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**United Nations Development Programme**

**Country: Jordan**

**PROJECT DOCUMENT**

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| **Project Title: Mainstreaming Rio Convention Provisions into National Sectoral Policies** |
| **UNDAF Outcome:**  5) Government and national institutions have operationalized mechanisms to develop and implement strategies and plans targeting key cultural, environmental and disaster risk reduction issues (including a transition to a Green Economy) at national and sub-national levels  **UNDP Strategic Plan Environment and Sustainable Development Primary Outcome:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded  **UNDP Strategic Plan Secondary Outcome:** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change |
| **Expected CP Outcome:** 5) Government and national institutions have operationalized mechanisms to develop and implement strategies and plans targeting key cultural, environmental and disaster risk reduction issues (including a transition to a green economy) at national and sub-national levels (same as UNDAF)  **Expected CPAP Output(s):** 5.2) National institutions are better able to manage integrated ecosystems, cultural and natural heritage in a sustainable and participatory manner  5.3) Government and key actors are able to integrate disaster risk reduction and climate change adaptation into strategies and operational plans at national and local levels  5.4) Government is able to operationalize national green economy action plan in a gender sensitive and inclusive manner  Output 2: Key Government and non-Government actors have capacities to undertake gender-sensitive management of natural resources in a climate-resilient manner in targeted governorates  Output 3: Government and non-Government actors are able to undertake safer and more resilient construction and urban planning in 3 target cities |
| **Executing Entity/Implementing Partner:** Ministry of Environment |
| **Implementing Entity/Responsible Partners:** Ministry of Environment, UNDP Jordan |

**Brief Description**: The goal of this project is to deliver global environmental benefits through more holistic and effective management of the natural environment to meet national socio-economic priorities. To this end, the project’s objective is to mainstream Rio Convention provisions into three key national sectoral policies. The first expected outcome under the project is that the institutional capacities of the HKJ will have been strengthened to formulate and design sectoral policies, plans, programmes, and strategies that are embedded with Rio Convention provisions, the implementation of which is better likely to produce and sustain global environmental benefits. The project will produce core outputs leading to targeted Rio Convention mainstreaming in three priority strategies and plans: the National Rangeland Strategy, the National Drought Management Action Plan, and the National Energy Efficiency Action Plan. Roadmaps will be developed for each strategy/plan, and three demonstration projects per strategy/plan will pilot high value recommendations at the municipal level. The second project outcome seeks to enhance awareness and understanding of how the Rio Conventions contribute to the sustainable development process and national development priorities. This outcome will focus on engaging large numbers of stakeholders from all segments of society including youth, women, academia, NGOs, media, local communities, and the private sector. This project will be implemented under the 2013-2017 Jordan-United Nations Partnership Framework, with UNDP project support to the Government of Jordan on a programme of activities to meet national commitments to the Millennium Development Goals and the Rio Conventions, among other multilateral environmental agreements. The learning-by-doing approach of the project will facilitate the institutionalization of the capacities developed under the project by having social actors think critically on how to conceptualize more complex, holistic, and resilient social systems of improved governance for the conservation of the global environment.

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Total allocated resources US$ 2,128,485

* UNDP (cash) US$ 50,000
* Other:
  + GEF US$ 996,000
  + Government(in-kind) US$ 800,000
  + Royal Botanical Garden(in-kind) US$ 282,485

Agreed by (**Government**):

Date/Month/Year

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Acronyms and Abbreviations

|  |  |
| --- | --- |
| ACM | Adaptive Collaborative Management |
| AFD | French Agency for Development |
| APR | Annual Progress Report |
| CBD | Convention on Biological Diversity |
| CBO | Community-based Organization |
| CCA | Common Country Assessment |
| CCCD | Cross-Cutting Capacity Development |
| CCD | Convention to Combat Desertification and Drought |
| EDP | Executive Development Programme |
| FCCC | Framework Convention on Climate Change |
| GEF | Global Environment Facility |
| GEF Sec | Secretariat of the Global Environment Facility |
| GIZ | German Society for International Cooperation |
| IUCN | International Union for Conservation of Nature |
| JREDS | Royal Marine Conservation Society of Jordan |
| M&E | Monitoring and Evaluation |
| MDG | Millennium Development Goal |
| MEA | Multilateral Environmental Agreement |
| MoA | Ministry of Agriculture |
| MoEMR | Ministry of Energy and Mineral Resources |
| MoE | Ministry of Environment |
| MoWI | Ministry of Water and Irrigation |
| MoPIC | Ministry of Planning and International Cooperation |
| NBSAP | National Biodiversity Strategy and Action Plan |
| NCSA | National Capacity Self-Assessment |
| NGO | Non-Governmental Organization |
| NPD | National Project Director |
| PIF | Project Identification Form |
| PIR | Project Implementation Review |
| PMU | Project Management Unit |
| PPP | Purchasing Power Parity |
| PSA | Public Service Announcement |
| RBG | Royal Botanical Garden |
| RDEP | Royal Department for Environment Protection |
| RSCN | Royal Society for the Conservation of Nature |
| RSS | Royal Scientific Society |
| SCA | Special Conservation Area |
| USAID | United States Agency for International Development |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |

# PART I - PROJECT

# A. Project Summary

## A.1 Project Rationale, Objectives, Outcomes/Outputs, and Activities

1. Jordan implemented its National Capacity Self-Assessment (NCSA) between 2006 and 2007. The NCSA identified a set of 35 thematic capacity constraints and seven strategic cross-cutting constraints which limit Jordan’s ability to implement the three Rio Conventions. The major limitations include technical training and technology transfer barriers, and knowledge and communication barriers. The NCSA emphasized the need to integrate priority actions within the country’s on-going environmental management programmes to capitalize on existing sources of financing as well as improve communication and coordination between sectors (Ministry of Environment, 2007). One of the principal reasons this CCCD project is being proposed is to improve institutional capacity to formulate policies that effectively integrate Rio Conventions obligations and thus provide global environmental benefits as well as meet national development priorities.
2. Since the NCSA was implemented, Jordan has invested heavily in recent years to improve institutional capacity to prepare and implement natural resource management projects. Jordan has enacted many key national policies, strategies, and plans related to the environment and development, such as the National Agenda 2006-2015 and the National Strategy for Sustainable Development developed in 2001 that set the vision and tone for sustainable development. Jordan’s Executive Development Programme (EDP) articulates environmental goals and objectives that are tied to the national budget and the appropriate evaluation tools. The HKJ has also been pursuing a programme under the HKJ’s 2008-2012 UNDAF that set out to align environmental policies to global environmental conventions and enhance national implementation capacities.
3. This project responds to three initiatives in Jordan: the National Rangelands Strategy, the Drought National Management Plan (under preparation), and National Energy Efficiency Action Plan .This project is both strategic and transformative in that it targets the strengthening of three high priority sectoral development policies or plans by integrating global environmental considerations into their formulation, design, and adaptive implementation. The innovativeness of the project stems from its strategy of engaging stakeholders from the local level to the top decision-making level. The comprehensive and extensive set of learning-by-doing exercises will be undertaken in Jordan to mainstream the three Rio Conventions in three (3) sectoral development policies and/or plans. This will yield important lessons learn and replicable good practices for Rio Convention mainstreaming and environmentally sound and sustainable development.
4. The Executing Agency is the Ministry of Environment (Focal Point for the CBD, and CCD)[[1]](#footnote-1), which will assign a National Project Director (NPD) and provide its staff and network of experts as support to Project Management Unit (as part of government co-financing). The project was designed to be complementary to other related projects under implementation in Jordan, including those supported by the Global Environment Facility (GEF). Given the number of ongoing projects in the country, careful attention will be given to coordinating project activities in such a way that activities are mutually supportive and opportunities capitalized to realize synergies and cost-effectiveness.
5. This project is eligible for funding under the GEF-5 Cross-Cutting Capacity Development Strategy, Programme Framework 3, which calls for the strengthening of capacities to develop policy and legislative frameworks for improved management of the global environment. More precisely, this CCCD framework provides the vision for CCCD projects to more effectively deliver global environmental benefits by integrating environmental priorities within national developmental planning and decision-making processes.
6. The proposed project is consistent with Jordan’s national development priorities as well as the on-going UN operations as identified by the *Country Assessment* for Jordan and the *United Nations Development Assistance Framework* (UNDAF). Like the UNDAF, this project is aligned with the country’s key national socio-economic plans: the *National Agenda 2006-2015* and the *Executive Development Programme 2011-2013* (EDP). This project is also well aligned with the Millennium Development Goals (MDGs) in general, and more precisely to MDG7: Ensuring environmental sustainability. The Government of Jordan has expressed its commitment to achieving all of its MDGs, as well as a strong political commitment to the pursuit of sustainability and mainstreaming as can be seen in a variety of plans, programmes and projects such as a recent project that linked gender mainstreaming with capacity development for dryland agro-biodiversity conservation and sustainable use. Jordan has also acceded to or ratified several other international treaties and protocols that call for the protection and sustainable use of natural resources.
7. The expected outcomes of this project are that 1) best practices and innovative approaches for meeting and sustaining Rio Conventions are available and accessible for integration within national development policies, programmes, and plans, and 2) overall awareness of the value provided by global environmental management is improved in all segments of society. These outcomes are disaggregated into two project components. The first focuses on activities to integrate criteria and indicators as defined by the three Rio Conventions into three operational sector development planning frameworks, namely the National Rangelands Strategy, the Drought National Management Plan (under preparation), and National Energy Efficiency Action Plan.
8. The second project component focuses on strengthening values and attitudes to conserve the global environment through a cross-section of awareness-raising activities, at both the national and sub-national levels, to reinforce the replicability and sustainability of the Rio Convention mainstreaming activities.
9. The project objective is to mainstream Rio Convention provisions into key national sectoral policies. This will be carried out by engaging a large number of government staff in the MoE, MoPIC, and other line ministries that oversee key national policies in the policy assessment and mainstreaming of Rio Conventions.

## A.2 Key Indicators, Assumptions, and Risks

1. There are two main risk associated with the project. The first risk entails engagement of the project by local communities. The second key risk relates to commitment from the line ministries. Not only is there a great risk involved in the limited absorptive capacity to carry out the extensive mainstreaming exercises due to limited cash co-financing for programme activities, but there is also a risk that key stakeholders within institutions are not committed to project activities. An additional, medium risk, is the possibility that proposed amendments to legislation and regulation are not officially approved or enacted in a timely fashion due to the Government's and Parliament's current focus on the other political-reform related legislation stemming from the Arab Spring uprising.
2. A nominal risk to the project is that the executing agency could change, which would create additional transaction costs if project administration needed to be transferred. In addition to these risks, the project makes a number of assumptions. One is that the Jordanian media is supportive of and active in implementing the project’s awareness raising campaign. A second is that by improving capacities to more adequately incorporate global environmental considerations into sectoral planning and policy-making, and by raising awareness of key stakeholders about synergies between the Rio Conventions and national development priorities, the decisions made in relation to the global environment will become more inclusive, legitimate, resilient, and robust.

# B. Country Ownership

## B.1 Country Eligibility

1. The Hashemite Kingdom of Jordan (HKJ) is eligible to receive technical assistance from UNDP, and is thus eligible for support under the Global Environment Facility (GEF). Jordan ratified the Convention on Biological Diversity (CBD) on 12 November 1993, the Convention to Combat Desertification and Drought on 21 October 1996, and the Framework Convention on Climate Change (FCCC) on 12 November 1993. Jordan ratified important protocols under the Rio Conventions in later years, namely:
   * The Cartagena Protocol on Biological Safety on 9 February 2004 to protect biodiversity from the potential risks posed by genetically modified organisms that are the product of biotechnology.
   * The Nagoya-Kuala Lumpur Supplementary Protocol on Liability and Redress on 10 January 2006 regarding remedial measures arising from damages caused by the transboundary movement of living modified organisms.
   * The Kyoto Protocol on 17 January 2003 committing to stabilize greenhouse gas emissions for the period 2008-2012 at the 1990 level.
2. In addition to the three Rio Conventions above, Jordan has also acceded to or ratified several other international treaties and protocols that call for the protection and sustainable use of natural resources. These MEAs include:
   * Ramsar Convention on Preservation of Wetlands
   * Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
   * Convention on the Conservation of Migratory Species of Wild Animals
   * Vienna Convention and Montreal Protocol to protect the ozone layer
   * Basel Convention on the Control of Hazardous Wastes and their transfer across borders
   * Rotterdam Convention on the prior approval of the transfer of hazardous chemicals
   * Stockholm Convention on Persistent Organic Pollutants
   * Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter
   * International Convention for the Prevention of Pollution from Ships
   * Agreement on the Conservation of African-Eurasian Migratory Waterbirds
3. *Fit with the GEF-5 CCCD Strategy*: The GEF strategy for Cross-Cutting Capacity Development projects serves to provide resources for reducing, if not eliminating, the institutional bottlenecks and barriers to the synergistic implementation of the Rio Conventions. This particular project is in line with CCCD Programme Framework 3 which calls for countries to strengthen organizational and systemic level capacities to develop policy and legislative frameworks for improved management of the global environment. Through a learning-by-doing process, this project will deliver global environmental benefits by mainstreaming environmental considerations within activities that are designed to meet national environmental and development goals (sub-programme framework 3.1).

## B.2 Country Drivenness

1. The proposed project is consistent with Jordan’s national development priorities as well as the ongoing UN operations as identified by the *Country Assessment* for Jordan and the *United Nations Development Assistance Framework* (UNDAF). Drawing from the Country Assessment, the UNDAF identified “Preserving the Environment” as one of the four strategic priority areas for UN activities with Outcome 5 stating: “Government and national institutions have operationalized mechanisms to develop and implement strategies and plans targeting key cultural, environmental and disaster risk reduction issues (including a transition to a Green Economy) at national and sub-national levels” (UN, 2013, p. 22).
2. The *Country Assessment* explicitly identified a cross-cutting need to develop institutional capacities at national and sub-national levels in areas such as evidence-based planning, implementation, monitoring and reporting. Developing such capacities not only helps secure longer term benefits, but doing so also protects against the loss of institutional memory. As stated in the *Country Assessment*, frequent staff turnover has strong negative implications for policy and strategy development as well as implementation. In addition, to capacity development, the assessment stated that it is essential to focus on the technical aspects of new areas of programming (UN, 2011).
3. Like the UNDAF, this project is aligned with the country’s key national socio-economic plans: the *National Agenda 2006-2015* and the *Executive Development Programme 2011-2013* (EDP). Notwithstanding *Jordan’s National Strategy for Sustainable Development: Agenda 21* developed in 2001, the *National Agenda* and EDP articulated environmental goals and objectives that were tied to the national budget and the appropriate evaluation tools. These documents also sought to integrate environmental concerns within national developmental priorities (Wardam, 2011). For example, the *National Agenda* calls for the country to develop its human and economic resources, upgrade its production base, and expand development benefits in an environmentally sustainable manner. In order to ensure environmental sustainability, the *National Agenda* recommended strengthening the relevant legislative and institutional framework and improving the enforcement of environmental legislation. Furthermore, the *National Agenda* advocated the integration of pressing environmental issues such as desertification or the protection of the Red Sea into the country’s national development policies (Ministry of Government Performance; Council of Ministers, 2006). The government is currently updating the *National Agenda* to span up until 2020. In addition to the existing programmes of waste management, natural resources management, pollution prevention, and institutional framework, the revised *National Agenda* will include programmes related to climate change and Green Economy (Wardam, 2011).
4. The other key national planning document, which is based on the *National Agenda,* is the *Executive Development Programme 2011-2013*. The EDP also expresses the need to improve management of natural resources including water, energy, and mineral resources while ensuring environmental sustainability. The EDP even includes policies for the environmental sector including:
   * Enhancing monitoring and inspection;
   * Sustainable management of solid, hazardous, and industrial wastes;
   * Conservation of ecosystems and biodiversity;
   * Enhancing adaptation capacity to climate change; and
   * Moving towards a Green Economy
5. Additionally, the EDP’s calls to integrate local communities into the planning and development processes are well-aligned with the proposed project strategy (Ministry of Planning and International Cooperation, 2011). The increasing rise in energy consumption, which could lead to an energy crisis, has increased the government’s urgency of moving to a low-carbon economy. As part of this effort the EDP has called for improved energy security, diversification of energy resources, and the development of local energy (Ministry of Planning and International Cooperation, 2011; UNDP, 2012).
6. The HKJ recently completed their *Poverty Reduction Strategy* (PRS), with its fourth strategic pillar calling for the integration of pro-poor agriculture and environment in order to ensure environmental sustainability. The PRS calls for measures to combat land degradation, to preserve and ensure the rational use of water resources, as well as prepare for pro-poor climate change adaptation. The PRS framework is one that the proposed CCCD strategy mirrors, in that both take a holistic approach to address a complex multi-dimensional challenge, and in so doing must bring together development efforts of several government ministries and other stakeholders.
7. This project is also well aligned with the Millennium Development Goals (MDGs) in general, and more precisely to MDG7: Ensuring environmental sustainability. The Government of Jordan has expressed its commitment to achieving all of its MDGs, however, at present the country is not on track to meet MDG7 (UNDP, 2012). Nonetheless, HKJ has expressed strong political commitment to the pursuit of environmental sustainability and mainstreaming as can be seen in a variety of plans, programmes and projects such as a recent project that linked gender mainstreaming with capacity development for dryland agro-biodiversity conservation and sustainable use.
8. Finally, one key recommendation from the *Fifth National Report on the Implementation of the Convention on Biological Diversity* called for “the adoption of a national capacity building programme for MoE and its associated partners and stakeholders from the government, civil society, local communities and private sector” (IUCN-ROWA, 2014, p. 10). While this project does not constitute such a programme *per se*, its activities are an important step towards building the technical, institutional and systemic capacities necessary to effectively manage the global environment.

### B.2.a National Capacity Self-Assessment

1. The National Capacity Self-Assessment was a highly participative and interdisciplinary process that involved the input of numerous national experts and organizations representing public, civil, academic, and private sectors to analyze the priority capacity and cross-cutting capacity constraints Jordan faces with regard to its implementation of the three Rio Conventions. NCSA implementation took place between 2005 and 2006 led by the Ministry of Environment with close assistance from the Ministry of Planning and International Cooperation (MoPIC) and UNDP (Ministry of Environment, 2007).
2. The NCSA also benefited from integration in MoE where it contributed to a range of ministry activities including the finalization of the National Action Programme for the CCD, preparation of the Third National Report to the CBD, and review and finalization of the environmental sustainability component of the *National Agenda* (Ministry of Environment, 2007).
3. The NCSA final report and action plan consisted of four main sections:
   * Overview of the national environmental and socio-economic context affecting environmental management in Jordan
   * Stocktaking of the main capacity and cross-cutting capacity constraints affecting implementation of the global environmental conventions
   * In-depth analysis of thematic capacity constraints and proposed actions to respond to them
   * Action plan for national capacity building to capitalize on synergies between similar actions and key constraints
4. In total the NCSA identified a set of 35 thematic capacity constraints and seven strategic cross-cutting constraints. The seven cross-cutting capacity constraints are (Ministry of Environment, 2007):
   * Knowledge management, outreach and networking
   * Technical training and technology transfer
   * Developing and maintaining a national coordination mechanism.
   * Using research for policy-making
   * Resource mobilization
   * Local community empowerment and participation
   * Development of infrastructure facility
5. Knowledge and communication barriers dramatically limit successful implementation of the Rio Conventions in Jordan. Key knowledge management issues include limited information and weak knowledge generation and processing of environmental data. In addition, poor capacity for outreach and networking limit possible synergies with regional and global organizations and programmes. These same deficiencies also lead to underutilization of coal and traditional knowledge (Ministry of Environment, 2007).
6. The second key cross-cutting constraint deals with technical training and technology transfer. There are currently numerous barriers hindering technology transfer, not least of which is the legal and regulatory framework. One focus of the NCSA Action Plan is to improve these frameworks and promote technical capacity building particularly for energy efficiency and renewable energy development (Ministry of Environment, 2007).
7. Jordan has invested heavily in recent years to improve institutional capacity to prepare and implement natural resource management projects. Nonetheless, there is still a need to establish effective coordination mechanisms within MoE to improve cooperation and synergies between the three Rio Convention Focal Points. At present there is considerable confusion regarding different agencies’ roles and mandates, the result of which is uncoordinated, inconsistent, and often redundant efforts by the various agencies involved in environmental issues (Ministry of Environment, 2007).
8. The central tenet of the NCSA Action Plan focuses on improving the quality and impact of the policy formulation process. At the time, there were few direct linkages between research and policy-making and a great need for better coordination mechanisms to ensure sound and effective policy-making that is grounded in reality (Ministry of Environment, 2007). Jordan’s first CCCD project was to address this capacity need, the objective of which was to enhance the institutional linkages between research and policy-making for improved global environmental management. One of the main findings of this project was that more efforts are needed to motivate stakeholders, in large part because there remains an insufficient awareness of the value that meeting obligations under the Rio Conventions has for meeting national sustainable development priorities.
9. Currently, there is a real dearth of expertise regarding fundraising and non-traditional resource mobilization for Rio Convention related activities in Jordan. As such, there is a need for capacity development at systemic and institutional levels to establish and utilize economic tools and incentives for in environmental management. One of the NCSA’s priority actions was to develop capacity for economic valuation of environmental costs and ecosystem services (Ministry of Environment, 2007).
10. Community participation in environmental management has much room for improvement and is quite inconsistent in Jordan. This is partly attributable to weak capacity and low empowerment of local communities and insufficient community-based training programmes on natural resource management. Furthermore, the country also suffers from weak documentation and development of traditional knowledge of local communities. All of this results in a rather low level of replication and scaling-up of local best practices for meeting Rio Convention needs (Ministry of Environment, 2007).

Based on the synergies between the different capacity constraints, the NCSA Action Plan identified six programmes[[2]](#footnote-2) and 20 suggested projects reflecting the cross-cutting constraints that could be implemented to address these constraints and help streamline Jordan’s commitments and obligations towards global environmental management into national policies.

1. The NCSA emphasized the need to integrate priority actions within the country’s on-going environmental management programmes to capitalize on existing sources of financing as well as improve communication and coordination between sectors (Ministry of Environment, 2007). One of the principal reasons this CCCD project is being proposed is to improve institutional capacity to formulate policies that effectively integrate Rio Conventions obligations and thus provide global environmental benefits as well as meet national development priorities. To this end, the project will work within already defined national plans and national institutions without creating new institutions, decision-making bodies, or management structures in order to help strengthen the likelihood sustainability. Table 2 summarizes the linkages between the proposed project and the six NCSA Action Plan programmes.

