind	25,000	50000	50000	125,000
JCPP / In-Kind	0	25000	25000	50,000
TOTAL	193,400	481,000	300,600	975,000



Annex 10. Terms of Reference for National Project Coordinator

Duties and Responsibilities

The primary responsibility of the Project Director is to ensure the Project objectives, outputs and activities are achieved on time and to the satisfaction of UNDP. The Project Coordinator will ensure effective and timely implementation of the project, provide administrative and technical assistance required, and project activities. The National Coordinator will have the following duties:

1. Prepare a detailed work plan, monitoring plan and budget;
2. Assist in organizing meetings for project steering committee;
3. Prepare regular progress and financial reports for submission to Project Board and Project Advisory Committee (PAC) and UNDP CO;
4. Coordinate and oversee the preparation of the outputs of the project;
5. Ensure effective communication and adequate information flow with the relevant authorities, institutions and government agencies in close collaboration with the PSC;
6. Ensure appropriate stakeholder participation in the project implementation and coordinate the work of all stakeholders under the guidance of the PSC and in consultation with the UNDP CO;
7. Maintain and establish additional links with other related national and international programs and projects;
8. Prepare the Terms of Reference for consultants and experts and ensure their timely recruitment;
9. Provide guidance to the consultants and experts and oversee compliance with agreed work plan;
10. Identify training needs for other project stakeholders;
11. Organize and coordinate the procurement of services and goods under the project;
12. Coordinate, manage and monitor the implementation of the project assignments undertaken by the working groups, local experts, consultants, sub-contractors and co-operating partners;
13. Assume overall responsibility for the proper handling of logistics related to all project workshops and events;
14. Manage the Project finance, oversee overall resource allocation and where relevant submit proposals for budget revisions with the help of the UNDP CO;
15. Overseeing the production and endorsement of detailed work plan, inception report, and other reports as specified in the project document;

Qualifications

1. MSc. in environmental science, agriculture, conservation, biodiversity or related fields;
2. Minimum of 10 years experience in the relevant field;
3. Good working knowledge of and demonstrated ability in project management;
4. Good inter-personal relationships; and
5. Proficient in both written and oral English and Arabic.

Annex 11. Terms of Reference for National Project Assistant

The project assistant will work to provide administrative support to the project. The NPA is expected to perform the following functions. Under direct supervision of the National Project Coordinator the NPA will be in charge of the operational facilitation of the project implementation by means of:

1. Contribute to the project annual and quarter work-plans preparation and reporting;
2. Assure smooth operational running of the project by means of following established operational rules and procedures, including preparation of the documents for contracts and payments;
3. Participate in data collection, analysis and maintenance of projects related data base and files;
4. Participate in project finance/budget related activities to ensure application of the appropriate operational rules and procedures;
5. Monitor expenditures and prepare financial reports and forecasts;
6. Petty cash management;
7. Provide logistical support (travel arrangements, including visas, tickets, etc.) to the project;
8. Facilitate the process of procurement and delivery of project goods and services;
9. Participate in preparation on project TPRs/APRs.
10. Maintain updated networks of project counterparts, contractors, consultants, suppliers, collect relevant information on best services and expertise providers.
11. Prepare project related correspondence; maintain contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc;
12. Participate in project activities preparation, implementation and follow up;
13. Assure that the progress reporting is done in timely and quality manner based on the requirements of the UNDP and project donors;
14. Maintain contacts with UNDP COs on a variety of the operations related issues;
15. Maintain contacts with the Ministry of Environment on a variety of the project related issues;

Qualifications

1. University degree in relevant field;
2. Proven experience in administration of smaller office, accounting and advanced secretarial duties;
3. Excellent knowledge of English and Arabic languages;
4. Ability to work in team;
5. Ability to meet deadlines;
6. Energetic optimistic approach to all possible problems;
7. Strong computer skills are mandatory.

Part III. Response to project reviews

- a) Convention Secretariat comments and IA/ExA response
- b) STAP expert review and IA/ExA response (if requested)
- c) GEF Secretariat and other Agencies' comments and IA/ExA response

2. Other agreements

THE HASHEMITE KINGDOM
OF JORDAN
Ministry of Planning and
International Cooperation
AMMAN



المملكة الأردنية الهاشمية
وزارة التخطيط والتعاون الدولي
عمان

Ref. No.

Date

الرقم

التاريخ

المواضع: 2004/2004

Mr. Frank Pinto
GEF Executive Coordinator, UNDP
One United Nations Plaza, 304 East 45th St.
FF Bldg., 10th Floor
New York, NY 10017

*Re: Developing policy-relevant capacity for implementation of the Global
Environmental Conventions in Jordan*

Dear Mr. Pinto,

In my capacity as GEF Operational Focal Point, I hereby endorse the project entitled "Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan" to be presented by the United National Development Programme (UNDP) to the Global Environment Facility for funding.

The project is targeting key capacities constraints related to the implementation in Jordan of UNCED, UNFCCC, and UNCCD conventions as identified through the NCSA process. Because of the importance of these issues, we would like to confirm our commitment to provide our full technical support as well as a financial support of up to 125,000 USD as in kind contribution.

The Ministry of Planning and International Cooperation appreciates the successful partnership with UNDP and the Global Environment Facility and we look forward to our fruitful cooperation and significant results from this project.

Sincerely,

Dr. Kamal Khdeir
GEF Operational Focal Point
Ministry of Planning and International
Cooperation

Dr. Kamal M. Khdeir
Adviser

CC: Christine McNab, Resident Representative, UNDP/Jordan

هاتف : 962/6 464466/70 - 4644381/85 - 4642247 - 4649341 - 4649341 فاكس : 962/6 464466/70 - 4644381/85 - 4642247 - 4649341
Tel.: (+962 6) 464466/70 - 4644381/85 - 4642247 - 4649341 Cable: NPC Jo - P.O.Box 555 Amman 11118 Jordan
E-mail : mnp@mnp.gov.jo

قرار رقم 516/2004

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

THE HASHEMITE KINGDOM OF JORDAN
Ministry of Environment
AMMAN



المملكة الأردنية الهاشمية
وزارة البيئة
عمان

Ref: 6-3-2558
Date: 27-4-2006

الرقم :
التاريخ :
الموافق :

To: Ms. Christine McNab
Resident Representative
UNDP/Jordan

Dear Ms. McNab,

Re: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan

On behalf of the Ministry of Environment, I hereby endorse the project entitled "Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan" to be presented by the United Nations Development Programme (UNDP) to the Global Environment Facility for funding.

The project is targeting key capacities constraints related to the implementation in Jordan of UNCED, UNFCCC, and UNCCD conventions as identified through the NCSA process. Because of the importance of these issues, we confirm our commitment to provide our full technical and financial support as follows:

- 50,000 USD as in kind contribution for the duration of the project
- 25,000 USD cost sharing starting from 2007

The Ministry of Environment appreciates the successful partnership with UNDP and the Global Environment Facility and we look forward to our fruitful cooperation and significant results from this project.