### B.2.b Sustainable Development Context

1. Jordan is a small constitutional monarchy in the Middle East with a total land area of approximately 90,000 km2 that is mostly desert[[3]](#footnote-3) and the country is landlocked except for a 30 km strip of coastline along the Gulf of Aqaba. The country is characterized as arid to semi-arid with forests covering less than 1.5% of the country’s land area. Given its relative size and position in the heart of the Middle East, Jordan is particularly vulnerable to external political and economic influences (UN, 2011).
2. Population growth due to large waves of refugees coming from neighboring countries has been a particularly pressing issue in recent years, resulting in an increased strain on the already limited resources, natural and economic, as well as the government’s capacity to deliver basic services. Moreover, the influx has caused a sudden increase in the cost of services and real estate while at the same time creating competition for jobs and associated social tension (World Bank, 2014; IUCN-ROWA, 2014). The negative impacts on the project are negligible in that the project is focusing on strengthening the capacity of the government to better address socio-economic priorities. Moreover, the project intends to demonstrate the value of taking a more holistic approach to natural resource management and sector development policies, which is ever more pressing taking into account the more complex demographic dynamics.
3. Jordan has faced chronically high rates of poverty, unemployment, and inflation. Moreover, recent events have only served to exacerbate the situation. According to the *2010 Jordan Poverty Report*, the poverty rate has been steady at around 14% since 2000, though unofficial estimates are as high as 30% (Department of Statistics, 2010; IUCN-ROWA, 2014). In response to increasing pressures stemming from the global financial crisis, the “Arab Spring”, and the ever-increasing number of refugees, the Government of Jordan approved two economic relief packages and a budgetary supplement to improve living conditions for the poor and middle class. This is consistent with the country’s strong commitment to the development of its human resources as evidenced by its high human development ranking and the investment of over 25% of GDP into human development, education, health, pensions, and social safety nets.
4. On a per capita basis, HKJ is the fourth most water-scarce country in the world[[4]](#footnote-4); residents receive water just once a week for a limited number of hours which must be stored to meet their weekly needs. Water consumption exceeds renewable supply, and the deficit is being met by the over-extraction of groundwater from the highland aquifers, which is further lowering water tables and exacerbating land degradation. Currently irrigated agriculture consumes over 60% of the country’s water budget, however severe competition between sectors for water is only expected to increase demand. Over the next decade industrial water demand is expected to rise by 300%, while commercial water demand is projected to increase 200% (El-Naser, Telfah, & Kilani, 2014).
5. Jordan has a population of nearly 6.5 million that is growing at a rate of 2.2%, considerably faster than the world average of 1.7%. The composition of Jordan’s population is predominately Arab and 92% Muslim, though there are several minority groups with varying beliefs and cultural traditions that are allowed to safeguard their cultures in Jordan’s enabling environment (UN, 2011). The population is also relatively young with more than 70% below 30 years of age, and one third of the population below age 15. In the UNDP’s 2013 Human Development Report, Jordan had a Human Development Index value of.700 placing it at 100 out of 187 countries and a ranking of upper-middle income country. The same report found per capita GNI (in 2005 PPP$) to be 5,272 and average life expectancy at birth to be 73.5 (UNDP, 2013). It is important to note however that there are significant disparities in the human development indicators at a sub-national level given the country’s skewed development patterns[[5]](#footnote-5), there are also significant gender disparities (UN, 2011).
6. Jordan’s economic growth has been hindered by the global economic crisis and regional turmoil. Part of the problem is due to its heavy dependence on foreign aid and remittances. Jordan is also troubled by a high budget deficit, and external debt reached 18% of GDP in 2013 though it is projected to remain sustainable (World Bank, 2014). Jordan’s GDP growth rate has fallen significantly since 2008 when GDP grew at a rate of 8% compared with the current growth rate of 3% (World Bank, 2014).
7. Jordan’s economy is not particularly diverse, and is dominated by the service sector which accounts for nearly 50% of GDP and almost 70% if government services are included (UN, 2011). After the service sector, industry (about 30%) and agriculture (around 4%) make up the next largest shares. Transportation and tourism[[6]](#footnote-6) are two of the country’s largest industries, both of which pose serious challenges to the country’s environment. Special considerations have been given in how best to develop each industry without jeopardizing Jordan’s environmental sustainability. This can be seen in the *National Policy on Climate Change* which identified key mitigation objectives for the transport sector. Similarly, the *National Tourism Strategy (2011-2015)* identifies sustainability and environmental protection as crucial issues for the country’s tourism development[[7]](#footnote-7).
8. In an effort to bolster the economy, Jordan has undergone a number of reforms in recent years. The economy had been shielded from international competition until recently when many of the previously state-owned businesses were privatized and several fuel subsidies were removed. Jordan’s numerous reforms in recent years include changing the old State-run economic model and implementing new Qualified Industrial Zones in order to spur domestic industry in areas such as information communications technology, aerospace, defense, textiles, cosmetics, and pharmaceuticals. These reforms build on Jordan’s efforts in 2000 and 2001 to liberalize the trade regime in order to gain membership into the World Trade Organization and secure free trade agreements with the United States and European Union.
9. In general, Jordan has very limited natural resources and while it holds some of the world’s richest oil shale reserves, the water-intensive extraction process is at odds with the already acute water scarcity issues facing the country (UN, 2011). These limited resources have made Jordan highly dependent on foreign energy sources as well as foreign assistance. After potash mining, tourism is one of the most crucial elements in the Jordanian economy. Nonetheless, the viability of the tourism industry is susceptible to myriad factors including global and regional stability, and particularly the state of both Jordan’s rich cultural heritage and the health of its natural environment.

### B.2.c Global Environmental Values

1. In addition to water and resource scarcity, the country is also troubled by a shortage of arable land and faces challenges with accelerating desertification, soil degradation, and deforestation. Jordan’s location at the crossroads of climatic and botanic regions endows the country with a rich variety of plant and animal life including some 152 families of vascular plants, and more than 2,600 vascular plant species, plus several hundred species of non-vascular cryptograms. Several taxa of these have agro-ecological value and are regarded to be of great regional and global use. One alarming trend identified in the 2010 MDG Report was the dramatic increase in the proportion of endangered species in Jordan compared to the total number of species; there are currently 100 species on the IUCN Red List (Ministry of Planning and International Cooperation, 2010; Wardam, 2011; IUCN-ROWA, 2014). Much of this globally significant biodiversity is being conserved within Jordan’s protected areas, such as the wildlife reserves of Azraq, Dana, Mujeb, Shaumari, and Ailoun, as well as the marine biodiversity conservation in the Aqaba Special Economic Zone. The Aqaba for example, hosts 150 species of coral reefs and 450 types of fish, many of which are only found in Aqaba (Wardam, 2011).
2. The HKJ works closely with a number of non-state organizations, to manage environmental projects. For example, the Royal Society for the Conservation of Nature (RSCN) is responsible for the management of the protected areas network in Jordan, and received US$ 6 million from HKJ during 2011-2013 to assist in the management efforts. There are currently a total of 11 established protected areas covering 1,443.5 km2 including one marine protected area in the Aqaba; six additional areas have been proposed and are at various stages of consideration (Royal Society for the Coservation of Nature, 2008; World Bank, 2014; IUCN-ROWA, 2014). At the time of its publishing the *Executive Development Programme* indicated that there would be a total of 16 protected areas set up to cover 2,772 km2 before 2015[[8]](#footnote-8) (Ministry of Planning and International Cooperation, 2011). In addition to ecological benefits of the protected areas, the system is seen as increasingly important part of the ecotourism subsector due to the popularity of the protected areas as tourist destinations. Revenues from these visitors pay for over one third of the running costs of the protected area network (IUCN-ROWA, 2014).
3. On a related note, there is an increasing push to use integrated ecosystem management for the protected area system in order improve the conservation of biodiversity. Over the last five years, new governance arrangements have been made that affect the management and designation of protected areas in Jordan. One area this can be seen in is the use of Special Conservation Areas (SCAs), sites characterized by their unique natural and culture heritage (World Bank, 2014). SCAs are managed by a diverse coalition of stakeholders in local communities in order to integrate local development within the sustainable management of natural resources. SCAs are generally smaller than protected areas, and have a more specific ecological purpose. RSCN established Jordan’s first SCA in 2011, and with assistance from World Bank has succeeded in expanding the number of SCAs to 10 as of January 2014. The SCA approach is seen by some to be the future of protected area establishment in Jordan, nonetheless the new approach brings with it new challenges and questions about how best to manage and integrate SCAs within the existing protected areas network (World Bank, 2014; IUCN-ROWA, 2014).
4. Despite the national network of protected areas, the country’s biodiversity is threatened by a number of factors including habitat degradation, illegal hunting and trading of species, invasive species, pollution, and intensive use of agrochemicals. Furthermore, agricultural land, forests, and other protected areas are steadily being lost to the expanding urbanization and demand for the limited resources. According to the *UN Country Assessment*, land use patterns are as follows: 90.4 % pastures, 5.6% agricultural land, 1.9% public facilities, 0.8% natural forests, 0.75% registered forests, and 0.6% wetlands (UN, 2011). Rapid urban encroachment, combined with inadequate land-use planning, soil erosion, salinization and alkalization of the soil, and poor waste management are contributing to sever land degradation. While the country already experiences severe water scarcity, high demand and poor waste water management is deteriorating not only the quantity of water resources but also the quality[[9]](#footnote-9), including the diminishing level of the Dead Sea.
5. Climate change impacts are only expected to further exacerbate these issues by reducing available water by a projected 30% over the next 20 years and increasing rates of desertification (El-Naser, Telfah, & Kilani, 2014). Water resource needs, combined with ecosystem damage, and loss of hydroelectric generation could have a combined economic cost of 1-7% of Jordan’s GDP (UN, 2011). Given these challenges, it is not surprising that the country is not on track to meet MDG7 (CPD 2013).
6. According to available data Jordan’s overall contribution to greenhouse gas emissions is modest in absolute terms at approximately 20 million tons of CO2 equivalent or 3.5 tons per capita (UN, 2013). The vast majority of emissions, 74%, were attributable to the energy sector, transport and industrial energy activities in 2000. Waste management[[10]](#footnote-10) and non-energy industry activities made up the majority of the remaining emissions (Ministry of Environment, 2013). HKJ recently adopted a National Climate Change Policy with the assistance of the initial CCCD project, thus signaling its continued commitment to address the challenges of mitigating and adapting to climate change. Jordan has also established the National Clean Development Mechanism through the FCCC and has approved 13 CDM projects and registered four more despite the current low demand, and corresponding low price, for Certified-Emissions Reductions under the CDM (Ministry of Planning and International Cooperation, 2011; Ministry of Environment, 2013).
7. In addition to greenhouse gases, the industrial sector is responsible for a variety of environmental concerns including rising air pollution as a result of transport, waste incineration, and hazardous wastes resulting from energy production. Inappropriate and uncontrolled disposal of industrial and medical wastes is a serious matter of concern in Jordan (UN, 2011). In 2011, around 2,850 tons of solid waste was generated daily (UN, 2011). Although the country does not have any national system of monitoring environmental degradation and its economic costs, World Bank found the estimated cost of pollution in 2009 to be equivalent to approximately 5% of Jordan’s GDP, or US$1.26 billion (Cervigni & Naber, 2010). Pollution issues include leakage from solid waste landfills and cesspools as well as seepage from the excessive use of fertilizers and pesticides. MoE has implemented some air quality monitoring programmes that cover 20% of the population to limit the concentrations of air pollutants resulting from factories. As part of this programme, MoE has initiated electronic networking with some factories to facilitate monitoring (Ministry of Planning and International Cooperation, 2011).
8. Given the challenges facing the country, HKJ has identified water and energy as the priority issues for development. As discussed previously, the country’s key planning documents: the *National Agenda* and the EDP both make a strong case for the importance of environmental sustainability. With respect to energy, Jordan’s dependency on imported energy resources is among the highest in the world; 96% of the oil and natural gas used by the energy sector are imported (El-Naser, Telfah, & Kilani, 2014). This almost complete reliance has led the government to prioritize its transition to a low-carbon economy by aggressively pursuing renewable and nuclear energy[[11]](#footnote-11).
9. Due to the national and global economic crises, HKJ is increasingly constrained to secure resources to sufficiently implement needed environmentally sound and sustainable development, let alone target global environmental priorities. Following the 2008 financial crisis, government support for environmental management declined precipitously and the advent of the “Arab Spring” in 2011 marked a further shift away from environmental initiatives and towards differing socio-economic priorities[[12]](#footnote-12) which were perceived to be more important than biodiversity conservation and protected areas (World Bank, 2014). As a result of the crisis, HKJ programmes have limited budgetary allocations for environmental programme activities, with the majority allocated for salaries and other public administrative costs. Instead, the government prioritizes budgetary allocations to meet socio-economic goals and targets, such as security, economic development, and water supply. Funding for programmes and projects to meet global environmental priorities are instead financed through donor-funded programmes and projects. Given the time and system-bounded construct of these projects, they tend to finance services that are additional to the current baseline of institutional capacities to deliver measurable programme outputs, such as updated sectoral policies, laws and strategies, upgraded infrastructure for groundwater irrigation, and public administration reforms to reduce poverty, among others. Once the donor-funded programme or project has ended, in the absence of new donor funds to sustain services or reforms, programme outcomes have limited sustainability.
10. From a regional perspective, Jordan has been an early and active contributor to environmental management, and it was the first country in the Arab world to produce a National Environmental Strategy (Ministry of Environment, 2007). HKJ has been working through the League of Arab States Council of Arab Ministers Responsible for the Environment to secure bilateral agreements with other Arab countries to address common environmental issues based on the council’s recommendations. In particular, Jordan played a significant role in one of the region’s most effective and sustainable agreements, the Regional Organisation for the Conservation of the Environment of the Red Sea and the Gulf of Aden (Wardam, 2011).

### B.2.d Policy and Legislative Context

1. Jordan has demonstrated its commitment to improving governance and strengthening sustainable management of natural resources and the environment through a number of reforms undertaken in the last ten years. Many of these reforms seek to improve Rio Convention mainstreaming into national policy frameworks. The HKJ has been pursuing these priority reforms in keeping with the primary goal of poverty alleviation and the improvement of people’s livelihoods, which depend to a large extent on a healthy and sustainable environment. This includes a programme under the HKJ’s 2008-2012 UNDAF that set out to align environmental policies to global environmental conventions and enhance national implementation capacities. One of the five sub-programmes included integrating the protection and sustainable use of agricultural resources and biodiversity into relevant national and sectoral plans.
2. While reforms have contributed to more effective and harmonized public administration overall, important deficiencies remain, such as inefficient administration at the local level. Another problem can be found in the case of water sector management. While the *National Water Strategy: Water for Life* is the guiding national document for water resource management, it fails to unify the various water policies, and instead, it has led to confusion and limited the opportunity for cross-cutting synergies between government institutions. Much also remains to be done to translate Rio Convention obligations into concrete plans and develop national and local capacities to implement them. Nonetheless, HKJ has expressed strong political commitment to the pursuit of environmental sustainability and mainstreaming. One such example is the implementation of a project that linked gender mainstreaming with capacity development for dryland agro-biodiversity conservation and sustainable use.
3. Jordan has also enacted many key national policies, strategies, and plans related to the environment and development (Ministry of Environment):
   * National Strategy for Environmental Protection (1992)
   * National Environmental Action Plan (1996)
   * National Water Strategy (1997)
     + Ground Water Management Policy
     + Irrigation Water Policy
     + Utility Water Policy
     + Wastewater Management Policy
   * National Strategy for Agricultural Development for the period 2000-2010
   * National Strategy for Sustainable Development: Agenda 21 (2001)
   * National Strategy for Environmental Education and Communication (2001)
   * National Strategy for Environmental Information (2001)
   * National Water Master Plan (2004)
   * National Strategy to Combat Desertification (2005)
   * National Action Plan for Persistent Organic Pollutants (2005)
   * Report on Review of environmental and sectoral strategies (2005)
   * National Strategy and Action Plan for Drought Mitigation (2007)
   * Environmental Strategy Implementation Plan for the period 2007-2010
   * National Water Strategy: Water of Life for the period 2008-2022
   * National Tourism Strategy for the period 2011-2015
   * Environmental Strategy Implementation Plan for the period 2011-2013
   * National Climate Change Policy (2013)
   * National Rangeland Strategy (2014)
   * National Biodiversity Strategy and Action Plan (2015)[[13]](#footnote-13)
   * National Strategy and Action Plan to Combat Desertification and Drought (2015)[[14]](#footnote-14)
4. Jordan has also instituted a variety of laws and regulations in recent years. The key environmental law, the Environmental Protection Law No. 52 of 2006, was first enacted as temporary legislation in 2003 and later fully ratified in Parliament in 2006 (Wardam, 2011). By legal tradition in Jordan, this new law supersedes the previous environmental law of 1995 and serves as a legislative umbrella for issuing related environmental regulations and instructions. Nonetheless, a number of other legal provisions in other sectoral legislation have remained in force to address specific environmental issues. As a consequence, there is a multiplicity of legislation governing various environmental issues in Jordan, thus leading to a wide variety of responsible parties[[15]](#footnote-15) and a weakening of the system as a whole. Below is a list of key laws and regulations governing environmental management in Jordan (Ministry of Environment):
   * Water Authority Law No. (18) of 1988: Water rights and protections
   * Regulation No. (51) of 1999: Marine environment and coastal protection
   * Regulation No. (21) of 2001: Protection of the Environment of Aqaba Special Economic Zone
   * Agriculture Law No. (44) of 2002 – Wildlife protection to be implemented by RSCN
   * Public Health Law No. (54) of 2002: Ministry of Health to monitor and regulate potable water and wastewater treatment and disposal
   * Regulation No. (24) of 2005: Management, Transportation and Handling of Harmful and Hazardous Substances
   * Regulation No. (25) of 2005: Soil Protection
   * Regulation No. (26) of 2005: Protecting the Environment from Pollution in Emergency Situations
   * Regulation No. (27) of 2005: Management of Solid Waste
   * Regulation No. (28) of 2005: Regulations for the Protection of the Air – provided legal prerequisite to set up a monitoring system regarding ambient air quality.
   * Regulation No. (29) of 2005: Natural Reserves and National Parks
   * Regulation No. (37) of 2005: Environmental Impact Assessment
   * Municipalities’ Law No. (14) of 2007: Municipalities responsible for solid waste collection
   * Regulation No. (66) of 2009: Jordan Environment Fund
   * Regulation No. (67) of 2009: Inspections and Enforcement
5. MoE has just finished reviewing the Environment Protection Law of 2006, and it is currently in the process of updating and adapting the law to better reflect the current context. The revised law seeks to better address habitat protection, establishment of the protected areas, bio-safety, and genetically modified organisms. The law also raises the penalty for certain activities with negative impacts on biodiversity, such as illegal logging, encroachment into protected areas, and coral trade (IUCN-ROWA, 2014).
6. An EIA by-law which will apply to a wide range of development projects is also in the process of being prepared. Similarly, MoE recently met with diverse stakeholders to prepare regulations governing the siting of wind farms and detailing the EIA and monitoring process (IUCN-ROWA, 2014).