Sincerely,

Khaled A. Irani

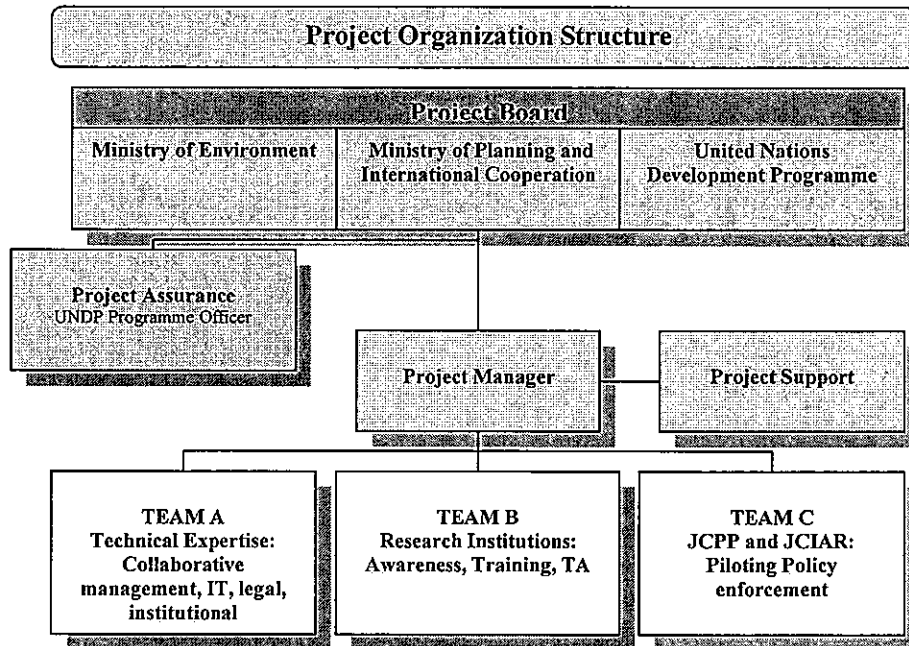
Minister of Environment

UNDP - JORDAN	
File:	
Project/Activity:	ASO
Phase:	
Priority:	
Category:	
Sub-category:	
Region:	
Country:	
City:	
Office:	
Staff:	
Supervisor:	
Approval:	
Date:	

الهاتف: 5560113 - الفاكس: 5560238 - صندوق بريد: 1408 عمان - 11941 - الأردن
Tel.: 5560113 - Fax: 5560238 - P.O. Box 1408 Amman - 11941 - Jordan
E-mail: moenv@moenv.gov.jo
Web site: www.moenv.gov.jo

TOTAL P.121

PART II : Organigram of Project



PART III : Terms of References for key project staff and main sub-contracts

Annex 1: Terms of Reference for National Project Coordinator

Duties and Responsibilities

The primary responsibility of the Project Director is to ensure the Project objectives, outputs and activities are achieved on time and to the satisfaction of UNDP. The Project Coordinator will ensure effective and timely implementation of the project, provide administrative and technical assistance required, and project activities. The National Coordinator will have the following duties:

1. Prepare a detailed work plan, monitoring plan and budget;
2. Assist in organizing meetings for project steering committee;
3. Prepare regular progress and financial reports for submission to Project Steering Committee (PSC) and UNDP CO;
4. Coordinate and oversee the preparation of the outputs of the project;
5. Ensure effective communication and adequate information flow with the relevant authorities, institutions and government agencies in close collaboration with the PSC;
6. Ensure appropriate stakeholder participation in the project implementation and coordinate the work of all stakeholders under the guidance of the PSC and in consultation with the UNDP CO;
7. Maintain and establish additional links with other related national and international programs and projects;
8. Prepare the Terms of Reference for consultants and experts and ensure their timely recruitment;
9. Provide guidance to the consultants and experts and oversee compliance with agreed work plan;
10. Identify training needs for other project stakeholders;
11. Organize and coordinate the procurement of services and goods under the project;
12. Coordinate, manage and monitor the implementation of the project assignments undertaken by the working groups, local experts, consultants, sub-contractors and co-operating partners;
13. Assume overall responsibility for the proper handling of logistics related to all project workshops and events;
14. Manage the Project finance, oversee overall resource allocation and where relevant submit proposals for budget revisions with the help of the UNDP CO;
15. Overseeing the production and endorsement of detailed work plan, inception report, and other reports as specified in the project document;

Qualifications

1. MSc. in environmental science, agriculture, conservation, biodiversity or related fields;
2. Minimum of 10 years experience in the relevant field;
3. Good working knowledge of and demonstrated ability in project management;
4. Good inter-personal relationships; and
5. Proficient in both written and oral English and Arabic.

Annex 2: Terms of Reference for National Project Assistant

The project assistant will work to provide administrative support to the project. The NPA is expected to perform the following functions. Under direct supervision of the National Project Coordinator the NPA will be in charge of the operational facilitation of the project implementation by means of:

1. Contribute to the project annual and quarter work-plans preparation and reporting;
2. Assure smooth operational running of the project by means of following established operational rules and procedures, including preparation of the documents for contracts and payments;
3. Participate in data collection, analysis and maintenance of projects related data base and files;
4. Participate in project finance/budget related activities to ensure application of the appropriate operational rules and procedures;
5. Monitor expenditures and prepare financial reports and forecasts;
6. Petty cash management;
7. Provide logistical support (travel arrangements, including visas, tickets, etc.) to the project;
8. Facilitate the process of procurement and delivery of project goods and services;
9. Participate in preparation on project TPRs/APRs.
10. Maintain updated networks of project counterparts, contractors, consultants, suppliers, collect relevant information on best services and expertise providers.
11. Prepare project related correspondence; maintain contacts with governmental and non-governmental institutions, local authorities, NGOs, academia, etc;
12. Participate in project activities preparation, implementation and follow up;
13. Assure that the progress reporting is done in timely and quality manner based on the requirements of the UNDP and project donors;
14. Maintain contacts with UNDP CO on a variety of the operations related issues;
15. Maintain contacts with the Ministry of Environment on a variety of the project related issues;

Qualifications

1. University degree in relevant field;
2. Proven experience in administration of smaller office, accounting and advanced secretarial duties;
3. Excellent knowledge of English and Arabic languages;
4. Ability to work in team;
5. Ability to meet deadlines;
6. Energetic optimistic approach to all possible problems;
7. Strong computer skills are mandatory.

Annex 3: Cost-sharing Agreement with the Ministry of Environment

**Agreement Between
The Government of Jordan
and
The United Nations Development Program**

WHEREAS the Government of Jordan (hereinafter referred to as "the GoJ") have agreed to cooperate in the implementation of a project in Jordan (hereinafter referred to as "the Project") which is fully described in a Project Document: "Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan-00062933

WHEREAS the GoJ has informed the UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis towards implementation of the Project;

WHEREAS the UNDP is prepared to receive and administer the contribution for the implementation of the Project;

NOW THEREFORE, the UNDP and GoJ hereby agree as follows:

Article I

1. The GoJ shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of the UNDP a contribution in the amount of 17,600 Jordanian Dinar (US\$ 25,000)
2. The GoJ shall, in accordance with the schedule of payments set out below, deposit the contribution in United Nations Development Programme Account at the Standard Chartered Bank, Shmeisani Branch, Account no. 01-2058170-01

<u>Date payment due</u>	<u>Amount (JD)</u>	<u>Amount (US)</u>
March 2010	17,600	25,000

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. All financial accounts and statements shall be expressed in United States dollars.

4. The UNDP may agree to accept contribution-payments in a currency other than United States dollars provided such currency is fully convertible or readily usable by UNDP and subject to the provisions of paragraph 5, below. Any change in the currency of contribution-payments shall be made only in agreement with the UNDP.

5. The value of the contribution-payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the contribution payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, the UNDP shall inform the GoJ with a view to determining whether any further financing could be provided by the GoJ. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended or terminated by the UNDP.

Article II

1. The contribution shall be utilized by the UNDP for the purpose of meeting the costs of the Project as set out in the Project Document as well as the costs of support services relating thereto as specified in the following paragraph. Any additional costs of the Project, which are not to be met from the contribution, as well as the source of their financing, are also set out in the Project Document.

2. The contribution shall be charged with an amount equivalent to 5 per cent of all project expenditures made from the contribution, which amount shall, in accordance with UNDP regulations, rules and directives, be utilized by the UNDP in reimbursement for support services provided by the Executing Agency and any other support services required.

3. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article III

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.