### B.2.e Institutional Context

1. As identified in the NCSA, Jordan’s institutional arrangements for environmental management are scattered and in need of comprehensive national coordination mechanisms. At present, responsibility for environmental management is spread across multiple institutions with varying mandates, these institutions include the Ministries of Environment, Planning and International Cooperation, Tourism and Antiquities, Energy and Mineral Resources, Agriculture, Water and Irrigation, Health, and Municipal Affairs as well other actors such as the Natural Resources Authority, Badia Research and Development Center, Directorate of Land and Surveys, Water Authority of Jordan, and various non-governmental organizations (NGOs) and academic institutions (Ministry of Environment, 2007). There is frequent overlap of responsibilities regarding water, land, waste, and health, and it is not uncommon for line ministries to undertake actions that are completely incongruous to the environmental management efforts of other actors (Wardam, 2011). The dispersion of responsibility has led to confusion over roles and mandates of the institutions, and severely limits the extent to which synergies can be achieved and the duplication of efforts can be avoided (Ministry of Environment, 2007).
2. In spite of the vast number of institutions involved in environmental management in Jordan, the Ministry of Environment has the mandate as the key government ministry responsible for protecting and sustaining the country’s natural resources and implementing legislation and other decisions regarding the environment. MoE was created in 2003 under the Environment Protection Law of 2003 which was approved by Parliament in 2006. This law established the Ministry as the competent authority at the national, regional and international levels with regard to all environmental issues, donors, and coordination with other key stakeholders[[16]](#footnote-16) (Ministry of Environment). MoE supports sustainable development in Jordan by a variety of means including developing policies and legislation, leading educational efforts, as well as mainstreaming environmental issues into national development plans. In addition, the Ministry houses the focal points for each of the three Rio Conventions.
3. MoE has undergone numerous activities regarding capacity development and reform since its establishment in 2003. The European Union assisted with an institutional review in 2006 and 2007 that identified key areas for improvement which included :

* Strengthening its leadership and management role and the core functions of the Ministry;
* Building capacity of new directorates, reorganization and strengthening of regional directorates; and
* Cooperation with local government, private sector, and NGOs

1. The Royal Department for Environment Protection (RDEP), also known as the “Rangers”, acts as the executive arm of the MoE and was established in 2006 to enforce environmental laws and regulations. RDEP also coordinates the activities of nine strategic partners including the police department, Ministry of Agriculture (MoA), MoE, and RSCN (Ministry of Environment, 2009). Since 2009, RDEP has been supported by GIZ in a variety of areas including an integrated programme of capacity building, strategic planning, and awareness-raising. The Rangers currently have a staff size of approximately 400.
2. The Ministry of Agriculture has an important role in conservation activities and is responsible formulating and implementing national policies and programmes in order to achieve best use of land, water, and plant resources (Wardam, 2011). MoA has worked with a variety of national and international organization such as MoE, RDEP, RSCN, the Royal Botanical Garden (RBG), the US Forest Service, and academic institutions among others to address issues such as forest conservation including man-made forests, research and surveys of national forests and range-lands including production of seedlings for re-forestation purposes, institutional strengthening, and management of invasive species (Ministry of Environment, 2009).
3. The Rangelands Directorate is one of the Ministry of Agriculture’s key directorates, responsible for overseeing the development and implementation of recently approved National Rangelands Strategy. The Forestry Directorate operates within MoA and has a mandate to manage and conserve forestry resources. This includes the preparation of legislation affecting forestry conservation such as the Agriculture Law and the mandate to enforce such legislation (IUCN-ROWA, 2014).
4. As a key partner of the proposed project, the Ministry of Planning and International Cooperation requires absorptive capacity to adopt and expand processes and outcomes of successful projects. MoPIC is responsible for coordinating development planning and socio-economic policies in Jordan. It must also integrate international donor financing with Jordan’s development priorities. In this way, MoPIC is the primary catalyst for networking and liaison among international donors, local ministries and governmental institutions for the funding and coordination of national monetary policy with development strategies and programs. It obtains and manages the necessary funds for development projects through loans, grants and technical assistance, in conjunction with the Ministry of Finance and the General Budget Department. MOPIC also manages domestic and external public debt with the Ministry of Finance.
5. Another valuable partner is the Ministry of Education. This Ministry has worked with RSCN to prepare a specialized educational capacity development to be incorporated into the school curriculum in order to educate about the country’s protected areas. The Ministry has also integrated over 80 water conservation concepts into the national school curriculum, and recently a regional workshop was held to discuss the concepts of sustainable development with educators and the best ways of integrating it within the educational system (Birdlife International, 2014).
6. Similarly, the Ministry of Higher Education and Scientific Research plays an important supervisory role in the higher education sector. The Ministry’s technical and administrative staff work with institutions of higher learning to establish general policy, and provide support to scientific research through a variety of specialized scientific committees.
7. Given its role in improving the quality of services, human resources and organization of Jordan’s public institutions, the Ministry of Public Sector Development has potential to be a valuable partner to this project. The Ministry is charged with improving the organizational structure of government institutions and contributing to the development and implementation of policies, plans, and capacity development programmes that enhance human resources in government institutions.
8. The Ministry of Information and Communications Technology also plays an important role in environmental governance given its coordinator role between the various ministries to provide electronic services and consultations. The Ministry is also expected to work with other government institutions, research centers, and academia (European Environment Agency, 2010). There is room to include NGOs and other members of civil society to improve data and information sharing and more synergistic management of the global environment.
9. Jordan has recognized water scarcity as a key issue since the 1970s, as a result, the country has established a strong institutional structure for water resource management and delivery. The Ministry of Water and Irrigation (MoWI), the Water Authority of Jordan, and the Jordan Valley Authority are all directly involved in the management of water resources in Jordan, with MoWI overseeing the work of the other two Authorities. MoWI is the official government body responsible for overall monitoring of the water sector including water supply and wastewater management, the development of national policies and strategies, research and development, and the provision of water-related data (European Environment Agency, 2010).
10. The Ministry of Energy and Mineral Resources is the principal actor in Jordan’s energy institutional framework. The Ministry’s mission is to provide all forms of energy to achieve the sustainable development with the least cost and best quality through enhancement and implementation of proper policies, legislation and plans, through the diversification of energy sources. The Ministry also aims to develop and improve local renewable energy sources and energy efficiency in the various sectors
11. The Environment Statistics Division within the Directorate of Statistics manages data on most environmental issues and assists the Directorate of Statistics with the publication of its annual environmental statistics report and environmental sustainability indicators based on its own research and that of other relevant institutions (European Environment Agency, 2010).
12. The Aqaba Special Economic Zone Authority (ASEZA), established in 2001, is the statutory institution empowered with regulatory, administrative, fiscal and economic responsibilities for the Aqaba Special Economic Zone. ASEZA is charged with enhancing the quality of life and prosperity of the Aqaba region through sustainable development. ASEZA regulations acknowledge the global environmental values of the region and consequently require that all development be environmentally sustainable in the long term given that the environmental resources of the area are themselves an integral part of its attraction to investment. Accordingly, a directorate under the supervision of Environmental Commissioner has the right to permit or reject proposed projects according to their environmental impacts.
13. The Petra Development and Tourism Region Authority was established in 2009 due to increased tourism resulting from Petra’s selection as one of the “New Seven Wonders of the World”. The Authority is charged to develop tourism in the region and to the economic, social, and cultural development of the local community. In doing so the Authority is also responsible for protecting the environment, water sources, natural resources and biodiversity in the region. Part of this responsibility entails developing the necessary principles and standards to coordinate with the relevant authorities in line with the Environment Protection Law. Additionally, the Authority develops the plans and programs in order to enhance institutional capacities in order to meet the region’s needs.
14. Because of Jordan’s centralized environmental management framework, local environmental management capacity tends to be quite weak. Municipalities and local administration are often limited in their financial and technical capacity to prepare and implement environmental management plans and MoE’s six regional directorates have limited role in environmental management at the local level due to lack of resources. Nonetheless, municipalities do enjoy some involvement in solid waste collection, pest control, public health, and management of urban green areas (Ministry of Environment, 2010). Moreover, the municipalities vary in their environmental management capacity, for example, the Greater Amman Municipality has an environmental department and an environmental section in each of its 27 districts. This municipality is responsible for operating Jordan’s largest solid waste landfill. Smaller municipalities, on the other hand, have limited environmental capacity due insufficient staff and resources.
15. The Ministry of Municipal Affairs (MoMA) supervises all activities related to municipality administration; this includes implementing local development projects and coordinating the activities and plans of councils in order to align them with national development policies. The Ministry provides technical, financial, and administrative guidance and advice to ensure that municipalities comply with national laws and regulations. Recently, MoMa was assigned responsibility for land use planning in Jordan. Additionally, the concept of community engagement and local management of environmental resources has grown in popularity following the successful completion of World Bank’s project on integrated ecosystem management that helped pilot the use of Special Conservation Areas managed by local stakeholders (World Bank, 2014).
16. At present, the main coordination mechanisms come in the form of inter-agency committees and memoranda of understanding. Given the need to harmonize actions of the various responsible parties, the Environment Protection Law empowers the Ministry of Environment to coordinate national environmental protection efforts. While MoE is responsible for coordination the government’s suite of environmental policies and programmes, this is difficult because some ministries are responsible for many important natural resource management and development projects. The flow of information from these latter ministries is sup-optimal, with the more effective communication being through the National Committee on Climate Change.
17. The flow of information is largely through externally-funded projects, such as the GEF-funded projects of the National Biodiversity Strategy and Action Plan and the National Action Plan on Desertification and Drought. For example, drought management requires coordination and cooperation from MoE, MoA, MoWI, and MoPIC, which is not easily managed. There are overlapping institutional mandates and legal frameworks, with the MoA being the most active in combating land degradation on the ground. There is a perceived (if not real) conflict of interest among the three, each competing with the other. Generally, there appears to be little incentive and enthusiasm for ministries to communicate and coordinate their programme of work with each other. Overall, there is perception that the environmental sector is disorganized. The proposed CCCD project seeks to consolidate existing partnerships and strengthen synergies among various stakeholders.
18. Three national committees were formed to coordinate efforts for implementation of national strategies and plans and are responsible for meeting Jordan’s obligations to the Rio Conventions. Nonetheless, the National Committees on the Rio Conventions remain both problematic and a good opportunity for mainstreaming the Rio Conventions. The more active committees are the ones on biodiversity and climate change; this is in part due their ability to attract a broad range of stakeholders from government ministries, semi-government institutions, NGOs, the academic sector, research centers and ASEZA among others. Nonetheless, it should be noted that the private sector and independent environmentalists are not represented on any of the three committees which inherently limits their validity and effectiveness. Furthermore, the current structure of the three national committees facilitates the communication horizontally on central level, but does not promote the vertical flow of knowledge. Many stakeholders attributed the weaknesses of the national committees’ performance to a variety of causes such as the lack of incentives for members, uneven representation, and irregular scheduling of meetings*.*
19. The Fifth National Report to the CBD recommended that national coordination mechanisms, particularly the National Biodiversity Committee, be given an enhanced role*.* MoE is currently reviewing and developing the governance arrangements related to the national coordination, communication and reporting on the national biodiversity program, including ways to enhance these mechanisms and facilitate inter-institutional coordination (IUCN-ROWA, 2014). With respect to climate change, there is relatively high degree of commitment by stakeholders given that the issue ranks high on the development agenda. The National Committee on Land Degradation, however, does not enjoy the same level of activity, in large part because of the uneven membership. There are a number of opinions on the value of the national committees, ranging from them constraining action and not needed, to being useful mechanisms to facilitating communication. Consultations during this mission confirmed that a very early task of the new project is to revisit the construct of the three national committees and revitalize them to be more effective.
20. Despite the relatively low level of coordination currently taking place to address environmental issues, one area of success was the recent collaboration between MoE, the Ministry of Municipal Affairs, and the Greater Amman Municipality to improve solid waste management through the clean development mechanism (Ministry of Environment). Another area of improving coordination and collaboration can be seen between the government and civil society.
21. As a result of the institutional weaknesses in the public sector, environmental management is largely being implemented by NGOs. The partnership between the public and civil sectors has grown stronger in recent years, and community input in the decision-making process is now seen as a necessity for social and economic stability. There are currently 51 registered environmental NGOs addressing a range of areas including waste management, recycling, environmental awareness, water desalination, organic farming, forests, marine conservation, energy conservation, urban renewal, and environmental studies among others. In 2008, environmental NGOs established a national alliance consisting of 10 active members: the Arab Group for the Protection of Nature, the Energy Conservation and Sustainable Environment Society, the Jordan Environment Society, the Jordan Green Building Council, the Jordan Society for Compact Desertification, the Jordanian Society for Renewable Energy, Organic Farming Society, and the Royal Botanical Garden, the Royal Marine Conservation Society of Jordan (JREDS), the Royal Society for the Conservation of Nature (RSCN). The alliance is in the process of preparing its first strategic plan and action plan in which one of the main goals will be to raise the national awareness and support for the protection of biodiversity and the need for environmental mainstreaming within development agendas and projects (IUCN-ROWA, 2014).
22. The Ministry of Environment works regularly with NGOs to design and implement its plans and policies, and the Ministry has established a coordination system with NGOs to maintain the lines of communication (Wardam, 2011). NGO expertise also has the added benefit of contributing to the securing of donor grants for conservation funds such as the recent integrated ecosystem management project through World Bank with RSCN as the implementing agency.
23. As mentioned previously, the RSCN, the largest and oldest environmental NGO in the country, is responsible for managing the country’s network of protected areas as the result of a special mandate granted by the HKJ. Following the successful completion of their project with World Bank in the Jordan Rift Valley, there has been an increasing amount of attention given to the concept of integrated ecosystem management in which communities take ownership of the management of the local environment (World Bank, 2014). RSCN has offered a number of capacity building programmes regarding protected area management, research and techniques, environmental education, ecotourism development, law enforcement and patrolling, among others to various regional, national, and international stakeholders from all sectors (Royal Society for the Conservation of Nature, 2012). RSCN is currently working to establish the Ajloun Academy for vocational training as a standalone program focusing on three main topics: protected area management, biodiversity conservation, and socioeconomic development (IUCN-ROWA, 2014). The goal is that this will be a consolidated central training unit where RSCN personnel and partners receive the training and skills needed for protected area management and nature conservation (IUCN-ROWA, 2014).
24. The Royal Botanical Garden as another active member of the national alliance of environmental NGOs has also played an important role in environmental conservation in Jordan. The organization has established a center within its 180 hectare boundary where it carries out scientific research and environmental education on the importance of conservation, sustainable development, and sustainable living. In addition, RBG has been actively involved in a number of other projects and activities such as rangeland rehabilitation, environmental awareness-raising, and the preparation of good practice guidelines for SCA management (IUCN-ROWA, 2014).
25. The Royal Scientific Society (RSS) is another key NGO in Jordan whose activities focus on scientific and technical research and development. RSS is Jordan’s largest applied research institution, consultancy, and technical service provider. Energy, Water and Environment is one of RSS key clusters of activities, and the institution delivers numerous services regarding environmental measurement and analysis through its nationally and internationally accredited labs (European Environment Agency, 2010).
26. EDAMA is a Jordanian Business Association with ongoing activities in the energy, water, and environmental sectors. Its activities include awareness-raising and education, capacity building, public policy advocacy, and business networking. EDAMA is the first organization of its kind in Jordan and serves as a platform where public, private, and NGO representatives can discuss Jordan’s transition to a green economy.
27. While the government does not offer any systematic or regular training to maintain a sufficient awareness and understanding of the Rio Conventions and associated obligations, many NGOs such as RSCN, EDAMA, and the Jordan Green Building Council, as well as numerous others have outreach activities related to environmental management. There are also a number of civil society coordination platforms such as the IUCN National Community that help synchronize CSO efforts (Wardam, 2011). Jordan’s Chamber of Industry is another association that is undertaking a number of activities that are consistent with the objectives of the FCCC and associated obligations, which includes promoting energy efficiency in members’ productive activities. RBG is also undergoing similar capacity building activities by promoting conservation of biodiversity and endangered endemic plant species by demonstrating socio-economic benefits that can accrue from such conservation activities.
28. Academia plays an important role in environmental governance in Jordan. Besides conducting important research in a range of different environmental fields, nearly all of Jordan’s 10 public universities and eight private universities, offer academic degrees related to environment and natural resource management (Wardam, 2011). Similarly, JREDS has been implementing an eco-schools programme since 2008. The programme works to raise students’ awareness regarding sustainable development issues through classroom studies and community action. There are currently 95-eco-schools throughout Jordan that have completed the requirements of the programme (IUCN-ROWA, 2014).
29. Another example of public and civil sector cooperation can be found in the agreement between MoE, the Balaqa Applied University, and the Royal Scientific Society work together to address air pollution in Jordan. Under the agreement the RSS and the University undertake measurement and data reporting, as well as prepare proposals for various parts of the monitoring regime which must ultimately be approved and managed by MoE (European Environment Agency, 2010)
30. The private sector’s interest in environmental work is largely through the consulting fees that they would generate through contracts with the government and donor agencies, and to a lesser degree through allocations of their public relations budget on corporate social responsibility. The stake of the private sector in the proposed CB3 project is likely only feasible through awareness-raising activities or very limited contracting opportunities.

Table : Jordan's ministries as of 2014

| **Ministry** | |
| --- | --- |
| Ministry of Agriculture | Ministry of Interior |
| Ministry of Awqaf and Islamic Affairs | Ministry of Justice |
| Ministry of Culture | Ministry of Labor |
| Ministry of Education | Ministry of Municipal Affairs |
| Ministry of Energy and Mineral Resources | Ministry of Planning and International Cooperation |
| Ministry of Environment | Ministry of Political Development & Parliament Affairs |
| Ministry of Finance | Ministry of Public Sector Development |
| Ministry of Foreign Affairs | Ministry of Public Works and Housing |
| Ministry of Health | Ministry of Social Development |
| Ministry of Higher Education and Scientific Research | Ministry of Tourism and Antiquities |
| Ministry of Industry and Trade and Supplies | Ministry of Transport |
| Ministry of Information and Communications Technology | Ministry of Water and Irrigation |

1. While Jordan has done well to streamline its set of environmental legislative framework in recent years, environmental governance at the institutional level is uneven, and needs significant improvements. One contributing factor is the failure of the 2006 Environmental Protection Law to include any clauses specifying the right of access to environmental information despite MoE’s obvious need for it (Wardam, 2011). As a result, the current system for knowledge management and data sharing is conducted in an ad hoc manner based on individual requests from one minister to another which creates added burden (European Environment Agency, 2010). The ambiguity under the law has also served to reinforce the tendency for researchers and institutions to be protective and unforthcoming with their data. This much was seen in the previous CCCD project where it was noted that one of the key reasons that the virtual platform was not populated with data was because researchers expect to be paid for access to their data and information.
2. In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available. This is the result of limited technology and monitoring systems to create and process data, as well as the presence of technical and recording errors (Wardam, 2011). Jordan’s Fifth Report to the CBD identified the lack of a unified knowledge management and data processing system as one of the key challenges limiting the implementation of the *National Biodiversity Strategy and Action Plan* (NBSAP) (IUCN-ROWA, 2014). Another key limiting factor identified in the report was the country’s ineffective framework for national communication and coordination (IUCN-ROWA, 2014).
3. Despite the rather chaotic condition of environmental governance at the institutional level, the scale of the problem is too large for the proposed medium-size project to address. Even a more focused piloting of environmental governance reforms would be challenging due to the current political environment. For example, the HKJ made a decision in 2013 to merge the MoE with the Ministry of Municipal Affairs as part of its institutional reforms and address budget shortages. However, this resulted in a political backlash, with the high risk of losing access to significant bilateral and multilateral funding, and the decision rescinded.
4. One priority capacity constraint identified in the NCSA is the lack of effective national coordination mechanisms. This constraint was echoed in the most recent national report to the CBD, in which it was recommended that such mechanisms be given an enhanced role and there be increased effort to encourage and facilitate inter-institutional coordination (IUCN-ROWA, 2014). Because of the poorly defined legal framework and institutional mandates, there is much confusion over specific roles and authorities. This combined with poor coordination and limited collaboration between the relevant institutions seriously limits the country’s ability to effectively manage the environment (Ministry of Environment, 2007).

### B.2.f Barriers to Achieving Global Environmental Objectives

1. The HKJ’s main challenges to addressing global environmental problems arise from the targeting of sectoral socio-economic priorities to the exclusion of developing systemic, institutional, and technical capacities that are necessary for achieving and sustaining global environmental outcomes. The NCSA, which was finalized in January 2007, identified a number of barriers that remain relevant to this day, including a weak knowledge base and networking, a disconnect between research and policy development, and limited coordination mechanisms among line ministries for the cost-effective achievement of global environmental outcomes. This further exacerbates the implementation of innovative approaches to meet global environmental outcomes as a result of an insufficient critical mass of social actors that are aware and understand the intrinsic values and contributions of the global environment to national socio-economic development.

**Systemic**

1. One of the key systemic barriers to addressing environmental challenges in Jordan is the general lack of awareness for the public in general, within sectoral institutions, and all the way up to the members of Parliament. In a recent mission trip to consult with stakeholders about the context and needs for this proposed project, there was a consensus among interviewees that awareness-raising was a critical need. This is consistent with findings from the NCSA which state, “The knowledge barrier in Jordan is the most important because of the limited information and weak knowledge generation and processing, especially regarding environmental management.” (Ministry of Environment, 2007, p. 102). In general, mainstream social concerns raised during the “Arab Spring” such as poverty alleviation, and unemployment receive more public attention, and also jeopardize long term sustainability for shorter term gains (Wardam, 2011).
2. At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development (Ministry of Environment). Insufficient understanding of Rio Convention benefits is an issue within government institutions, but awareness-raising is also needed among stakeholders at the margins of sustainable development. For example, the media has the potential to play an important role in promoting environmental values and attitudes. Similarly, academia may contribute by continuing to research innovative approaches to achieve global and national environmental outcomes. As stated in the NCSA, a greater sense of civic responsibility and involvement in environmental and developmental issues is needed in order to improve overall motivation and commitment to sound environmental management and sustainable development (Ministry of Environment, 2007).

***Institutional***

1. Related to the lack of awareness, is the poor institutionalization of environmental issues into national developmental planning and policy-making. Environmental costs and benefits are not adequately internalized within the financial and economic decision-making processes (Wardam, 2011; IUCN-ROWA, 2014). As a result, environmental governance suffers from inadequate government budgetary appropriations. In fact, the only actual appropriations set aside for environmental governance are limited to staff salaries, with very limited, if any, going to environmental conservation programmes. These financial constraints and equipment shortages, along with a lack of trained personnel and low levels of environmental awareness have led to inconsistent application and enforcement of environmental laws (Ministry of Environment, 2007). While the international donor community has stepped in to fill this void over the past 20 years since the signing of the Rio Conventions, this has created a culture of donor-dependency to finance the needed human resource capacity needs through projects. Moreover, the low level of coordination between donors further limits the potential for synergies (Wardam, 2011).
2. Another barrier to the achievement of Rio Convention objectives is the weak enforcement of laws in general, but particularly environmental laws. Capacity building at local and national levels has improved enforcement of laws concerning the Protected Areas, but more generally there is poor application of bylaws and regulations. This is particularly apparent in certain regional settings where political conditions lead to more lenient enforcement of the law (IUCN-ROWA, 2014).

***Individual***

1. The NCSA identified limited technical capacity and technology transfer to be one of the priority constraints hindering Rio Convention implementation. This deficiency was echoed in a recent report by MoWI which stated weak national capacity to develop sectoral adaptation responses was a key barrier to Jordan’s sustainable achievement of its MDGs, but also to its ability to adapt to climate change (El-Naser, Telfah, & Kilani, 2014). The limited accessibility of information and knowledge is directly tied to Jordan’s weak technical capacity to generate and process data, particularly data related to monitoring (Wardam, 2011). Considering these limitations, there is a need not only for capacity building of researchers, managers and practitioners across the conventions, but there is also a need for innovative technical and institutional mechanisms that will strengthen environmental management practices to procure local, regional and global environmental benefits (Ministry of Environment, 2007).

# C. Programme and Policy Conformity

## C.1 GEF Programme Designation and Conformity

1. Approved under GEF-5, this project conforms to the GEF-5 Cross-Cutting Capacity Development Strategy, Programme Framework 3, which calls for the strengthening of capacities to develop policy and legislative frameworks for improved management of the global environment. More precisely, this CCCD framework provides the vision for CCCD projects to more effectively deliver global environmental benefits by integrating environmental priorities within national developmental planning and decision-making processes (sub-programme framework 3.1).
2. Specifically, the project will undertake a set of targeted activities to strengthen institutional and technical capacities and skills for more effective implementation of the Rio Conventions. A co-benefit of the project will be the improved technical capacities for reporting on Rio Convention implementation, however, this is not the aim of this project. These technical capacities will be strengthened through learn-by doing exercises on the integration of Rio Convention obligations into three high-priority sectoral plans. Through partnerships with key stakeholder organizations, the project will also build capacities in civil societies and community-based organizations (CBOs), and has a high potential to contribute significantly towards improving the performance of national and local institutions.
3. The expected outcomes of this project are that 1) best practices and innovative approaches for meeting and sustaining Rio Conventions are available and accessible for integration within national development policies, programmes, and plans, and 2) overall awareness of the value provided by global environmental management is improved in all segments of society. These outcomes are disaggregated into two project components:

Component 1: Mainstreaming the global environment

This component will integrate criteria and indicators as defined by the three Rio Conventions into three operational sector development planning frameworks, namely the National Rangelands Strategy, the Drought National Management Plan (under preparation), and National Energy Efficiency Action Plan.

Component 2: Strengthening global environmental conservation attitudes

This component focuses on a broader cross-section of awareness-raising activities, at both the national and sub-national levels, to reinforce the replicability and sustainability of the Rio Convention mainstreaming activities.

1. These outcomes are also consistent with the mainstreaming expectations under GEF-6, in particular CD-4. Given its size and scope, this project will not undertake large institutional reforms or create new institutions to address Jordan’s environmental issues. Instead, activities will be targeted to address the underlying cross-cutting capacity constraints to effective management of the global environment by working within existing national and regional planning and decision-making structures.
2. GEF Cross-Cutting Capacity Development is a programme that does not lend itself readily to programme indicators, such as reduction of greenhouse gas emissions over a baseline average for the years 1990 to 1995, or percentage increase of protected areas containing endangered endemic species. Instead, CCCD projects are measured by output, process, and performance indicators that are proxies to the framework indicators of improved capacities for the global environment. To this end, CCCD projects look to strengthen cross-cutting capacities in the five major areas of stakeholder engagement, information and knowledge, policy and legislation development, management and implementation, and monitoring and evaluation.
3. This project will implement capacity development activities through an adaptive collaborative management approach to engage stakeholders as collaborators in the design and implementation of project activities that take into account unintended consequences arising from policy interventions.

Table 2: Linkage of CCCD project with NCSA

|  |  |
| --- | --- |
| **NCSA Action Plan Programme Area** | **CCCD Project Relevance** |
| Programme 1: Knowledge Management, Outreach and Networking Rationale | The project will facilitate improved access and sharing of data and knowledge generation to inform sound decision-making with regard to the environment. Additionally the programme emphasizes the importance of greater public awareness and education about the Rio Conventions. Improving knowledge management, education, and awareness-raising are crucial elements in the project strategy. |
| Programme 2: Technical Training and Technology Transfer | The mainstreaming exercises under this project will be organized as technical working groups, serving under Component 1 of this project is to improve the national coordination mechanisms for implementing the Rio Conventions; |
| Programme 3: Developing and Maintaining National Coordination Mechanisms: | The project will use the three National Rio Convention Committees to facilitate the coordination among ministries and directorates. This technical consultation will facilitate planning and decision-making through established decision-making processes. |
| Programme 4: Using Research for Policy-Making | The project will involve non-state stakeholders, in particular academia, private sector, and civil society to identify potential innovative yet realistic approaches to mainstreaming global environment priorities within sector development plans |
| Programme 5: Resource Mobilization | The project will develop identify and assess long-term opportunities to mobilize resources to replicate and sustain project outcomes. |
| Programme 6: Local Community Empowerment | The mainstreaming exercises of the project will emphasize their demonstration and build the capacity of local governments and communities to operationalize mainstreamed sector development plans. |

1. The project is also consistent with the programmatic objectives of the three GEF thematic focal areas of biodiversity, climate change and land degradation, the achievement and sustainability of which is dependent on the critical development of capacities (individual, organizational and systemic). Through the successful implementation of this project, Jordan will develop strengthened technical and institutional capacity needed to develop and implement national plans and programmes that address the environmental priorities identified under the Rio Conventions and reaffirmed in the NCSA, *National Agenda*, and EDP. Table 3 below summarizes the project's conformity with the 11 operational principles of capacity development identified in the GEF Strategic Approach to Capacity Building.

Table 3: Conformity with GEF capacity development operational principles

| **Capacity Development Operational Principle** | **Project Conformity** |
| --- | --- |
| **Ensure national ownership and leadership** | *The project builds on the gains made under the previous CCCD project, and is further supported by HKJ’s strong expressed commitment to environmental sustainability through the National Agenda and EDP as well as other plans and strategies.* |
| **Ensure multi-stakeholder consultations and decision-making** | *The project will use multi-stakeholder and expert consultative reviews of mainstreaming analyses and recommendations towards the internalization of the Rio Conventions in policy-making. Project implementation will take an adaptive collaborative management approach, which includes stakeholder representatives in the project decision-making structures.* |
| **Base capacity building efforts in self-needs assessment** | *The project is a response to Jordan’s NCSA which identified a need for improved data management and knowledge generation to improve decision-making as well as a need for greater public awareness and education about the Rio Conventions.* |
| **Adopt a holistic approach to capacity building** | *This project takes a holistic approach by involving as many stakeholders as possible, particularly those involved in designing and implementing national developmental policies and planning, but also including stakeholders from civil society, academia, local communities, and the private sector among others. These stakeholders will also participate in the training and learning-by-doing exercises to see the value of taking a holistic approach to natural resource management, i.e., by sharing comparative advantages and expertise.* |
| **Integrate capacity building in wider sustainable development efforts** | *By integrating MEAs into the selected national sectoral plans of Jordan, this project will facilitate the effective and sustainable use of natural resources at the regional level, leading to benefits to local population. By working closely with other stakeholders, this project will ensure that the enhanced institutional capacities developed by this project will be embedded in the larger sustainable development context.* |
| **Promote partnerships** | *Effective communication and coordination among all relevant institutions and stakeholders is a fundamental aspect of this project. Broad-based, multi-stakeholder support is particularly important in addressing land-use issues. Additionally, there are a number of development partners including USAID, GIZ, JICA and civil society organizations that are also supporting sustainable development in the country.* |
| **Accommodate the dynamic nature of capacity building** | *The project's implementation arrangements include the coordination among different initiatives that will be managed through the support of the National Focal Points to the Rio Conventions and the inter-sectorial monitoring of the National GEF Focal Point. Regular meetings will be held in order to analyze synergy opportunities, challenges and lessons learned.* |
| **Adopt a learning-by-doing approach** | *The core of the project's capacity development activities are via a learning-by-doing approach. Government representatives and other stakeholders will be involved in the collaborative analysis, planning, and pilot implementation of management plans for the global environment.* |
| **Combine programmatic and project-based approaches** | *This project began with the priorities identified in the NCSA and builds upon the previous CCCD project. It takes both a bottom-up and top-down approach to Rio Convention mainstreaming. In the first instance, the project will strengthen local and regional management capacities for improved global environmental management, with critical linkages to local development priorities. These will be supported by a holistic policy and cost-effective programme framework. From a top-down perspective, the project will strengthen the key set of national policies and their attendant institutional structures and mechanisms. A strengthened national policy framework will catalyze improved decentralized management of the global environment.* |
| **Combine process as well as product-based approaches** | *The project’s execution process is the adaptive collaborative management approach, which is organized to ensure that representatives from all stakeholder groups are present early in the decision-making process.* |
| **Promote regional approaches** | *This project will strengthen the systemic, institutional, and technical capacities of regional and local governance of the global environment. This approach also helps catalyze the innovativeness of the project to create cost-effective synergies with addressing local development priorities.* |

### C.1.a Guidance from the Rio Conventions

1. This project will address shared obligations under the three Rio Conventions, and responds to specific guidance from each of the conventions to improve environmental mainstreaming to create global environmental benefits. Article 6(b) and 10(a) of the CBD calls for each contracting party to “Integrate, as far as possible and as appropriate, the conservation and sustainable use of biological diversity into relevant sectoral or cross-sectoral plans, programmes, and policies” and to “integrate consideration of the conservation and sustainable use of biological resources into national decision-making” respectively. Similarly, article 4 paragraphs 2(a) and 2(c) of the CCD calls for Parties to “adopt an integrated approach addressing the physical, biological, and socio-economic aspects of the processes of desertification and drought” and to “integrate strategies for poverty eradication into efforts to combat desertification and mitigate the effects of drought” respectively. Article 10(a) of the CCD calls for countries to prepare national action programmes that are “integrated with national polices for sustainable development.”
2. One of the principles of the FCCC is that Parties affirm “that responses to climate change should be coordinated with social and economic development in an integrated manner with a view to avoiding adverse impacts on the latter, taking into full account the legitimate priority needs of developing countries for the achievement of sustained economic growth and the eradication of poverty,” which is called for under Article 3, paragraph 4.
3. This CCCD project will contribute to meeting this shared obligation of mainstreaming under the three Rio Conventions by undertaking activities that include the active involvement of line ministry staff in mainstreaming exercises and extensive awareness-raising workshops on the value and contribution of the global environment to socio-economic development. By the end of the project, global environmental benefits will be indicated by the completion of three sectoral policies that fully integrate Rio Convention provisions.

Table 4: Capacity development requirements of the Rio Conventions

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Type of Capacity** | **Convention Requirements** | **FCCC** | **CBD** | **CCD** |
| ***Stakeholder Engagement*** | Capacities of relevant individuals and organizations (resource users, owners, consumers, community and political leaders, private and public sector managers and experts) to engage proactively and constructively with one another to manage a global environmental issue. | Article 4  Article 6 | Article 10  Article 13 | Article 5  Article 9  Article 10  Article 19 |
| ***Organizational Capacities*** | Capacities of individuals and organizations to plan and develop effective environmental policy and legislation, related strategies, and plans based on informed decision-making processes for global environmental management. | Article 4  Article 6 | Article 8  Article 9  Article 16  Article 17 | Article 4  Article 5  Article 13  Article 17  Article 18  Article 19 |
| ***Environmental Governance*** | Capacities of individuals and organizations to enact environmental policies or regulatory decisions, as well as plan and execute relevant sustainable global environmental management actions and solutions. | Article 4 | Article 6  Article 14  Article 19  Article 22 | Article 4  Article 5  Article 8  Article 9  Article 10 |
| ***Information Management and Knowledge*** | Capacities of individuals and organizations to research, acquire, communicate, educate and make use of pertinent information to be able to diagnose and understand global environmental problems and potential solutions. | Article 4  Article 5 | Article 12  Article 14  Article 17  Article 26 | Article 9  Article 10  Article 16 |
| ***Monitoring and Evaluation*** | Capacities in individuals and organizations to effectively monitor and evaluate project and/or programme achievements against expected results and to provide feedback for learning, adaptive management and suggesting adjustments to the course of action if necessary to conserve and preserve the global environment. | Article 6 | Article 7 |  |

## C.2 Project Design: GEF Alternative

### C.2.a Project Rationale

1. This project takes a GEF incremental approach to sustainable development by building on Jordan’s previous CCCD project and the Government’s expressed commitment to strengthen its institutional and organizational capacities to sustainably manage its natural resources and secure long-term socio-economic priorities. This project takes a bottom-up approach to mainstreaming Rio Convention provisions into ***three select sectoral development policies, plans, or programmes*** that together inform a robust and integrated global environmental and sustainable development strategy/roadmap[[17]](#footnote-17).
2. The barriers to good environmental governance for the global environment are essentially the result having good knowledge and having a good system by which to make best use of this knowledge. In recent years, the Government of Jordan has implemented a number of important national policies and institutional structures and mechanisms to address the country’s pressing environmental issues. Notwithstanding, full compliance and advancement of the national agenda is impeded by inadequate institutional capacities for environmental protection and poor coordination. This is exacerbated by the poorly defined institutional structures and mandates relating to the collection, management, and sharing of data and information relevant to environmental protection, risk reduction, and development planning.
3. The rationale for this project comes from the transformative value of integrating the Rio Convention objectives within national planning and development processes. Such a strategy catalyzes actions to meet national socio-economic priorities and also delivers global environmental benefits while ensuring that global environmental priorities and commitments are institutionalized within key government policies, plans, and strategies such as the National Agenda and Executive Development Programme, among others. Given the holistic construct of sustainable development and its foundations based on environment, economic and social pillars, this project focuses capacity development efforts on key members of line ministries and stakeholder organizations active in the design and implementation of development policies, plans, programmes, and strategies representing a broad cross-section of government and non-government stakeholders.
4. The rationale of the project is more broadly explained by the strong pressure and threat of unsustainable management of the country’s natural resources. As a country facing increasing challenges related to extremely limited water resources and land degradation, the exploitation of the natural resources upon which the country’s economy and citizens depend poses a significant threat not only to the country’s long-term sustainable development, but also to the unique global environmental benefits it provides. This project represents an opportunity to illustrate how a relatively small incremental investment of GEF resources through the CCCD programme can help strengthen the underlying capacities necessary to institutionalize the foundational capacities necessary for Rio Convention implementation to have long-term impacts.
5. In the absence of this project, the HKJ would continue to pursue sectoral policy reform. However, this would most likely ignore Rio Convention provisions that would possibly be interpreted as limited options for policy interventions. The HKJ would likely also interpret Rio Convention-mainstreamed planning as raising the transaction costs of policy interventions.
6. This project is both strategic and transformative in that it targets the strengthening of three high priority sectoral development policies or plans by integrating global environmental considerations into their formulation, design, and adaptive implementation. The innovativeness of the project lies in its approach to do so by engaging stakeholders from the local level to the top decision-making level. The comprehensive and extensive set of learning-by-doing exercises will be undertaken in Jordan to mainstream the three Rio Conventions in three (3) sectoral development policies and/or plans. This will yield important lessons learn and replicable good practices for Rio Convention mainstreaming and environmentally sound and sustainable development
7. This project will also build upon the virtual platform established under the previous CCCD project to facilitate and catalyze the use of research to inform planning processes and decision-making. The mainstreaming exercises should help reinforce the value of the virtual platforms as mechanisms that will institutionalize the National Rio Convention Committees and their associated research groups.

### C.2.b Project Goal and Objective

1. The goal of this project is to deliver global environmental benefits through more holistic and effective management of the natural environment to meet national socio-economic priorities. To this end, the project’s objective is **to mainstream Rio Convention provisions into key national sectoral policies and/or legislation**. Specifically, this will be carried out by engaging a large number of government staff in the MoE, MoPIC, and other line ministries that oversee key national policies in the policy assessment and mainstreaming of Rio Conventions. This learning-by-doing approach will help strengthen the institutional and systemic capacities of the HKJ to minimize the unintentional negative impact that implementation of national sectoral policies may have on the global environment.

### C.2.c Expected Outcomes

1. At the end of the project, activities will have resulted in a set of improved capacities to meet and sustain Rio Convention objectives. This project will have strengthened and helped institutionalize commitments under the Rio Conventions through their integration into three sectoral development policies and/or plans of highest national priority.
2. The project will strengthen individual capacities in national institutions for the strategic planning and management of Jordan’s natural resources to meet Rio Convention obligations and national sustainable development policies. This includes analytical to formulate policies and operational skills to design and implement plans that fully integrate environmental principles while still achieving national development goals. Institutional arrangements would be strengthened to catalyze the implementation of the Rio Convention-integrated sectoral development plans. The project will also strengthen targeted legislative frameworks in order to reinforce the legitimacy of the Rio Convention-integrated sectoral development plans, which will contribute the sustainability of project outcomes. Sustainability will also be reinforced by designing and implementing a comprehensive programme that seeks to improve stakeholder attitudes and values for global environmental conservation. Gender mainstreaming will be highlighted as an important project feature, the purpose of which is the disaggregation of data by gender as environmental management tool, and in accordance with the UNDP 2014-2017 Strategic Plan.

Figure 1: Project design

**Component 2**: **Improving stakeholder attitudes on global environmental conservation**

* 1. Awareness-raising workshops on Rio Conventions and socio-economic development
* Organize Kick-off Conference
* Organize Project Results Conference
* Conduct broad-based awareness survey
* Develop public awareness campaign
* Convene workshop for media professionals
* Convene panel discussions for private sector
* Convene regional awareness workshops
* Convene constituent dialogues
  1. Training programme and knowledge materials
* Conduct awareness survey in line ministries
* Assess training needs and best practices
* Design training programme
  1. Popularization products on Rio Convention mainstreaming
* Prepare Rio Convention articles
* Prepare Public Service Announcement
* Develop high school competition plan
* Integrate environmental education module in high school curricula
* Link MoE website with other websites to showcase Rio Convention mainstreaming best practices
* Create Facebook page for Rio Conventions

**Component 1: Mainstreaming the global environment into sectoral development**

1. SWOT and gap analyses of policy and institutional framework

* Reconvene working groups
* Prepare an analytic framework for mainstreaming
* Conduct sectoral analyses with recommendations
* Present analyses/recommendations to public
  1. Strengthening inter-ministerial communication, coordination, and collaboration
* Convene policy dialogues with decision-makers
* Conduct best practice workshops on inter-ministerial mechanisms among planners
* Synthesize an operational plan for improved inter-ministerial communication, coordination and collaboration
* Facilitate appropriate endorsement of operational roadmaps to ensure sustainability of project outcomes
  1. Rio Convention mainstreaming in National Rangeland Strategy
* Draft and review Roadmap for implementation
* Convene expert workshops to review Roadmap
* Assess guidelines, tools, etc. for mainstreaming
* Convene constituent dialogues
* Pilot high-value recommendations
* Prepare concept note for Parliamentary endorsement
  1. Rio Convention mainstreaming in National Drought Management Action Plan
* Draft and review Roadmap for implementation
* Convene expert workshops to review Roadmap
* Assess guidelines, tools, etc. for mainstreaming
* Convene constituent dialogues
* Pilot high-value recommendations
* Prepare concept note for Parliament
  1. Rio Convention mainstreaming in National Energy Efficiency Action Plan
* Draft and review Roadmap for implementation
* Convene expert workshops to review Roadmap
* Assess guidelines, tools, etc. for mainstreaming
* Convene constituent dialogues
* Pilot high-value recommendations
* Prepare concept note for Parliament
  1. Resource mobilization to replicate Rio Convention mainstreaming
* Establish expert working group of finance and environmental economic experts
* Cull lessons learned and best practices
* Draft resource mobilization strategy
* Conduct national and municipal workshops on resource mobilization best practices

### C.2.d Project Components, Outputs, and Activities

1. This project will be implemented in two linked components:
   1. Mainstreaming the global environment into sectoral development
   2. Improving stakeholder attitudes on global environmental conservation

**Component 1: Mainstreaming the global environment into sectoral development**

**Outcome 1: Enhanced institutional capacities to develop policies and/or legislative frameworks for effective implementation of the three Rio Conventions**

1. The first expected outcome under the project is that the institutional capacities of the HKJ will have been strengthened to formulate and design sectoral policies, plans, programmes, and strategies that are embedded with Rio Convention provisions, the implementation of which is better likely to produce and sustain global environmental benefits. Mainstreaming Rio Conventions into national sectoral policies and/or legislation is a central feature of the HKJ’s strategy to minimize dependency on the global community. Under the first outcome, the project will produce core outputs leading to targeted Rio Convention mainstreaming in three priority strategies and plans: the National Rangeland Strategy, the National Drought Management Action Plan, and the National Energy Efficiency Action Plan. Roadmaps will be developed for each strategy/plan, and three projects per strategy/plan will pilot high value recommendations at the municipal level. This will not only help develop technical capacities to prepare policies and action plans for Rio Convention mainstreaming, but it will also provide important lessons in how recommendations may be replicated in other regions around the country.
2. The activities to mainstream the Rio Conventions will be organized through learning-by-doing. A target indicator for these activities is that at least 300 government staff and stakeholder representatives have actively participated in learning-by-doing activities by month 32.
3. The pilot demonstration projects are to be targeted at the municipal level to demonstrate the value of Rio Convention mainstreaming in sector development issues addressing the management of rangelands, drought, and energy efficiency. For each of these three sectors, three municipalities will benefit from demonstration activities. Each demonstration project (a total of nine) will include a training workshop activity to train participants, both national and local stakeholders, to address knowledge requirements to ensure sustainability of project outcomes.

**Output 1.1: SWOT and Gap analyses of Jordan’s policy and institutional framework for Rio Convention implementation**

1. This output will focus on in-depth SWOT[[18]](#footnote-18) and gap analyses of three (3) sectoral strategies and plans, namely the National Rangeland Strategy, the National Drought Management Action Plan, and the National Energy Efficiency Action Plan, to ensure that their implementation is timely. Each ministry will be responsible for the reformulation of the selected sectoral strategy/plan, with support provided by the MoE, MoPIC, and independent experts to ensure the best possible mainstreaming of the Rio Conventions.
2. The initial CCCD project established research groups to facilitate the mainstreaming of the Rio Conventions. Under this CCCD project, they will serve as a peer-review process of the reformulated mainstreamed sectoral policies and/or plans. The national committees for the three Rio Conventions will serve as the mechanism for reviewing and endorsing the mainstreamed sectoral policies, which will be submitted for cabinet and Parliamentary approval. Complementing the mainstreamed policy, the national team will also carry out an assessment of the financial implications, as well as a programme of action that strategizes the implementation of the proposed mainstreamed policy.

**Activities:**

1.1.1: Convene the three national Rio Convention technical committees established under previous CCCD project to provide policy and legislative support to Rio Convention mainstreaming in selected sectoral strategy and plans. These Rio Convention technical committees will coordinate the formulation and acceptance of the policy and regulatory recommendations under Output 1.1, assist in the drafting roadmaps to facilitate implementation of the strategy and plans that better integrate Rio Convention obligations (Output 1.2), and other project outputs as appropriate. Membership will include senior-level planners and decision-makers, and in particular the private sector, academic specialists, and NGO representatives.

Target indicator Rio Convention technical committees convened by month 3.

Target indicator: Rio Convention technical committee meets quarterly for the duration of the project.

1.1.2: Prepare an analytic framework based on the articles and decisions of the three Rio Conventions, the *National Agenda* and EDP, and best practices for Rio Convention mainstreaming to guide the analysis of sectoral policies of the three selected line ministries. Revise framework on the basis of lessons learned analyses.

Target indicator Analytical framework for the Rio Conventions drafted by month 3, and revised by month 24.

Target indicator: Analytical framework is peer-reviewed and presented at two or more stakeholder meetings, as needed to secure consensus by month 3.

1.1.3: Undertake a targeted analysis of the three selected sector development policies/plans: National Rangelands Strategy, National Drought Management Action Plan[[19]](#footnote-19), and National Energy Efficiency Action Plan. These analyses will be accompanied by a set of operational guidance to catalyze their implementation in a way that helps them better meet and sustain Rio Convention obligations. This activity will be carried out by a lead author and panel of experts and ministry representative(s). Each sectoral analysis will be peer-reviewed substantively by at least ten (10) national experts[[20]](#footnote-20). A peer reviewer may review more than one sectoral analysis, but cumulatively there should be at least 40 national peer-reviews.

Target indicator: An inventory of action plans is prepared to implement Rio Conventions and sectoral programmes by month 4.

Target indicator: Regional and local consultations are carried out in at least three municipalities by month 6

Target indicator: Three (3) expert workshops to guide sector analyses are convened by month 8.

Target indicator: Three (3) SWOT and Gap analyses on the selected three sectors drafted by month 9.

Target indicator: Forty (40) national, regional, and local peer-reviews.