2. Project management and expenditures shall be governed by the regulations, rules and directives of the UNDP and, where applicable, the regulations, rules and directives of the Executing Agency.

Article IV

1. The implementation of the responsibilities of the UNDP and of the Executing Agency pursuant to this Agreement and the project document shall be dependent on receipt by the

UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above.

2. The aggregate of the amounts budgeted for the Project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the Project under this Agreement as well as funds which may be available to the Project for project costs and for support costs under other sources of financing.

3. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies) the UNDP shall submit to the Government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.

4. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 3, above, is not forthcoming from the Government or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by the UNDP.

Article V

Ownership of equipment, supplies and other property financed from the contribution shall vest in the UNDP. Matters relating to the transfer of ownership by the UNDP shall be determined in accordance with the relevant policies and procedures of the UNDP.

Article VI

The contribution shall be subject exclusively to the internal and external-auditing procedures provided for in the financial regulations, rules and directives of the UNDP.

Article VII

The UNDP shall provide the Government on request with the following reports prepared in accordance with UNDP accounting and reporting procedures:

Periodic progress reports

An annual report which will provide information on expenditure incurred during the previous year;

A final report within six months after the date of completion or termination of the Project.

Article VIII

The UNDP shall notify the Government when all activities relating to the Project have been completed.

Article IX

1. Notwithstanding the completion of the Project, the UNDP shall continue to hold un-utilized contribution-payments until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.
2. If the un-utilized contribution-payments prove insufficient to meet such commitments and liabilities, the UNDP shall notify the Government and consult with it on the manner in which such commitments and liabilities may be satisfied.
3. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by the UNDP in consultation with the Government.

Article X

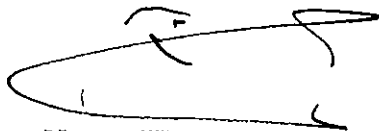
1. After consultations have taken place between the UNDP and the Government, and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by the UNDP or by the Government. The Agreement shall cease to be in force thirty days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the un-utilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, the UNDP shall notify the Government and consult on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, the UNDP shall continue to hold un-utilized contribution-payments until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by the UNDP in consultation with the Government.

Article XI

This Agreement shall enter into force upon signature and deposit by the Government of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English (and languages) in two copies.

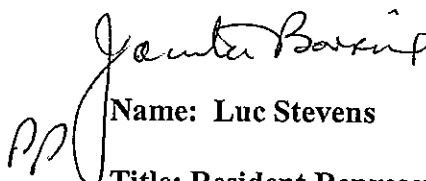
For the Government:



Name: Khalid Irani

Title: Minister of Environment

**For the United Nations
Development Programme**



Name: Luc Stevens

Title: Resident Representative

Date:

SIGNATURE PAGE

Country: JORDAN

UNDAF Outcome(s)/Indicator(s): 3. Sustainable management of national resources and the environment.

Expected Outcome(s)/Indicator (s): Outcome 3.2 Environmental policies aligned to global conventions & national implementation capacities enhanced.
Indicator: Policy document on cooperation between research, NGOs and Ministry of Environment on Global Environment issues endorsed

Expected Output(s)/Indicator(s): 3.2.1 Policy-relevant capacities for the implementation of the Global Environment Conventions are developed

Implementing partner: Ministry of Environment

Programme Period: 2008 - 2012
Programme Component: Environment and Energy
Project Title: Developing policy-relevant capacity for implementation of the Global Environmental Conventions in Jordan
Project ID: -----
Project Duration: 24 months
(October 2008 – October 2010)
Management Arrangement: NEX modality

Total budget:	<u>975,000</u>
Allocated resources:	<u>600,000</u>
• Government	<u>25,000</u>
• Regular	<u>100,000</u>
• Other:	
o Donor	<u>475,000</u>
• In kind contributions	<u>375,000</u>

Agreed by Ministry of Planning and International Cooperation: _____

Agreed by Ministry of Environment: _____

Agreed by UNDP: _____