Target indicator: All three analyses are rated as high quality[[21]](#footnote-21)

1.1.4: Present peer-reviewed analyses and recommendations to six (6) constituent workshops and public dialogues for further stakeholder validation, which will include parliamentarians as well as local and regional stakeholder representatives.

Target indicator: Analyses widely available to all stakeholders within four (4) weeks of their completion.

Target indicator: Six (6) constituent workshops and public dialogues carried out, each organized as a one-day event with presentations and discussions on the findings of the three sectoral analyses by month 10.

Target indicator: Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency.

**Output 1.2: Strengthening inter-ministerial communication, coordination, and collaboration on Rio Convention mainstreaming**

1. This output will address the challenge of planning and decision-making that continues to be characterized by inadequate communication between ministries and even directorates within the same ministry. As a result, coordination and collaboration are similarly inadequate, despite the existence of the national Rio Convention technical committees. This output will pay particular attention to addressing the barriers to effective communication, collaboration and coordination among government bodies and other social actors with particular expertise, building on the institutional analysis of output 1.1.

1.2.1: Convene dialogues to improve inter-ministerial relationships for Rio Convention mainstreaming. Institutional analysis of output 1.1 is the basis of targeted consultations with senior government decision-makers and parliamentarians to identify and agree on a best practice inter-ministerial coordination mechanism at a level higher than the national Rio Convention technical committees.

Target indicator: Senior level directors from stakeholder ministries participate in consultations and endorse the principles of a high level decision-making mechanism to which the national Rio Convention technical committees report within one (1) month upon completion of the output 1.1, by month 12.

Target indicator: Memoranda of understanding signed to formalize inter-ministerial relationships by month 18.

1.2.2: Conduct best practice workshops for inter-ministerial communication, coordination, and collaboration. While activity 1.1.4 focuses on the reform of individual mandates, this activity takes place after its completion to focus on the design and operationalization of an inter-ministerial mechanism that will legitimize and catalyze institutional action and synergies.

Target indicator: A high level decision-making mechanism to which the national Rio Convention technical committees report is designed within four (4) months of the completion of activity 1.2.1 but no later than month 14.

Target indicator: Two (2) workshops are convened by month 14.

1.2.3: Facilitate the official approval of the final draft operational roadmaps. During the course of their development, consultations should engage senior decision-makers including parliamentarians about the project and this particular activity, culminating with some official form of endorsement or appropriate approval.

Target indicator: Ministers from all stakeholder ministries and parliamentarians endorse and approve the establishment of the inter-ministerial committee at least three (3) months upon completion of the output 1.1but no later than month 16.

Target indicator: Ministers from all stakeholder ministries endorse the final draft operational roadmaps prepared under outputs 1.3.4, 1.4.4, and 1.5.4 by month 26.

Target indicator: Ministers from all stakeholder ministries and parliamentarians endorse and approve, as appropriate, the final operational roadmaps that have been revised based on lessons learned of the demonstration projects in the municipalities by month 33 (activities 1.3.7, 1.4.7, and 1.5.7).

**Output 1.3:** **Rio Convention mainstreaming in the National Rangeland Strategy**

1. This output seeks to initiate mainstreaming the existing National Rangeland Strategy. Rather than devise updates or revisions to the existing strategy, this output will focus on developing a roadmap to facilitate the implementation of the strategy. Through a learning-by-doing approach, this output will improve technical capacities of the respective staffs of the line ministries responsible for sectoral policies to more adequately address global environmental obligations. A national mainstreaming/sector policy formulation team will be convened through the structure of Rio Convention technical committees to formulate the roadmap. This team will be made up of senior directors of line ministry staff, representatives of research organizations and institutes, academia, NGOs, among others, as appropriate. This output envisages the training of a large number of individuals through the on-the-ground piloting of high value recommendations in three separate projects/actions at the municipal level.

**Activities:**

1.3.1: Undertake an assessment of guidelines, tools and resources to support the mainstreaming of Rio Conventions into National Rangeland Strategy Roadmap. These will be informed by the institutional analysis and expert workshops of output 1.1.

Target indicator: Each relevant guideline, tool, and resource will be succinctly reviewed in one-page by month 10.

Target indicator: An integrated annotated outline of the full set of guidelines, tools, and resources are peer-reviewed and validated in the second expert peer-review workshop completed by month 18. This outline will benefit from lessons learned from the demonstration projects.

1.3.2: The expert Rio Convention technical committees will integrate Rio Convention principles, priorities, and obligations within the National Rangeland Strategy Roadmap. A series of consultative meetings among experts and stakeholders will be convened to facilitate the drafting of the roadmap prior to the expert workshops of activity 1.3.3. The roadmap will also be informed by the piloting/demonstration activities of 1.3.6.

Target indicator: The drafting of the roadmap is to begin by month 11 and completed by month 24.

Target indicator: The draft will be peer-reviewed substantively by at least 20 national experts.

Target indicator: The draft is rated as high quality[[22]](#footnote-22).

1.3.3: Conduct expert workshops among representatives from line ministries and experts to review the draft roadmap and ensure that the sectoral analyses are integrated into the draft. The workshops will also serve to validate the sectoral analyses. A third expert and stakeholder workshop will be convened in year 3 to further review the draft roadmap before it is finalized for parliamentary approval.

Target indicator: First workshop to review the second draft that incorporates input from the expert peer-review is convened by month 13.

Target indicator: Second workshop is convened following the second peer-review by month 17

Target indicator: Third workshop is convened, with key Parliamentarians and senior decision-makers participating by month 24.

Target indicator: Expert workshops will include at least one mid-level to senior stakeholder participant from the relevancy ministries, agencies, directorates, as well as key representatives from relevant non-state stakeholder organizations, including private sector, academia, NGO, and civil society.

1.3.4: Convene four (4) public stakeholder constituent dialogues (public councils/platforms) on the draft National Rangeland Strategy Roadmap. This will be structured around sectoral panel discussions.

Target indicator: Four (4) constituent public dialogues carried out, each organized as a one-day event convened between months 19 and 22.

Target indicator: Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency.

1.3.5: Prepare project document to pilot the draft roadmap in three municipalities.

Target indicator: Rio Convention technical committees have selected three high value recommendations for piloting and associated municipalities by month 12.

Target indicator: Project document prepared and approved by month 14.

1.3.6: Pilot high priority roadmap recommendations in three projects in selected municipalities.

Target indicator: Piloting begins by month 15 and is completed by month 26.

Target indicator: Best practices and lessons learned report from each piloting project is drafted by month 27, peer reviewed and finalized by month 28.

1.3.7: Finalize and validate (at a regional workshop) the operational roadmap based on lessons learned from the three rangeland/ Rio Convention demonstration projects for future replication. Submit for consideration by Parliament and Rio Convention Focal Points.

Target indicator: Roadmap is finalized and approved by stakeholder ministries, and submitted for Parliamentary endorsement by month 32.

**Output 1.4:** **Rio Convention mainstreaming in the National Drought Management Action Plan**

1. Output 1.4 seeks to initiate mainstreaming within the National Drought Management Action Plan that is expected to be completed in 2015. Rather than revise or update the newly formulated plan, this output will prepare a roadmap that will enable effective implementation of the action plan. Through a learning-by-doing approach, the respective staffs of the line ministries responsible for sectoral policies will improve technical capacities to more adequately address global environmental obligations and test these skills in three piloting projects at the municipal level. A national mainstreaming/sector policy formulation team will be convened through the structure of Rio Convention technical committees to formulate the roadmap. This team will be made up of senior directors of line ministry staff, representatives of research organizations and institutes, academia, NGOs, among others, as appropriate.

**Activities:**

1.4.1: Undertake an assessment of guidelines, tools and resources to support the mainstreaming of Rio Conventions into the National Drought Management Action Plan Roadmap. These will be informed by the institutional analysis and expert workshops of output 1.1.

Target indicator: Each relevant guideline, tool, and resource will be succinctly reviewed in one-page by month 10.

Target indicator: An integrated annotated outline of the full set of guidelines, tools, and resources are peer-reviewed and validated in the second expert peer-review workshop completed by month 18. This outline will benefit from lessons learned from the demonstration projects.

1.4.2: The expert Rio Convention technical committees will integrate Rio Convention principles, priorities, and obligations within the National Drought Management Action Plan Roadmap. A series of consultative meetings among experts and stakeholders will be convened to facilitate the drafting of the roadmap prior to the expert workshops of activity 1.4.3. The roadmap will also be informed by the piloting/demonstration activities of 1.4.6.

Target indicator: The drafting of the roadmap is to begin by month 11 and completed by month 24.

Target indicator: The draft will be peer-reviewed substantively by at least 20 national experts.

Target indicator: The draft is rated as high quality[[23]](#footnote-23).

1.4.3: Conduct expert workshops among representatives from line ministries and experts to review the draft roadmap and ensure that the sectoral analyses are integrated into the draft. The workshops will also serve to validate the sectoral analyses. A third expert and stakeholder workshop will be convened in year 3 to further review the draft roadmap before it is finalized for parliamentary approval.

Target indicator: First workshop to review the second draft that incorporates input from the expert peer-review is convened by month 13.

Target indicator: Second workshop is convened following the second peer-review by month 17

Target indicator: Third workshop is convened, with key Parliamentarians and senior decision-makers participating by month 24.

Target indicator: Expert workshops will include at least one mid-level to senior stakeholder participant from the relevancy ministries, agencies, directorates, as well as key representatives from relevant non-state stakeholder organizations, including private sector, academia, NGO, and civil society.

1.4.4: Convene four (4) public stakeholder constituent dialogues (public councils/platforms) on the draft National Drought Management Action Plan Roadmap. This will be structured around sectoral panel discussions.

Target indicator: Four (4) constituent public dialogues carried out, each organized as a one-day event convened between months 19 and 22.

Target indicator: Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency.

1.4.5: Prepare project document to pilot the draft roadmap in three municipalities.

Target indicator: Rio Convention technical committees have selected three high value recommendations for piloting and associated municipalities by month 12.

Target indicator: Project document prepared and approved by month 14.

1.4.6: Pilot high priority recommendations in three projects in selected municipalities.

Target indicator: Piloting begins by month 15 and is completed by month 26.

Target indicator: Best practices and lessons learned report from each piloting project is drafted by month 27, peer reviewed and finalized by month 28.

1.4.7: Finalize and validate (at a regional workshop) the operational roadmap based on lessons learned from the three drought/Rio Convention demonstration projects for future replication. Submit for consideration by Parliament and Rio Convention Focal Points.

Target indicator: Roadmap is finalized and approved by stakeholder ministries, and submitted for Parliamentary endorsement by month 32.

**Output 1.5:** **Rio Convention mainstreaming in the National Energy Efficiency Action Plan**

1. Like Outputs 1.3 and 1.4, Output 1.5 also seeks to improve mainstreaming and implementation of a high priority national plan, in this case, the National Energy Efficiency Action Plan. Through a learning-by-doing approach, this output will improve capacity for develop a roadmap that will enable effective implementation of the National Energy Efficiency Action Plan while ensuring Rio Convention mainstreaming at the same time. A national mainstreaming/sector policy formulation team will be convened through the structure of working groups to formulate the roadmap. This team will be made up of senior directors of line ministry staff, representatives of research organizations and institutes, academia, NGOs, among others, as appropriate. This output envisages the training of a large number of individuals through the on-the-ground piloting of high value recommendations in three separate projects/actions at the municipal level.

**Activities:**

1.5.1: Undertake an assessment of guidelines, tools and resources to support the mainstreaming of Rio Conventions into National Energy Efficiency Action Plan. These will be informed by the institutional analysis and expert workshops of output 1.1.

Target indicator: Each relevant guideline, tool, and resource will be succinctly reviewed in one-page by month 10.

Target indicator: An integrated annotated outline of the full set of guidelines, tools, and resources are peer-reviewed and validated in the second expert peer-review workshop completed by month 18. This outline will benefit from lessons learned from the demonstration projects.

1.5.2: The expert working groups will integrate Rio Convention principles, priorities, and obligations within the National Energy Efficiency Action Plan Roadmap. A series of consultative meetings among experts and stakeholders will be convened to facilitate the drafting of the roadmap prior to the expert workshops of 1.5.3. The roadmap will also be informed by the piloting/demonstration activities of 1.5.6.

Target indicator: The drafting of the roadmap is to begin by month 11 and completed by month 24.

Target indicator: The draft will be peer-reviewed substantively by at least 20 national experts.

Target indicator: The draft is rated as high quality[[24]](#footnote-24).

1.5.3: Conduct expert workshops among representatives from line ministries and experts to review the draft roadmap and ensure that the sectoral analyses are integrated into the draft. The workshops will also serve to validate the sectoral analyses. A third expert and stakeholder workshop will be convened in year 3 to further review the draft roadmap before it is finalized for parliamentary approval.

Target indicator: First workshop to review the second draft that incorporates input from the expert peer-review is convened by month 13.

Target indicator: Second workshop is convened following the second peer-review by month 17

Target indicator: Third workshop is convened, with key Parliamentarians and senior decision-makers participating by month 24.

Target indicator: Expert workshops will include at least one mid-level to senior stakeholder participant from the relevancy ministries, agencies, directorates, as well as key representatives from relevant non-state stakeholder organizations, including private sector, academia, NGO, and civil society.

1.5.4: Convene four (4) public stakeholder constituent dialogues (public councils/platforms) on the draft National Energy Efficiency Action Plan Roadmap. This will be structured around sectoral panel discussions.

Target indicator: Four (4) constituent public dialogues carried out, each organized as a one-day event convened between months 19 and 22.

Target indicator: Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency.

1.5.5: Prepare project document to pilot the draft roadmap in three municipalities.

Target indicator: Rio Convention technical committees have selected three high value recommendations for piloting and associated municipalities by month 12.

Target indicator: Project document prepared and approved by month 14.

1.5.6: Pilot high priority recommendations from 1.4.4 in three projects in selected municipalities.

Target indicator: Piloting begins by month 15 and is completed by month 26.

Target indicator: Best practices and lessons learned report from each piloting project is drafted by month 27, peer reviewed and finalized by month 28.

1.5.7: Finalize and validate (at a regional workshop) the operational roadmap based on lessons learned from the three energy/ Rio Convention demonstration projects for future replication. Submit for consideration by Parliament and Rio Convention Focal Points.

Target indicator: Roadmap is finalized and approved by stakeholder ministries, and submitted for Parliamentary endorsement by month 32.

**Output 1.6: Resource mobilization to replicate Rio Convention mainstreaming**

1. The sustainability of project outcomes is highly dependent on the ability to mobilize the required level of financial resources. This output will take a systematic approach to not only identifying the needed resources, but to develop and negotiate agreements to ensure that replication can continue over the long-term. However, the legitimacy and validity of the resource mobilization strategy must be based on a thorough, peer-reviewed analysis of lessons learned and best practices for operationalizing the three sector development policies to meet and sustain global environmental objectives. The Lessons Learned Report and the Resource Mobilization Strategy will both be presented at the one-day Project Results Conference (2.1.7).

1.6.1: This first activity establishes a group of finance experts/specialists and environmental economists, including representatives from the donor community, private sector, and academia. This group will serve as technical advisory group that will ground-truth the feasibility of resource mobilization as well as identify innovative sources of financing.

*Target indicator: Expert finance group established by month 26. This will coincide with the ministerial endorsement of the operational roadmaps of outputs 1.3, 1.4, and 1.5.*

1.6.2: Once the demonstration projects have been completed, lessons learned and best practices will be culled and synthesized into Rio Convention Mainstreaming reports to inform the implementation of the roadmaps on other municipalities. Synthesize lessons learned for each of the three sectors, as well as an over-arching synthesis that reconciles the lessons learned across the three sectors.

Target indicator: An interim draft of the Lessons Learned Report is prepared about mid-way of the implementation of the demonstration projects and by month 24. The lessons learned reports are validated by national and regional stakeholders by month 30 and finalized for distribution to stakeholders by month 32.

1.6.3: A resource mobilization strategy will be drafted on the basis of the finalized operational roadmaps (1.3.7, 1.4.7, and 1.5.7) and lessons learned and best practices (1.6.2). This draft will be validated by the finance advisory group and other independent peer reviewers.

*Target indicator: Resource mobilization plan drafted by month 31.*

*Target indicator: Draft resource mobilization plan validated by finance advisory group and national and regional stakeholders by month 33.*

**Component 2: Improving stakeholder attitudes on global environmental conservation**

**Outcome 2: Improved awareness and understanding of Rio Conventions’ contributions to sustainable development**

1. Building on Component 1, the second project outcome seeks to enhance awareness and understanding of how the Rio Conventions contribute to the sustainable development process and national development priorities. This outcome will focus on engaging large number of stakeholders from all segments of society including youth, women, academia, NGOs, media, local communities, the private sector. The purpose of this engagement is to improve awareness of the overall benefits of proper management of global environment and its linkages to national environmental challenges.

**Output 2.1:** **Awareness-raising workshops on linkages between Rio Conventions and socio-economic development**

1. The project will hold a number of awareness-raising workshops that will target different sets of stakeholders to illustrate the importance of the global environment to national socio-economic development. One key stakeholder group is the Parliamentarians that play a critical role in the legitimization of the policy recommendation. Awareness-raising workshops will also be directed towards the private sector which plays an important role in the management of the global environment. Given that Jordan’s baseline knowledge and understanding of the value that the global environment contributes to national socio-economic development is very low, it is important that the awareness-raising workshops are accessible and well-attended by a diverse range of stakeholders. Given that a number of similar awareness-raising workshops are being convened through a number of other donor-funded projects, the project will need to ensure coordination with these other awareness-raising activities to ensure that they create synergies, demonstrate cost-effectiveness, and avoid unnecessary replication.

**Activities:**

2.1.1: Organize and convene a one-day conference at the beginning of the project to raise awareness of the project goal and objectives. This conference will focus on presentations and panel discussions on the challenges of meeting Rio Convention obligations and how Rio Convention mainstreaming is a high value approach to meeting and sustaining global environmental objectives and benefits.

Target indicator: One-day Kick-Off Conference is held by month 3.

Target indicator: Over 240 participants attend Kick-Off Conference.

2.1.2: Develop and carry out a broad-based survey to assess both a baseline of stakeholders’ awareness of the value of conserving natural resources for the global environment. Survey results will also inform the design of a training strategy to be undertaken in Activity 2.2.3. This will be carried out in two parts: at the beginning of project implementation, and towards the end of the project implementation. The survey instrument will also be used to survey line ministry staff and other stakeholders on their awareness of Rio Convention priorities and on environmentally-friendly approaches to implementation of sectoral plans. The survey would be conducted at the time of the Kick-Off and Project Results Conferences, as well as immediately before and immediately after. Individuals are only to complete the survey once at the beginning of the project, but are expected to complete the survey a second time at the end of the project. This activity will include carrying out the statistical analyses of the baseline and project-end surveys, in time for the statistical and sociological analyses to have been completed and results presented at the Project Results Conference

Target indicator: Survey instrument is developed by month 3.

Target indicator: Survey instrument is carried out in conjunction with Kick-Off Conference by month 3 and again by month 30.

Target indicator: Each of the two survey instruments should be completed by a minimum of 500 respondents.

Target indicator: Statistical and sociological analyses of survey results are completed by month 5 (baseline) and by month 32. The analyses will be independently peer-reviewed and validated.

Target indicator: A comparison of the two statistical analyses show an overall 10% increase in an understanding Rio Convention mainstreaming values and opportunities.

2.1.3: Develop and validate a public awareness campaign and implementation plan. This activity seeks to further elaborate the awareness-raising activities of the project.

Target indicator: Draft public awareness-raising campaign is completed by month 3, independently peer-reviewed and validated by month 4, and finalized by month 5.

2.1.4: Organize and convene regional awareness workshops on the linkages between local socio-economic development and priorities and the global environment. The awareness survey is ***not*** to be carried out as part of these workshops as these take place in half-way through the project.

Target indicator: At least four (4) regional workshops are convened, with local and regional government representatives from all regions (25) having participated in at least one workshop. Each workshop should be attended by at least 50 local/regional representatives. Two regional workshops will be completed by month 20 and all four regional workshops will have been completed by month 29.

2.1.5: Organize and convene panel discussions on best practices and experiences on synergies between conservation of the global environmental that can also benefit businesses.

Target indicator: Three (3) panel discussions, with at least 50 private sector representatives, one held each year, the first by month 7, the second by month 19, and the third by month 30.

2.1.6: Organize and convene workshops for media professionals to better enable them to report on the global environmental issues and their relevance to Jordan. The project will invite the media from print and audio-visual media to two workshops per year. As part of the statistical and sociological analysis of Activity 2.1.1, a database search of articles on Rio Convention mainstreaming keywords will be conducted to identify baseline indicators and trends. A similar analysis at the end of the year will show the extent to which media professionals have increased (maintained or decreased) their level of reporting on Rio Convention mainstreaming.

Target indicator: At least three (3) media awareness workshops held, each with at least 20 participating media representatives, the first by month 6, the second by month 19, and the third by month 30.

Target indicator: By month 32, reporting in the popular literature on Rio Convention mainstreaming shows a 10% increase over forecasted trends using baseline data and past trends.

2.1.7: Organize and convene a one-day conference at the end of the project to promote the value of Rio Convention mainstreaming and mobilize commitment and resources to catalyze replication of mainstreaming best practices. This conference will focus on presentations and panel discussions on the lessons learned to mainstream Rio Convention obligations into sectoral planning frameworks, and to reaffirm the high return on investment towards meeting and sustaining global environmental objectives and benefits. This conference should take place after the second broad-based survey and statistical analysis of Activity 3.2.1.

Target indicator: One-day Project Results Conference is held by month 33

Target indicator: Over 240 participants attend Conference.

**Output 2.2: Training programme and accompanying knowledge materials**

1. In order to sustain project outcomes, the project will design a number of training modules that will serve to allow line ministries and other relevant practitioners and stakeholders to sustain and replicate Rio Convention mainstreaming exercises to current sectors and beyond. Whereas the mainstreaming exercise for the sectoral policies and/or legislations will be through learning-by-doing, this output serves to reduce the high transaction cost of future mainstreaming exercises. The formulation of the training modules will be thus be informed by the learning-by-doing mainstreaming and the lessons learned from other countries in the region and more broadly. The goal of this output is thus to ensure that there is a critical mass of government staff in the line ministries that will be able to effectively complete and sustain the ongoing Rio Convention mainstreaming in other sectoral policies and/or legislation.

**Activities:**

2.2.1: Undertake a comprehensive assessment of training needs based on Activities 1.1.3 and 1.2.1. This will be based on lessons learned and best practices on similar training needs from other countries. This will be informed by the surveys carried out under output 2.1. Validate this assessment through peer-review of experts and stakeholders. Training needs will be finalized as part of Activity 2.2.7, building upon lessons learned under Activity 2.2.6.

Target indicator: Report on the comprehensive training needs assessment drafted, peer-reviewed, and completed by month 9.

2.2.2: Select and structure four regional Rio Convention mainstreaming activities on the basis of recommendations made through the sectoral analyses undertaken in 1.1.3. This will be carried out in consultation with line ministries and donors implementing relevant activities.

Target indicator: Four (4) high priority recommendations, one each from the sectoral analyses, selected for early implementation by month 10.

2.2.3: Design a targeted training programme building on activities under 2.1, as well as the relevant training under other donor-funded programmes and projects. Trainings will be carried out within the structure of the regional Rio Convention mainstreaming activities. Validate this assessment through peer-review of experts and stakeholders.

Target indicator: Within the construct of the regional implementation of selected sectoral mainstreaming activities, a training programme is drafted, peer-reviewed, and approved by month 13. Based on lessons learned, revise and finalize training programme by month 31.

Target indicator: The training programme will be peer-reviewed substantively by at least 16 national experts.

Target indicator: The training programme is rated as high quality[[25]](#footnote-25)

**Output 2.3: Public awareness campaign**

1. The project will target the wider Jordanian society on the value of the global environment to national socio-economic development. This is important towards legitimizing HKJ’s policy interventions in the face of adverse socio-economic problems. In such a scenario, public outcry against certain policy statements could undermine the Government’s ability to implement mainstreamed sectoral policies. Public awareness materials to be produced under this output include media articles for the general public and public service announcements that would be shown on television and radio. Additional awareness-raising products include high school competitions to engage Jordan’s youth on these issues and increased internet presence of Rio Convention provisions. These activities support the high-value, long-term cross-cutting capacity development outputs that serve to reinforce public support for meeting Rio Convention objectives.

**Activities:**

2.3.1 Prepare articles on Rio Convention ties to socio-economic development in Jordan. The articles will be targeted to the general population and published in print media with a high circulation. They will also be printed as separate brochures for targeted distribution at special events. Although special provisions will be made to translate the brochures into indigenous languages, further details will be discussed and agreed to during project implementation.

Target indicator: At least ten (10) articles on Rio Convention benefits will be written and published in popular literature with high circulation before the end of the project. Articles are to be published at least every four months. First article is to be published by month 5, and subsequent articles at least every three (3) months.

Target indicator: Each article is to be edited and published as a brochure, with at least 100 copies each and distributed to at least two high value special events for greatest impact.

2.3.2 Prepare and air a public service announcement (PSA) on the legislative links between the local and global environment on television or radio[[26]](#footnote-26). This activity will involve the conceptualization of the message, the story-boarding, filming, post-production and distribution. This will be followed by its airing at strategic intervals. Special consideration will be made to translate the audio version of the PSA into key indigenous language for the radio version.

Target indicator: One PSA completed for television or radio by month 12, with the first airing by month 15.

Target indicator: At least 50 airings of the PSA on television or at least 100 airings of the PSA on radio, by month 34.

2.3.3: Use social media, e.g., Facebook, twitter, Instagram, to popularize Rio Convention mainstreaming. The social media strategy will be detailed in the public awareness campaign of activity 2.1.2

Target indicator: Facebook page created by month 6, with 750 likes by month 19 and 1,000 likes by month 30

Target indicator: Additional SMART indicators of the public awareness campaign for the use of social media met.

2.3.4: Develop a high school competition plan on the Rio Conventions, with a focus on local and individual action to implement them. The competitions will be promoted on the Internet and on the Facebook page.

Target indicator: High school competition plan for completed by month 9.

Target indicator: At least two (2) high schools carry out high school competitions by month 20 and at least six (6) by month 33.

2.3.5: Prepare and integrate a global environment education module for high schools to integrate into their curricula. This includes the collation and preparation of educational background material. These education modules are intended to strengthen the content of the existing course material as well as help provide sufficient rationale for expanding environmental studies to a full course.

Target indicator: Education module prepared for high schools completed by month 12.

Target indicator: At least 4 high schools (one national and three at the municipal level) have implemented education module by month 26.

2.3.6: Promote the linkages between local action and global environmental outcomes under the Rio Conventions through social media and on the webpages on the Ministry of Environment. The website (which may include an electronic discussion forum) will serve as a clearinghouse on up-to-date information about Jordan’s national implementation of the Rio Conventions. The specific use of social media will be determined by the public awareness campaign.

Target indicator: MoE website includes new webpage and introductory articles on Rio Convention mainstreaming by month 6

Target indicator: Memoranda of agreements signed with owners of relevant websites to collaborate and coordinate website content by month 6.

Target indicator: Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming.

Target indicator: Number of unique visits to the MoE Rio Convention mainstreaming webpages increased by at least 10% between months 6 and 30.

## C.3 Sustainability and Replicability

### C.3.a Sustainability

1. The sustainability of the project is secured through its inherent design to engage as many stakeholders as possible through a learning-by-doing approach to strengthen their understanding and commitment to the fulfillment of Rio Convention obligations. Sustainability is further enhanced by undertaking an extensive set of awareness-raising activities targeted at a broad range of stakeholders, including the general public and particularly youths where the addition of appropriately framed information can have an important impact on the early stages of value formation. Another approach to ensuring sustainability is to align project activities with multilateral environmental agreements and key national development priorities as detailed in Section B. Aligning the project with these goals not only gives the project legitimacy, but it is also a way of ensuring stakeholder acceptance. Nonetheless, the project will undertake targeted awareness-raising activities to secure high-level commitment from key decision-makers and ensure a sufficient number of project champions to sustain project outcomes following project completion.
2. The more explicit sustainability of the CCCD project is strengthened by addressing the financial implications of the mainstreamed sectoral strategy and action plans. Each will be accompanied by an in-depth financial analysis, detailed programming roadmap, and the identification of financing options for implementation. Piloting activities using a steady process of local and regional stakeholder consultation are also designed to improve replicability as well as long-term sustainability. The training programme and learning-by-doing activities will engage a sufficiently high number of government staff and other stakeholder representatives so as to minimize the impact of staff turnover and institutional memory loss. In this way, the skills and knowledge that reside within individual staff of the Ministry of Environment, other line ministries as well as other stakeholder organizations will remain available.
3. On-going training is crucial to the success and sustainability of project outcomes. To this end, the project will build on the best practices and lessons learned through the early implementation of selected high priority recommendations of the sectoral analyses and plans to formulate a robust training programme for government staff and selected non-state actors.

### C.3.b Replicability and Lessons Learned

1. As a medium-size project, this project is inherently limited in its ability to reconcile and undertake all the necessary institutional and legislative reforms identified as needed during project implementation. Instead, this project serves as catalyst of a more long-term approach to Rio Convention implementation by strengthening targeted institutional capacities through integrated training and learning-by-doing exercises to mainstream Rio Convention obligations within roadmaps used to implement sectoral policies, plans, and strategies in order to catalyze action for the global environment. These trainings and learning-by-doing exercises, complemented by on-the-ground piloting of recommendations and a process for learning lessons of good or best practices, will lead to better future training and learning-by-doing exercises that may be replicated on a regular basis as well as the long-term improvements in national planning and decision-making with regard to the global environment. Over time, lessons learned and replication will ensure the institutional sustainability of best practices for mainstreaming and implementing the Rio Conventions within national sustainable development planning frameworks.
2. This project serves to build upon the gains made under the previous CCCD project and catalyze renewed momentum, in particular by reestablishing the expert working groups. Early in project implementation, these working groups will be reconvened in order to prepare policies/plans and recommendations to improve sectoral planning to more adequately account for Rio Convention provisions. The ultimate goal is to ensure all government staff is adequately sensitized to the role of natural resource management and national obligations under the Rio Conventions. Through this improved training, capacity will be enhanced to develop and implement local actions that inherently deliver global environmental benefits.
3. The replication of project activities is further strengthened by the project implementation arrangements, which will involve numerous stakeholder representatives. This includes working with NGOs such as RSCN that have a strong presence at the local level and/or are actively supporting related capacity development work. Many such organizations operate in Jordan, for example, raising awareness of biodiversity monitoring and climate change mitigation and adaptation opportunities. Research and academic institutions, such as Balaqa Applied University and the University of Jordan, are also playing an essential role is identifying new and innovative policy responses to improve environmental management.
4. “Scaling-up” that calls for increasing numbers and area, is not envisioned under this project. For example, the number of participants in the trainings and learning-by-doing exercises must remain at a manageable level in order to maintain the appropriate ratios of experts to trainees. Instead, trainings should be repeated on an annual basis and extended to participants throughout the country. “Scaling up” will be expected by applying the tools and good practices developed and piloted under the project for other key development policies, programmes, plans and projects. This project will apply SEA good practices to the priority sectoral development policies and strategies and following successful completion of the project, other sectoral development plans are anticipated to go through the similar SEAs.

### C.3.c Risks and Assumptions

1. There are two main risks that threaten the viability and success of the project. The first is to ensure acceptance of the project by local communities. This risk will be mitigated through the adaptive collaborative approach to project management. By engaging stakeholders early in project design and throughout implementation, communities will have the opportunity to voice concerns or suggestions that ultimately affect stakeholder buy-in. Piloting activities at the municipal level will further engage local stakeholders in the process and improve the likelihood of acceptance.
2. The second key risk relates to commitment from the line ministries. Not only is there a great risk involved in the limited absorptive capacity to carry out the extensive mainstreaming exercises due to limited cash co-financing for programme activities, but there is also a risk that key stakeholders within institutions are not committed to project activities. Given that this project is largely constructed as a learn-by-doing set of mainstreaming exercises, a significant cost to the project is the cost of stakeholders’ extensive allocation of time and effort to develop quality mainstreamed roadmaps for the selected priority strategy and plans. In fact, the final evaluation for the previous CCCD project in Jordan identified this cost to stakeholders as a key barrier to effective stakeholder participation.
3. The risk associated with this in-kind contribution is that stakeholder absorptive capacity is strained thus limiting the ability of these organizations to fulfil their other responsibilities. The danger is that this could ultimately lead to the decision by the respective ministries to withdraw from mainstreaming exercises prior to their completion. However, this risk is mitigated by distributing the roles and responsibilities amongst numerous partner ministries that would take the lead, in consultation with MoE as executing agency and independent expert non-state organizations to provide additional technical expertise.
4. Another risk would be that proposed amendments to legislation and regulation are not officially approved or enacted in a timely fashion due to the Government's and Parliament's current focus on the other political-reform related legislation stemming from the Arab Spring uprising. This risk is rated as medium, given the important implications of the Arab Spring uprising crisis combined with increasing pressure on already strained resources as a result of the continuing influx of refugees from neighboring countries. There is no risk mitigation measure for addressing the potential delay of government and parliamentary approval of recommended legislative and regulatory amendments. However, by virtue of mainstreaming the Rio Conventions through a learning-by-doing approach, the project is strategically designed to build champions from within the government, among other key stakeholder representatives. The most realistic expectation that the project can make in light of political issues is that these champions and key individuals seek the most opportune timing for securing political endorsement and approval.
5. There is a nominal risk to the project in that the executing agency could change which would create additional transaction costs if project administration needed to be transferred. Nonetheless, this risk is low given that the HKJ reversed its decision to merge the MoE with the MoMA and MoE houses the Focal Points for all three Rio Conventions.
6. In addition to these risks, the project makes a number of assumptions. One such assumption is that the Jordanian media is supportive of and active in implementing the project’s awareness raising campaign. Another key assumption is that by improving capacities to more adequately incorporate global environmental considerations into sectoral planning and policy-making, and by raising awareness of key stakeholders about synergies between the Rio Conventions and national development priorities, the decisions made in relation to the global environment will become more inclusive, legitimate, resilient and robust.

## C.4 Stakeholder Involvement

1. Stakeholder involvement in this project began with the National Capacity Self-Assessment that took place between 2005 and 2006. The NCSA was executed by the Ministry of Environment, which managed an extensive consultation process that involved representatives from government, civil society, academia, NGOs, the private sector, and other relevant stakeholders. Although this cross-cutting capacity development project comes several years after the NCSA, it builds directly on the recommendations of the initial CB2 project, and thus there is still institutional memory and commitment of stakeholders, many of whom were consulted in the development of the project during the project preparation phase.
2. This project was developed on the basis of consultations with a number of stakeholder representatives, beginning with the preparation of the project concept through the Project Identification Form (PIF) between 2011 and 2012. Subsequent to the approval of the PIF and provision of a project preparation grant (PPG), further consultations were undertaken with key stakeholder representatives to develop the project document and negotiate agreement among all stakeholders towards a shared vision and expectations under the project; these consultations took place from May 2013 through to November 2014. The draft project document was also presented and discussed at a Validation workshop on 10 November 2014. Stakeholders consulted for the development of the project document include:
   * German Development Agency (GIZ)
   * EDAMA
   * European Union (EU)
   * Jordan Green Building Council
   * Ministry of Agriculture
   * Ministry of Energy and Mineral Resources
   * Ministry of Environment
   * Ministry of Municipal Affairs
   * Ministry of Planning and International Cooperation
   * Ministry of Water and Irrigation
   * National Committees on the Rio Conventions
   * Health and Environment Committee of the Parliament
   * Royal Society for the Conservation of Nature
   * Royal Botanical Garden
   * University of Jordan
3. Given the project strategy, the main project stakeholders are the government ministries who are responsible for preparing key sectoral policies, plans, programmes, and/or legislation and decision-makers. Ministries will be consulted to ensure that proposed project activities are consistent with and complement programmes and projects currently underway or those that are planned. The project will carry out structured awareness-raising dialogues to raise and strengthen the support of parliamentarians to the concept and strategy of integrated approach to achieving Rio Convention and national socio-economic development priorities. Consultations will also serve to confirm agreed co-financing and role they will play in the implementation of the project.
4. In addition to participation from government representatives, other key stakeholders include the private sector and academic institutions, the latter holding a vast amount of data, information and expertise. Academic institutions and NGOs play a crucial role in environmental management and providing data and information to guide the decision-making process on sustainable development and environmental issues. These institutions even initiate and undertake drafting of strategic documents and decisions to be further adopted by governmental institutions. The in-depth analyses and drafts produced by civil society and academia need to be better incorporated into planning and decision-making processes.
5. Other non-state stakeholders have played and are envisaged to continue to play an important role in ensuring that the project remains grounded to on-the-ground realities and expectations as well as focused on Rio Convention obligations. Community-based organizations could play an important role in sustainable development of regions by taking into account local culture and traditions. Informal stakeholders (citizens’ groups, professional networks, etc.) will be engaged through awareness raising activities to illustrate synergies between their respective activities and those of the project as well as build broad political support and commitment. Table 5 below provides a brief description of key stakeholders and their roles.

Table : Key stakeholders and their differentiated roles

|  |  |  |
| --- | --- | --- |
| **Construct** | **Stakeholder** | **Project Role** |
| Government | Parliamentarians | Parliamentarian representatives will participate in the awareness-raising activities, as well as support appropriate political support to help institutionalize project outputs. |
| Government | Ministry of Agriculture | MoA will ensure the mainstreaming of Rio Convention provisions in the National Rangelands Strategy, and play a key role in developing and testing the operational roadmap. |
| Government | Ministry of Energy and Mineral Resources | MEMR will ensure the mainstreaming of Rio Convention provisions in the National Energy Efficiency Action Plan, and play a key role in developing and testing the operational roadmap. |
| Government | Ministry of Environment | MoE will ensure the mainstreaming of Rio Convention provisions in the three selected sectoral plans. MOE will oversee the implementation of the project and promote adaptive collaborative management. |
| Government | Ministry of Higher Education and Scientific Research | MoHESR will contribute to project activities, such as training, awareness-raising, curriculum development, as well as peer-reviews. |
| Government | Ministry of Municipal Affairs | MoMA will catalyze active participation from municipalities in the mainstreaming process |
| Government | Ministry of Planning and International Cooperation | MoPIC will facilitate inter-ministerial communication, coordination, and collaboration |
| Government | Ministry of Water and Irrigation | MOWI will ensure the mainstreaming of Rio Convention provisions in the National Drought Action Plan, and play a key role in developing and testing the operational roadmap. |
| Government | Ministry of Public Sector Development | MoSD will contribute to the learning-by-doing training programmes and facilitate their appropriate institutionalization within MoSD’s long-term training programmes. |
| NGO | Royal Society for the Conservation of Nature | RSCN will contribute to expert input into the mainstreaming exercises, as well as to help design and implement demonstration projects. |
| NGO | EDAMA | EDAMA will contribute to the implementation of the awareness activities. |
| NGO | Jordan Green Building Council | JGBC will contribute to the implementation of the awareness activities. |
| Academia | University of Jordan | The project will strengthen and help institutionalize collaborative relationships between academic researchers and policy-making. Academic stakeholders will participate in the peer-review activities as well as in the technical committees. |
| Academia | Balaqa Applied University |
| Civil Society | Civil Society | Various individual civil society representatives will participate in the mainstreaming activities to ensure relevancy and validity of proposed activities in the draft operational roadmap. |

## C.5 Monitoring and Evaluation

1. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures. The project team and the UNDP Country Office will undertake monitoring and evaluation activities, with support from UNDP/GEF, including by independent evaluators in the case of the final evaluation. The Capacity Development Scorecard (Annex 1) is a tool that will be used as part of the final evaluation to make some inference about the project’s contribution to expected capacity development outcomes. The logical framework matrix in Annex 2 provides a logical structure for monitoring project performance and delivery using SMART indicators during project implementation. The output budget and the work plan in the UNDP project document provide additional information for the allocation of funds, both the GEF and co-financing, for expected project deliverables and the timing of project activities to produce these deliverables. Annex 3 provides a breakdown of the total GEF budget by outcome, project management costs, and allocated disbursements on a per year basis. The provision work plan of Annex 4, which is to be reviewed during the first project board and endorsed at the project initiation workshop, complemented the log frame as a tracking tool of project delivery.
2. The following sections outline the principle components of monitoring and evaluation. The project’s monitoring and evaluation approach will be discussed during the project’s initiation report so as to fine-tune indicators and means of verification, as well as an explanation and full definition of project staff M&E responsibilities.
3. A project initiation workshop will be conducted with the full project team, National Project Director, relevant government counterparts, co-financing partners, the UNDP Country Office, with representation from the UNDP/GEF Regional Coordinating Unit as appropriate. Non-governmental stakeholders should be represented at this workshop.
4. A fundamental objective of this initiation workshop will be to further instill an understanding and ownership of the project’s goals and objectives among the project team, government and other stakeholder groups. The workshop also serves to finalize preparation of the project’s first annual work plan on the basis of the project’s log-frame matrix. This will include reviewing the log frame (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise, finalize the Annual Work Plan with precise and measurable performance (process and output) indicators, and in a manner consistent with the expected outcomes for the project.
5. Specifically, the project initiation workshop will: (i) introduce project staff to the UNDP/GEF expanded team that will support the project during its implementation, namely the CO and responsible Project Management Unit[[27]](#footnote-27) (PMU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP Country Office and PMU staff with respect to the project team; (iii) provide a detailed overview of UNDP/GEF reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the combined Annual Project Reports - Project Implementation Reviews (APR/PIRs), Project Board meetings, as well as final evaluation. The initiation workshop will also provide an opportunity to inform the project team on UNDP project-related budgetary planning, budget reviews, and mandatory budget re-phasing.
6. The initiation workshop will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project’s decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for PMU staff and associated decision-making structures will be discussed again, as needed, in order to clarify for all, each party’s responsibilities during the project’s implementation phase.
7. The initiation workshop will present a schedule of M&E-related meetings and reports. The Project Manager in consultation with UNDP will develop this schedule, and will include: (i) tentative time frames for Project Board meetings, and the timing of near-term project activities, such as the in-depth review of literature on natural resource valuation; and (ii) project-related monitoring and evaluation activities. The provisional work plan will be approved in the first meeting of the Project Board.
8. Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager based on the project’s Annual Work Plan and its indicators. The Project Manager will inform the UNDP Country Office 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.
9. The Project Manager will fine-tune outcome and performance indicators in consultation with the full project team at the initiation workshop, with support from UNDP Country Office and assisted by the UNDP/GEF. Specific targets for the first year implementation performance indicators, together with their means of verification, will be developed at the initiation workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. Targets and indicators for subsequent years would be defined annually as part of the internal evaluation and planning processes undertaken by the Project Team, and agreed with the Executing Agency (MoE), among other key project partners sitting on the Project Board.
10. Periodic monitoring of implementation progress will be undertaken by the UNDP Country Office through the provision of quarterly reports from the Project Manager. Furthermore, specific meetings may be scheduled between the PMU, the UNDP Country Office and other pertinent stakeholders as deemed appropriate and relevant (particularly the Project Board members). Such meetings will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.
11. Annual Monitoring will occur through the Annual Project Board meeting. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Project Board meetings at least twice per year. The first such meeting will be held within the first twelve months following the initiation workshop. For each year-end meeting of the Project Board, the Project Manager will prepare harmonized Annual Project Report / Project Implementation Reviews (APR/PIR) and submit it to UNDP Country Office, the UNDP/GEF Regional Coordination Unit, and all Project Board members at least two weeks prior to the meeting for review and comments.
12. The APR/PIR will be used as one of the basic documents for discussions in the Project Board year-end meeting. The Project Manager will present the APR/PIR to the Project Board members, highlighting policy issues and recommendations for the decision of the Committee participants. The Project Manager will also inform the participants of any agreement(s) reached by stakeholders during the APR/PIR preparation, on how to resolve operational issues. Separate reviews of each project output may also be conducted, as necessary. Details regarding the requirements and conduct of the APR and Project Board meetings are contained with the M&E Information Kit available through UNDP/GEF.
13. The terminal review meeting is held by the Project Board, with invitation to other relevant Government and municipal stakeholders as necessary, in the last month of project operations. The Project Manager is responsible for preparing the terminal review report and submitting it to UNDP Country Offices, the UNDP/GEF Regional Coordinating Unit, and all participants of the terminal review meeting. The terminal review report will be drafted at least one month in advance of the terminal review meeting, in order to allow for timely review and to serve as the basis for discussion. The terminal review report considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. The report also decides whether any actions remain necessary, particularly in relation to the sustainability of project outputs and outcomes, and acts as a vehicle through that lessons learned can be captured to feed into other projects under implementation or formulation. The terminal review meeting should refer to the independent final evaluation report, conclusions and recommendations as appropriate.
14. The UNDP Country Office, in consultation with the UNDP/GEF Regional Coordinator and members of the Project Board, has the authority to suspend disbursement if project performance benchmarks are not met as per delivery rates, and qualitative assessments of achievements of outputs.
15. A project initiation report will be prepared immediately following the initiation workshop. This report will include a detailed First Year Work Plan divided in quarterly time-frames as well as detailed activities and performance indicators that will guide project implementation (over the course of the first year). This Work Plan will include the proposed dates for any visits and/or support missions from the UNDP Country Office, the UNDP/GEF Regional Coordinating Unit, or consultants, as well as time-frames for meetings of the project decision-making structures (e.g., Project Board). The report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months’ time-frame.
16. The initiation report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may affect project implementation, including any unforeseen or newly arisen constraints. When finalized, the report will be circulated to project counterparts who will be given a period of one calendar month in that to respond with comments or queries.
17. The combined Annual Progress Report (APR) and Project Implementation Review (PIR) is a UNDP requirement and part of UNDP’s Country Office central oversight, monitoring and project management. As a self-assessment report by project management to the Country Office, the APR/PIR is a key input to the year-end Project Board meetings. The PIR is an annual monitoring process mandated by the GEF. This report has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from on-going projects. These two reporting requirements are very similar in input, purpose and timing and they have now been amalgamated into a single APR/PIR Report.
18. An APR/PIR is to be prepared on an annual basis by June, but should be completed well before this deadline (at least one month) in order to be considered at the Project Board meeting. The purpose of the APR/PIR is to reflect progress achieved in meeting the project’s Annual Work Plan and assess performance of the project in contributing to intended outcomes through outputs and partnership work. The APR/PIR is discussed by the Project Board, so that the resultant report represents a document that has been agreed upon by all of the key stakeholders.
19. A standard format/template for the APR/PIR is provided by UNDP/GEF. The APR/PIR includes, but is not limited to, reporting on the following:

* Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
* Project outputs delivered per project outcome (annual).
* Lesson learned/good practice.
* AWP and other expenditure reports
* Risk and adaptive management
* ATLAS QPR
* Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

1. UNDP will analyze the individual APR/PIRs by focal area, theme and region for common issues/results and lessons. The APR/PIRs are also valuable for the independent evaluators who can utilize them to identify any changes in the project’s structure, indicators, work plan, among others, and view a past history of delivery and assessment.
2. Quarterly Progress Reports are short reports outlining the main updates in project performance, and are to be provided quarterly to the UNDP Country Office. UNDP Country Office will provide guidelines for the preparation of these reports, which will be shared with the UNDP/GEF RCU.

* Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform.
* Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical).
* Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot.
* Other ATLAS logs can be used to monitor issues, lessons learned etc... The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

1. During the last three months of the project, the PMU will prepare the Project Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learned, the extent to which objectives have been met, structures and mechanisms implemented, capacities developed, among others. Together with the independent final evaluation, the project terminal report is one of two definitive statements of the project’s activities during its lifetime. The project terminal report will also recommend further steps, if necessary, in order to ensure sustainability and replicability of the project outcomes and outputs.
2. An independent final evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on: a) the cost-effectiveness, efficiency and timeliness of project implementation and performance; b) highlight issues requiring decisions and actions; and c) present initial lessons learned about project design, implementation and management. Findings of this evaluation will be incorporated as lessons learned, and recommendations for improvement addressed to ensure the institutional sustainability of project outputs, particular for the replication of project activities. The final evaluation will also look at project outcomes and their sustainability. The terms of reference for the final evaluation will be prepared by the UNDP Country Office based on guidance from the UNDP/GEF Regional Coordinating Unit, in consultation with the MoE. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center (ERC)](http://erc.undp.org/index.aspx?module=Intra).
3. The National Project Manager will provide the UNDP Resident Representative with certified periodic financial statements and an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in UNDP’s Programming and Finance manuals. The audit will be conducted by the legally recognized auditor of UNDP Jordan.
4. Learning and knowledge sharing:

* Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.
* The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects.
* Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

1. Communications and visibility requirements:

* Full compliance is required with UNDP’s Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects needs to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The [GEF logo](http://www.thegef.org/gef/GEF_logo) can be accessed at: <http://www.thegef.org/gef/GEF_logo>. The [UNDP logo](http://intra.undp.org/coa/branding.shtml) can be accessed at <http://intra.undp.org/coa/branding.shtml>.
* Full compliance is also required with the GEF’s Communication and Visibility Guidelines (the “GEF Guidelines”). The GEF Guidelines can be accessed at: <http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf>. Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.
* Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

**M& E workplan and budget**

| **Type of M&E activity** | **Responsible Parties** | **Budget US$**  *Excluding project team staff time* | **Time frame** |
| --- | --- | --- | --- |
| Inception Workshop and Report | * Project Manager * UNDP CO, UNDP GEF | Indicative cost: 5,000 | Within first two months of project start up |
| Measurement of Means of Verification of project results. | * UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. | To be finalized in Inception Phase and Workshop. | Start, mid and end of project (during evaluation cycle) and annually when required. |
| Measurement of Means of Verification for Project Progress on *output and implementation* | * Oversight by Project Manager * Project team | To be determined as part of the Annual Work Plan's preparation. | Annually prior to ARR/PIR and to the definition of annual work plans |
| ARR/PIR | * Project manager and team * UNDP CO * UNDP RTA * UNDP EEG | None | Annually |
| Periodic status/ progress reports | * Project manager and team | None | Quarterly |
| Mid-term Evaluation | * Project manager and team * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Not Required for MSP project but can be undertaken if it is deemed necessary by the Project Board or UNDP RTA | At the mid-point of project implementation. |
| Final Evaluation | * Project manager and team, * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Indicative cost : 20,000 | At least three months before the end of project implementation |
| Project Terminal Report | * Project manager and team * UNDP CO * local consultant | 0 | At least three months before the end of the project |
| Audit | * UNDP CO * Project manager and team | Indicative cost: 5,000 | As necessary |
| Visits to field sites | * UNDP CO * UNDP RCU (as appropriate) * Government representatives | For GEF supported projects, paid from IA fees and operational budget | Yearly |
| **TOTAL indicative COST**  Excluding project team staff time and UNDP staff and travel expenses | | US$ 30,000  (+/- 5% of total budget) |  |

# D. Financing

## D.1 Financing Plan

1. The financing of this project will be provided by the GEF, with co-financing from the Government of Jordan and the Ministry of Environment, Ministry of Planning and International Cooperation, Ministry of Agriculture, Ministry of Water and Irrigation, and Ministry of Energy and Mineral Resources[[28]](#footnote-28). The allocation of these sources of finances is allocated across two main project components, as described in section C.2.d above, as well as less project management. Table 6 below details this allocation.

Table : Project costs (US$)

|  |  |  |  |
| --- | --- | --- | --- |
| **Total Project Budget by Component** | **GEF ($)** | **Co-Financing ($)** | **Project Total ($)** |
| Component 1: | 610,000 | 707,485 | 1,317,485 |
| Component 2: | 300,000 | 297,000 | 597,000 |
| Project Management | 86,000 | 128,000 | 214,000 |
| Total project costs | **996,000** | **1,132,485** | **2,128,485** |

Table : Estimated project management budget/cost (estimated cost for the entire project)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Component** | **Estimated Staff weeks** | **GEF ($)** | **Co-Financing ($)** | **Project Total ($)** |
| Locally recruited personnel: National Project Manager | 60 | 30,000 | 0 | 30,000 |
| Locally recruited personnel: Project Assistant | 100 | 24,000 | 27,000 | 51,000 |
| Internationally recruited consultants\* | 4 | 13,000 | 12,000 | 25,000 |
| Implementation support services, e.g., procurement |  | 10,000 | 20,000 | 30,000 |
| Office facilities and communications |  | -- | 62,000 | 62,000 |
| Travel |  | 9,000 | 7,000 | 16,000 |
| Total project management cost |  | **86,000** | **128,000** | **214,000** |

\* Local and international consultants in this table are those who are hired for functions related to the management of project. Please see Table 8 below for consultants providing technical assistance for special services.

1. An internationally recruited consultant will be contracted to undertake the independent final evaluation towards the end of the project. The travel budget includes the costs of daily subsistence allowance, terminal expenses, and return airfare for the international consultant. The travel budget also includes financing to cover the cost of local consultant travel to the regions where they will be facilitating the negotiations and drafting of sectoral programmes and plans.

Table : Consultants for technical assistance components (estimated for entire project)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Local Consultants** | **Estimated Staff weeks** | **GEF ($)** | **Co-Financing ($)** | **Project Total ($)** |
| National CBD Specialist | 60 | 75,000 | 0 | 75,000 |
| National CCD Specialist | 60 | 75,000 | 0 | 75,000 |
| National FCCC Specialist | 60 | 75,000 | 0 | 75,000 |
| Public Administration Expert | 100 | 125,000 | 0 | 125,000 |
| Policy/Legal Expert | 36 | 45,000 | 0 | 45,000 |
| Rangeland Specialist | 44 | 55,000 | 0 | 55,000 |
| Hydrology / Drought Specialist | 44 | 55,000 | 0 | 55,000 |
| Energy Efficiency Specialist | 44 | 55,000 | 0 | 55,000 |
| IT and Knowledge Management Specialist | 28 | 35,000 | 0 | 35,000 |
| Environmental Sociologist | 44 | 55,000 | 0 | 55,000 |
| *Sub-total* |  | **650,000** | **0** | **650,000** |
| **International Consultants** |  |  |  |  |
| International Technical Specialist | 12 | 30,000 | 0 | 30,000 |
| *Sub-total* |  | **30,000** | **0** | **30,000** |
| Total |  | **680,000** | **0** | **680,000** |

1. No UNDP Project Cycle Management services are being charged to the Project Budget. All such costs are being charged to the Implementing Agency fee.
2. The Government of Jordan has requested UNDP to provide a few direct project implementation services (including procurement and recruitment) under the National Implementation Modality, and these will be charged to the Project Management Budget. Details of such charges are provided in the Annex 8.

## D.2 Cost-Effectiveness

1. The cost-effectiveness of this project lies largely in the project strategy, namely by building upon a significant baseline of commitment to participate in training and learn-by-doing exercises on Rio Convention mainstreaming. This cost-effectiveness is indicated by the government’s significant co-financing to project activities in the order of US$ 800,000 and the US$ 282,485 from the Royal Botanical Garden. The government co-financing represents the commitment to assign staff (decision-makers and planners) time away from their regular work to actively participate in project activities, as well as hosting the Project Implementation Unit in the Ministry of Environment. Other administrative and overhead costs that will be borne by participating ministries and organizations will cover the costs associated with the many dialogues and learning-by-doing workshops. The other in-kind contributions that are not factored in the estimate of the project financing is the active engagement of municipal governments in the demonstration projects and the civil society representatives that are expected to act as champions of successful project outcomes. Although in-kind, the costs are real as they represent cost of the staff’s salaries.
2. The cost-effectiveness of this project is also demonstrated in efficient allocation and management of financial resources. The recruitment of consultants under the project will be financed by the GEF contribution, reducing the transaction costs associated when contracting consultants through multiple sources of finances.

Table9: Project costs by component (%)

|  |  |  |
| --- | --- | --- |
| **Project Budget Component by Contribution Type** | **Contribution (US$)** | **Percentage (%)** |
| Component 1: GEF | 610,000 | 28.7 |
| Component 1: Co-Financing | 707,485 | 33.2 |
| Component 2: GEF | 300,000 | 14.1 |
| Component 2: Co-Financing | 297,000 | 14.0 |
| Project Management: GEF | 86,000 | 4.0 |
| Project Management: Co-Financing | 128,000 | 6.0 |
| **Total** | **2,128,485** | **100** |

## D.3 Co-financing

1. Co-financing for the project is being provided by the Ministry of Environment, Ministry of Water and Irrigation, and Ministry of Agriculture. The Royal Botanical Garden is also an important donor, contributing important in-kind resources. This co-financing is actually an under-estimate of the in-kind contribution that will be leveraged by the project. The municipalities for the demonstration projects will be selected during project implementation on the basis of negotiations among the three ministries and other stakeholder representatives.

Table 10: Co-financing sources

|  |  |  |  |
| --- | --- | --- | --- |
| **Sources of Co-financing** | **Name of Co-financier** | **Type of Co-financing** | **Amount ($)** |
| Government | Ministry of Environment | In-kind | 400,000 |
| Government | Ministry of Water and Irrigation | In-Kind | 200,000 |
| Government | Ministry of Agriculture | In-Kind | 200,000 |
| Non-Governmental Organization | Royal Botanical Garden | In-kind | 282,485 |
| GEF Implementing Agency | UNDP | Grant | 50,000 |
| **Total Co-financing** |  |  | 1,132,485 |

## D.4 Total GEF Work Plan and Budget

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Award ID:** | | | **00085728** |  |  |  |  |  |  |  |
| **Project ID:** | | | **00093263** |  |  |  |  |  |  |  |
| **Award Title:** | | | **Mainstreaming Rio Convention Provisions into National Sectoral Policies** | | | | | | |  |
| **Business Unit:** | | | **JOR10** |  |  |  |  |  |  |  |
| **Project Title:** | | | **Mainstreaming Rio Convention Provisions into National Sectoral Policies** | | | | | | |  |
| **PIMS No:** | | | **5275** |  |  |  |  |  |  |  |
| **Implementing Partner (Executing Agency):** | | | **Ministry of Environment** | | | | | | | |
|  |  |  |  |  |  |  |  |  |  |  |
| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **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)** | **Budget Notes** |
| **COMPONENT 1: Mainstreaming the global environment into sectoral development** | **MoE** | **62000** | **GEF** | 71300 | Local Consultants | 140,000 | 175,000 | 125,000 | 440,000 | 1 |
| 71200 | International consultants | 5,000 | 10,000 | 5,000 | 20,000 | 2 |
| 72100 | Contractual services: Companies | 35,000 | 75,000 | 40,000 | 150,000 | 3 |
|  | **Sub-total GEF** | **180,000** | **260,000** | **170,000** | **610,000** |  |
|  |  |  | **Total Outcome 1** | **180,000** | **260,000** | **170,000** | **610,000** |  |
| **COMPONENT 2: Improving stakeholder attitudes on global environmental conservation** | **MoE** | **62000** | **GEF** | 71300 | Local Consultants | 70,000 | 85,000 | 55,000 | 210,000 | 1 |
| 71200 | International consultants | 4,000 | 3,000 | 3,000 | 10,000 | 2 |
| 72100 | Contractual services: Companies | 21,000 | 42,000 | 17,000 | 80,000 | 3 |
|  | **Sub-total GEF** | **95,000** | **130,000** | **75,000** | **300,000** |  |
|  |  |  | **Total Outcome 2** | **95,000** | **130,000** | **75,000** | **300,000** |  |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Outcome/Atlas Activity** | **Responsible Party/ Implementing Agent** | **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)** | **Budget Notes** |
| **Project Management** | **MoE/UNDP** | **62000** | **GEF** | 71300 | Local Consultants | 18,000 | 18,000 | 18,000 | 54,000 | 4 |
| 71200 | International consultants | 0 | 0 | 13,000 | 13,000 | 5 |
| 74598 | Direct Project Costs – GOE | 4,000 | 3,000 | 3,000 | 10,000 | 6 |
| 71600 | Travel | 3,000 | 4,000 | 2,000 | 9,000 | 7 |
|  | **Sub-total GEF** | **25,000** | **25,000** | **36,000** | **86,000** |  |
| **04000** | **UNDP** | 71300 | Local Consultants | 9,000 | 9,000 | 9,000 | 27,000 | 8 |
| 72100 | Contractual services: Companies | 6,000 | 6,000 | 6,000 | 18,000 | 9 |
| 74100 | Professional Services | 0 | 0 | 5,000 | 5,000 | 10 |
|  | **Sub-total UNDP** | **15,000** | **15,000** | **20,000** | **50,000** |  |
|  |  |  | **Total Project Management** | **40,000** | **40,000** | **56,000** | **136,000** |  |
|  |  |  |  |  | **TOTAL GEF** | **300,000** | **415,000** | **281,000** | **996,000** |  |
|  |  |  |  |  | **TOTAL UNDP** | **15,000** | **15,000** | **20,000** | **50,000** |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  | **Budget Notes** |  |  |  |  |  |  |  |  |  |
|  | **1** | GEF financing for ten (10) local specialists | | | |  |  |  |  |  |
|  | **2** | GEF financing for an international technical specialist | | | |  |  |  |  |  |
|  | **3** | GEF financing for various contractual services, such as meeting expenses and publications | | | | | |  |  |  |
|  | **4** | GEF will co-finance the cost of a part-time Project Manager and part-time Project Assistant | | | | | |  |  |  |
|  | **5** | GEF will finance the cost of an international consultant to conduct terminal evaluation | | | | | |  |  |  |
|  | **6** | GEF will finance direct project costs as defined in M&E budget and per agreement between UNDP and HKJ (Annex 8) | | | | | | | | |
|  | **7** | GEF will finance the travel of an international consultant to conduct the terminal evaluation | | | | | |  |  |  |
|  | **8** | UNDP will co-finance the cost of a part-time Project Manager and part-time Project Assistant | | | | | |  |  |  |
|  | **9** | UNDP will co-finance the cost of various contractual services for project management purposes | | | | | |  |  |  |
|  | **10** | Audit fees | |  |  |  |  |  |  |  |

# E. Institutional Coordination and Support

## E.1 Core Commitments and Linkages

**E.1.a** **Linkages to other activities and programmes**

1. Before project implementation, the project manager will consult with other relevant projects in order to review complementarities, overlaps, potential synergies and conflicts with the proposed project activities. These consultations will continue throughout the project implementation phase. Prior to the start of the project, a review of completed GEF projects will be conducted through evaluation reports and consultations with past project managers to identify lessons learned and best practices. During implementation, UNDP, MoE and MoPIC should organize periodic, perhaps every six months, consultations to review project synergies among the population of related donor-funded projects.
2. As can be seen below, there are a number of relevant GEF projects, as well as related projects being developed by other development organizations, with which this CCCD will need to be coordinate. Particular attention should be given to those projects that focus on mainstreaming, such as the four biodiversity conservation projects and the 2013 Third National Communication to the FCCC, which includes assessments of opportunities for climate change adaptation in the economic sectors. The following are the current or planned GEF projects in Jordan:
   * *Mainstreaming Marine Biodiversity Conservation into Coastal Zone Management in the Aqaba Special Economic Zone.* This ongoing GEF/UNDP project is working to improve institutional capacity for integrated coastal zone management including better knowledge-management systems for coastal and marine biodiversity. In addition the project seeks to improve biodiversity conservation and promote investment and development that is amenable to biodiversity needs. The project is scheduled to conclude in January 2015.
   * *Mainstreaming Biodiversity Conservation in the Tourism Sector Development in Jordan.* The UNDP along with the Ministry of Tourism and Antiquities, Ministry of Municipal Affairs, Petra Development and Tourism Region Authority, Aqaba Special Economic Zone Authority, and the Royal Society for the Conservation of Nature are working together to minimize the environmental impacts of tourism in Jordan. This project will also coordinate with MoPIC and MoE given their roles as national focal points for GEF and Rio Conventions respectively. The project held its inception workshop in April 2014.
   * *Mainstreaming Conservation of Migratory Soaring Birds into Key Productive Sectors along the Rift Valley/Red Sea Flyway - Regional Project.* This GEF/UNDP project has various components spread out over 12 different countries including HKJ. Activities within Jordan are being implemented through RSCN with the goal of mainstreaming conservation within the key sectors of agriculture, energy, hunting, tourism and waste management due to their great potential to impact migrating soaring birds. RSCN is partnering with the “Rangers”, RDEP, to strengthen wildlife laws and regulations as well as raise awareness regarding conservation and sustainable hunting practices. In addition, the project has developed a database to house pertinent information about hunting practices in HKJ. The Jordanian component of the project is estimated to be completed by December 31, 2014.
   * *Mainstreaming Biodiversity in Silvo-Pastoral and Rangeland Landscapes in the Pockets of Poverty of Jordan.* This GEF/IFAD project seeks to create an enabling environment with regard to policies, capacity, knowledge, and market incentives within which to provide local and global environmental benefits in the area of biodiversity conservation. This project is scheduled to conclude in December 2015.
   * *Integrated Ecosystem and Natural Resource Management in the Jordan Rift Valley (GEF/IBRD). (World Bank final report completed in Jan. 2014)*
   * *Preparation of Jordan’s Third National Communication Report to the FCCC*. The UNDP and GEF along with other organizations such as IUCN have been providing assistance to HKJ in order to complete its Third National Communication. The report is expected to be completed sometime in 2014.
   * *Energy Efficiency Standards and Labeling of Building Appliances (GEF/UNDP).* This is an ongoing GEF/UNDP project to reduce greenhouse gas emissions by increasing the use of energy efficient appliances such as refrigerators, air conditioners and washing machines in the domestic sector.
   * *Revising the National Biodiversity Strategy and Action Plan (GEF)*. In May 2014, World Bank completed its procurement plan for its project to work with Jordan to update and revise the country’s NBSAP.
   * *Alignment of National Action Programs with the UNCCD 10-Year Strategy.* GEF is providing direct access grants to Jordan to support its reporting to the Rio Conventions. The project was approved by the CEO in May 2012.
3. In addition to the GEF projects listed above, another key UN project being implemented in Jordan (and neighboring countries) is the *Strengthening National Capacities to Manage Water Scarcity and Drought in West Asia and North Africa* project being executed by DESA/DSD in close cooperation with UNDP, UNEP, UNCCD, WMO, FAO, and UNISDR. The overall objective of the project is to strengthen the capacities of national planners, policy makers and stakeholders in water-scarce and in transition settings countries in West Asia/North Africa, and to enhance their effectiveness in the formulation, implementation and monitoring of mitigation and preparedness drought management strategies.
4. World Bank is another important donor, providing funds to catalyze private sector development towards poverty reduction. European Union and United States Agency for International Development (USAID) are also heavily involved in development work in Jordan and are the country’s largest donors, providing resources directed to fostering economic development*.*
5. Under the European Neighbourhood Policy, the EU is supporting the HKJ on a number of political reforms. In the particular area of research and innovation, the EU provided € 55 million to HKJ and participating entities to develop Jordan’s applied scientific research and technological capacity and to further integrate the country into the European Research Area. The EU has also provided institutional strengthening at MoE, including helping the government to revise the 2006 Law on the Environment.
6. European Bank for Reconstruction and Development is in the process of applying the SEA for renewable energy. Many of the EU projects emphasized partnerships at the community level linked with activities in the Ministry of Planning and Ministry of Social Development. A large portion of EU activities promote renewable energy development in Jordan[[29]](#footnote-29)(Wardam, 2011)*.*
7. Another baseline project is a USAID-funded tourism project, which sets out to reduce the environmental impact of tourism. Tourism revenues also generate significant funds that are made available for economic development. For 2011-2013, the HKJ allocated 26% of its total public sector investment for tourism development, amounting to approximately US$ 170 million.
8. The Healthy Villages Programme is an ongoing project through the World Health Organization and the Ministry of Health that is working in 46 villages across Jordan to develop the health, economic, social, and environmental status of these villages.
9. Jordan has long acknowledged the need for a national system for biodiversity information management. National institutions including MoE, RSCN, MoTA, ASEZA, PDTRA and MoMA supported by GEF and UNDP have worked to design and implement the first national management information systems specialized in biodiversity. The goal is for the completed system to be hosted by RSCN in close collaboration with key national stakeholders and beneficiaries*.*
10. The National Biodiversity Information Management System is being developed on a GIS platform, and aligns with the RSCN database as well as the databases that exist for each of the pilot PAs selected for the program. Ultimately the project seeks to develop a nationally consolidated biodiversity information system that is widely accessible to all stakeholders in order to inform national and regional land use planning and serve as a platform for knowledge transfer and decision-making. The program began in 2013 and is expected to continue through 2015(IUCN-ROWA, 2014)*.*
11. The *Community-Based Rangeland Rehabilitation Project* is designed to improve local livelihoods through sustainable ecosystem management through the establishment of suitable environmentally friendly and sustainable income generation programsbased on community needs*.* The RBG developed and manages the program, and overall it has received numerous accolades including being identified as "one of the best ideas on the planet" by Katerva Award Council. The programme has plans for replication in other areas such as the development of sustainable grazing protocols to be used throughout the region(IUCN-ROWA, 2014)*.*
12. GIZ is collaborating closely with MoE and five partner organizations[[30]](#footnote-30) on a project titled “Protection of the Environment and Biodiversity in Jordan” (PROTEB). The programme was initiated in 2013 and is supplying development advisors to support strategic planning, capacity development, and awareness-raising as well as improved coordination between MoE and partner NGOs regarding environmental protection. The support will be offered through international experts for at least two years (Friends of the Earth Middle East, 2013).
13. GIZ is also implementing a number of other relevant projects in Jordan such as its “Regional network for integrated waste management in the MENA region (SWEEP-Net)” which is working to build capacities for more effective and integrated waste management. This project is scheduled to end in 2015. Another project, “Adapting to climate change in the water sector in the MENA region” is scheduled to conclude activities in Jordan in 2014, but will continue in the larger MENA region until 2017. Similarly, the “Network of demonstration activities for sustainable integrated wastewater treatment and reuse in the Mediterranean” project, set to finish in 2014, is emphasizing the use of alternative technologies in decentralized wastewater treatment facilities to promote the reuse of processed wastewater in agriculture.
14. JICA has an environmental programme in Jordan that focuses on water resource development and demand management. This programme includes activities related to water conservation, integrated ecological agriculture, recycling and industrial environmental management(Wardam, 2011). In response to the increasing pressures brought about by the large influx of Syrian refugees, JICA has initiated a project to improve the provision of water to host communities that extends to the end of 2016. JICA also has a project titled “Sustainable Community Tourism Development” where they are providing technical assistance to As Salt City to develop tourism based on an “eco-museum” concept which utilizes and preserves local cultural resources and emphasizes long-term sustainability.
15. IUCN and partners are implementing another relevant project that focuses on building capacity in local communities and their institutions to manage and restore their ecosystems and improve their marketing activities*. Securing Rights and Restoring Lands for Improved Livelihoods* has the combined goals of poverty reduction and sustainable management and restoration of ecosystems in drylands and rangelands. The project will use pilot projects to explore economic and income generating options for rural communities based on natural resource commodities and on valuations of ecosystem services. The project also seeks to inform and influence policies to facilitate sustainable management of drylands and rangelands at all levels(IUCN-ROWA, 2014).

## E.2 Implementation and Execution Arrangements

1. The project will be implemented according to UNDP’s National Implementation Modality (NIM) as per NIM guidelines agreed by UNDP and the Government of Jordan.
2. Taking an adaptive collaborative management approach to implementation, the project will ensure that key stakeholders are involved early and throughout project execution as partners for development. This includes their participation in the Project Board, review of project outputs such as recommendations for amendments to policies, plans, programmes and legislation, as well as participation in monitoring activities.
3. UNDP is the GEF Implementing Agency for this project, with the UNDP Country Office responsible for transparent practices, appropriate conduct and professional auditing. The Implementing Agency is the Ministry of Environment (Focal Point for the CBD, and CCD)[[31]](#footnote-31), which will assign a National Project Director (NPD) and provide its staff and network of experts as support to Project Management Unit (as part of government co-financing). As the GEF Operational Focal Point, the Ministry of Planning and International Cooperation will provide any necessary management support to the MoE
4. This project will be implemented under the 2013-2017 Jordan-United Nations Partnership Framework, with UNDP project support to the Government of Jordan on a programme of activities to meet national commitments to the Millennium Development Goals and the Rio Conventions, among other multilateral environmental agreements. With the objective of this project on mainstreaming Rio Conventions into sectoral development planning frameworks, UNDP will also be supporting the Government of Jordan to meet sustainable economic growth objectives, as outlined Jordan’s UNDAF under the strategic area “Ensuring Social Equity” as well as the strategic area “Preserving the Environment”.
5. The basic implementation and execution framework is as follows:

**Project Board**

Executing Agency – MoE

Senior Beneficiary – MoPIC

Senior Beneficiary – MoA

Senior Beneficiary – MoWI

Senior Beneficiary – MoE

Senior Supplier - UNDP

**Capacity Development Activities**

**National Consultants**

**Project Management Unit**

**National RC Committees**

**Technical Working Groups**

**Parliament**

**Cabinet of Ministers**

**Figure 2: Project execution**

1. Project Board: This Board is specifically established by the project to provide management oversight of project activities and is to be chaired by the Ministry of Environment (Focal Point for the CBD and CCD), with senior representation at all meetings by the Ministry of Planning and International Cooperation (GEF Operational Focal Point). The Board will review progress and evaluation reports, and approve programmatic modifications to project execution, as appropriate and in accordance to UNDP procedures. Policy recommendations will be discussed and recommended for consideration by the Cabinet of Ministers and Parliament. The Board will be chaired by the NPD (see paragraph ‎211). In addition to the MoE and MoPIC, government membership of the Project Board will include the Ministry of Agriculture, Ministry of Energy and Mineral Resources, Ministry of Municipal Affairs, Ministry of Sector Development, and Ministry of Water and Irrigation. Non-state stakeholders will also be represented on the Project Board, namely from the private sector, academic and research institutions, NGOs, and CSOs. The Project Board will meet three (3) times per year, for practical purposes at the UNDP Country Office. Meetings will be co-financed by UNDP.
2. The Ministry of Planning and International Cooperation is the Senior Beneficiary of the project on the basis that the project will be strengthening and integrating Rio Convention provisions into their sectoral policies, legislation, policies and plans and institutional mandates. UNDP will be the Senior Supplier, providing technical guidance and support for the cost-effective procurement and implementation of project services and activities, including project implementation oversight through regular monitoring and reporting.
3. National Project Director: The Ministry of Environment will designate a senior government official as the National Project Director (NPD). He/she will be responsible for management oversight of the project. The NPD will devote a significant part of his/her working time on the project. Duties and responsibilities of the NPD are described in Annex 5. In the fulfillment of his/her responsibilities, the NPD will be supported by the Project Board and a full-time National Project Manager.
4. Project Management Unit: The MoE will establish a Project Management Unit (PMU) for the day-to-day management of project activities and sub-contract, as appropriate, specific components of the project to specialized government agencies, research institutions, as well as qualified NGOs. The PMU will be administered by a full-time National Project Manager and supported by a part-time assistant.
5. National Consultants: The project will contract 10 national experts as consultants to provide specialized expertise to carrying out project activities outlined in components 1 and 2. This will include drafting technical texts that serve as discussion material for the learning-by-doing workshops, as well as being presenters and resource persons for the awareness-raising dialogues. Annex 5 outlines the indicative Terms of References for these national experts.
6. Capacity Development Activities: The project will take an adaptive collaborative management (ACM) approach to implementation. That is, UNDP and MoE will manage project activities in order that stakeholders are involved early and throughout project implementation, providing regular input of the performance of project activities. This will help signal unforeseen risks and contribute to the timely modification and realignment of activities within the boundaries of the project's goal and objectives.
7. Technical Working Groups:  These working groups will be comprised of independent experts, technical government agency representatives, as well as representatives from expert stakeholder organizations and civil society. They will provide their technical input on draft texts and other project services. Membership of the expert working groups will be based on the particular technical needs of the relevant project activities. These members will not be the national consultants/experts contracted under the project, but rather will be stakeholder representatives with particular comparative advantages, roles, and responsibilities as determined by their respective social location. The Technical Working Groups are *not* the same as the National Rio Convention Technical Committees, but rather ad hoc structures created by the project to catalyze the role and functionality of the said committees.
8. Stakeholder Consultations: These consultations will focus on the active participation of stakeholders in the ministries responsible for the implementation of the National Rangelands Strategy as well as the National Drought Action Plan (the 2007 draft as well as the current draft under formulation).
9. GEF Visibility: Visibility of GEF financial support will be ensured by using the global GEF branding in all electronic and printed materials. The GEF logo will appear on all relevant project publications, including amongst others, project hardware and other purchases with GEF funds. Any citation in publications regarding projects funded by GEF will acknowledge the GEF. Logos of the Implementing Agencies and the Executing Agency will also appear on all publications. Where other agencies and project partners have provided support (through co-financing) their logos may also appear on project publications. Full compliance will be made with the GEF’s Communication and Visibility Guidelines[[32]](#footnote-32).

# F. Legal Context

1. This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA (or other appropriate governing agreement) and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.
2. The implementing partner will put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; as well as assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.
3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.
4. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP/GEF hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document The list can be accessed via:

**http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm.** PART II: ANNEXES

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Standard Letter of Agreement on the Provision of Support Services

## Annex 1: Capacity Development Scorecard

Project/Programme Name: Mainstreaming Rio Convention Provisions into National Sectoral Policies

Project/Programme Cycle Phase: Project preparation Date: November 2014

| **Capacity Result / Indicator** | **Staged Indicators** | **Rating** | | **Score** | | **Comments** | | **Next Steps** | **Contribution to which Outcome** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **CR 1: Capacities for engagement** | |  |  | |  | |  | |  |
| Indicator 1 – Degree of legitimacy/ mandate of lead environmental organizations | Organizational responsibilities for environmental management are not clearly defined | 0 |  | | Jordan has an extensive set of laws, with defined roles and responsibilities among government institutions. Notwithstanding, there a number of inconsistencies of responsibilities and mandates between government ministries dealing with environmental matters. For example, the authority to prepare plans and strategies that are relevant to sustainable land management is dispersed amongst several key institutions. | | The project will engage a large number of governmental staff from different ministries in the assessment activities of the sectoral policies, strategies and plans. Through this integrative approach, communication and coordination would be strengthened between ministries, resulting in mitigating the ambiguity of responsibilities concerned ministries. | | Outcome 1 |
| Organizational responsibilities for environmental management are identified | 1 |  | |
| Authority and legitimacy of all lead organizations responsible for environmental management are partially recognized by stakeholders | 2 | 2 | |
| Authority and legitimacy of all lead organizations responsible for environmental management recognized by stakeholders | 3 |  | |
| Indicator 2 – Existence of operational co-management mechanisms | No co-management mechanisms are in place | 0 |  | | Although there are in place a number of mechanisms for co-management that vary from committees to memoranda of understanding, co-management mechanisms are mostly limited to counseling and advice, with ineffective institutional framework.  Co-management mechanisms are established on an *ad hoc* basis and at its best is ineffective | | The project will strengthen the co-management framework, as well to revisit the construct of the three Rio Convention national committees to improve their performance. The project will also strengthen inter-ministerial cooperation through dialogues. An important contribution to strengthening adaptive collaborative management at the local level through the pilot demonstration activities. | | Outcome 1 |
| Some co-management mechanisms are in place and operational | 1 |  | |
| Some co-management mechanisms are formally established through agreements, MOUs, etc. | 2 | 2 | |
| 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 |  | | Although stakeholders are defined in most cases and involved into the consultation process, their contribution to the planning and management processes remains limited. The involvement of stakeholders occurs often through the steering or advisory committees rather than management or administrative committees. | | Through its adaptive collaborative management approach, the project will promote a vertical and horizontal involvement and cooperation of the stakeholders. The project will foster a participative approach for environmental management. | | Outcome 1 |
| Stakeholders are identified but their participation in decision-making is limited | 1 | 1 | |
| Stakeholders are identified and regular consultations mechanisms are established | 2 |  | |
| Stakeholders are identified and they actively contribute to established participative decision-making processes | 3 |  | |
| **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 |  | | The Jordanian public is generally either unaware or unconcerned about the global environmental issues. While key stakeholders (lead institutions in environmental management, researchers, NGOs) are aware of global issues related to the Rio Conventions, but they are not provided with sufficient information to participate effectively in framing solutions. | | The project will help publicize global environmental issues within the construct of the Rio Conventions, and in particular their value to socio-economic and sustainable development. | | Outcome 2 |
| Stakeholders are aware about global environmental issues but not about the possible solutions (MEAs) | 1 | 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 |  | | There are insufficient environmental data management systems in place that accommodate the entire thematic areas of environmental management. For example, information on climate, land-degradation. While stakeholders can easily access a wide spectrum of technical and management reports on environment, there are still restrictions on the access to much needed environmental data and information. | | The project will facilitate the dissemination of knowledge through the tailored training programmes and the accompanied knowledge materials. The project will strengthen inter-ministerial coordination and communication, which in turn will facilitate better exchange of data and information. | | Outcome 1  Outcome 2 |
| 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 | 2 | |
| Comprehensive environmental information is available and shared through an adequate information management infrastructure | 3 |  | |
| Indicator 6 – Existence of environmental education programmes | No environmental education programmes are in place | 0 |  | | Environmental education programmes are to some extent integrated into national school curricula and a number of universities already deliver courses on environmental management. However, these are limited due to insufficient knowledge for innovation. There are also very few environmental awareness programmes that are targeted to educating the public at large. | | The project will facilitate the production of new knowledge that helps Jordan to demonstrate innovative approaches to the holistic management of natural resources for both national socio-economic and global environmental values. This knowledge will be organized in such a way to educate high school children and the public at large. | | Outcome 2 |
| Environmental education programmes are partially developed and partially delivered | 1 | 1 | |
| 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 |  | | To some extent, connectivity between the research and policy-making for environmental management is in place. Although priority research needs related to global environmental issues are identified, there remains a deficit in the information required for decision-making processes. | | The project will enhance the linkage of technical knowledge and policy-making through the involvement of large numbers of technical people in the analytical frame work and the peer-reviewing. The project will provide the information required to mainstream the Rio Convention obligations into three national strategies and action plan. | | Outcome 1 |
| 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 | 2 | |
| Relevant research results are available for environmental policy development | 3 |  | |
| Indicator 8 – Extend of inclusion/use of traditional knowledge in environmental decision-making | Traditional knowledge is ignored and not taken into account into relevant participative decision-making processes | 0 |  | | Indigenous and traditional knowledge on natural resource use and management, including traditional farming systems, are to a large extent identified in Jordan as an integral part of applied environmental research. However, this knowledge is neither applied systematically in resource management practices nor as part of decision-making processes. | | The project will consider traditional knowledge when it develops the road map to operationalize the National Drought Action Plan, the National Rangelands Strategy, and the National Energy Efficiency Action Plan. | | Outcome 1 |
| Traditional knowledge is identified and recognized as important but is not collected and used in relevant participative decision-making processes | 1 |  | |
| Traditional knowledge is collected but is not used systematically into relevant participative decision-making processes | 2 | 2 | |
| Traditional knowledge is collected, used and shared for effective participative decision-making processes | 3 |  | |
| **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 |  | | Jordan has a strong set of strategies and action plans pertaining to environmental protection and management. Moreover, other political and socio-economic priorities, such as those exemplified in the National Agenda, identify a number of initiatives for environmental management. Notwithstanding, their implementation remains constrained by insufficient financial and human resources. | | The project is designed to strengthen the global environmental character of three high value policy instruments. The project will also demonstrate their operationalization on-the-ground to showcase the socio-economic benefits of a more balanced and holistic approach to meeting socio-economic priorities. Lessons learned and best practices ensuing from the project will inform the development of a resource mobilization plan to extend and replicate project outcomes. | | Outcome 1  Outcome 2 |
| The environmental planning and strategy development process does produce adequate environmental plans and strategies but there are not implemented/used | 1 | 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 |  | | Although many policies and regulatory frameworks are in place, they are incomplete due to their incompatibility with each other. A number of them do not sufficiently articulate a clear congruency among their associated policy interventions. In particular, they do not include sufficiently strong links with global environmental objectives and measurable targets, nor are sufficiently supported by institutional structures and mechanisms to ensure their long-term monitoring and enforcement. | | To support the legitimacy of the mainstreaming exercises and outcomes, the project will address targeted legislative frameworks through, for example, improving their understanding and identifying best practices for their enforcement. Through the learning-by-doing approach, the gained technical knowledge will be captured and internalized within the government institution to expand the strengthening of other regulatory and policy frameworks relevant to the environment. | | Outcome 1  Outcome 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 | 2 | |
| Adequate policy and legislation frameworks are implemented and provide an adequate enabling environment; a compliance and enforcement mechanism is established and functions | 3 |  | |
| Indicator 11 – Adequacy of the environmental information available for decision-making | The availability of environmental information for decision-making is lacking | 0 |  | | Environmental information is sporadically collected and in many cases does not sufficiently support decision-making processes. Indeed, decision-making and planning processes concerning the environmental management in Jordan are sometimes devoid of otherwise available technical input. | | The project will facilitate the sharing of information through improved mechanisms of communication, collaboration, and coordination, specifically output 1.2. Additionally, the project will strengthen the availability of information through electronic media. | | Outcome 1  Outcome 2 |
| Some environmental information exists but it is not sufficient to support environmental decision-making processes | 1 | 1 | |
| Relevant environmental information is made available to environmental decision-makers but the process to update this information is not functioning properly | 2 |  | |
| Political and administrative decision-makers obtain and use updated environmental information to make environmental decisions | 3 |  | |
| **CR 4: Capacities for management and implementation** | |  |  | |  | |  | |  |
| Indicator 12 – Existence and mobilization of resources | The environmental organizations do not have adequate resources for their programmes and projects and the requirements have not been assessed | 0 |  | | To a large extent, Jordan suffers from a significant deficit in the financial resources needed to implement the environmental strategies and plans. Allocations for the implementation of environmental plans or projects from the domestic annual budget are rarely taking place unless the plans are linked to sustainable development and poverty alleviation programmes. | | The entire strategy of the project is built on the premise that global environmental benefits are best accrued by their integration within high priority development projects that will enjoy high commitment for securing financing. | | Outcome 2 |
| The resource requirements are known but are not being addressed | 1 | 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 |  | | Although many of the necessary skills and technologies are identified, they remain relatively unavailable due to their high transaction cost of access. This is further exacerbated by planning and decision-making traditionally a process done in silos and inadequate collaboration. The lack of a specific agreement to catalyze access to available technical skills and technologies is also a limiting factor. Instead, the needed skills and technologies are to be made available through externally-funded projects. | | The project is strategically designed to build the technical capacities of a large number of governmental staff in order that these skills are in-house. Addressing the issue of institutional coordination, collaboration, and consultation (output 1.2) is an important complement of the project to strategically catalyze the availability of required technical skills and technologies, rather than unsustainably through externally-funded sources. | | Outcome 1  Outcome 2 |
| The required skills and technologies needs are identified as well as their sources | 1 |  | |
| The required skills and technologies are obtained but their access depend on foreign sources | 2 | 2 | |
| 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 |  | |
| **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 | 0 | | Monitoring in Jordan is often a major component of any funded project; however, it is not systematically being carried out. Monitoring is performed on a narrow range of environmental programmes (for example: there is no systematic monitoring programme for land degradation and climate change). | | This CD Scorecard in addition to the logical framework matrix will be a tool to be used for monitoring the performance and progress of the mainstreaming activities. Monitoring will be undertaken in participatory approach | |  |
| 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 evaluation process | None or ineffective evaluations are being conducted without an adequate evaluation plan; including the necessary resources | 0 |  | | The majority of funded projects have evaluation plans. In regard to environmental programmes, evaluation takes place on opportunistic and *ad hoc* basis. | | The project will use smart indicators to measure the progress and quality of achievements of the mainstreaming activities | | Outcome 1  Outcome 2  Project Management |
| An adequate evaluation plan is in place but evaluation activities are irregularly conducted | 1 | 1 | |
| Evaluations are being conducted as per an adequate evaluation plan but the evaluation results are only partially used by the project/programme implementation team | 2 |  | |
| 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 | 3 |  | |

## Annex 2: Logical Framework

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| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| **Indicator** | **Baseline value** | **Target value and date** |
| **Long-term goal: To deliver global environmental benefits through more holistic and effective management of the natural environment to meet national socio-economic priorities** | | | | | |
| **Project objectives**:  To mainstream Rio Convention provisions into key national sectoral policies and/or legislation | **Outcome indicators:**   * Global environmental priorities are mainstreamed into National Rangeland Strategy, National Drought Management Action Plan, and National Energy Efficiency Action Plan * Overall awareness of the value provided by global environmental management is improved in all segments of society | * Jordan’s institutional arrangements for environmental management are scattered * Poor institutionalization of environmental issues into national developmental planning and policy-making * Environmental management is largely being implemented by NGOs * In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available. * Lack of effective national coordination * General lack of awareness for the public in general, within sectoral institutions, and all the way up to the members of Parliament * At present, there is an insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development | **By the end of the project:**   * A comparison of the two statistical analyses show an overall 10% increase in an understanding Rio Convention mainstreaming values and opportunities. * Media professionals have increased their level of reporting on Rio Convention mainstreaming by 10% * Number of unique visits to the MoE Rio Convention mainstreaming webpages increased by at least 10% | * Meeting Minutes[[33]](#footnote-33) * Working Group meeting reports * UNDP quarterly progress reports * Independent mid-term and final evaluation reports * Rio Convention national reports and communications * GEF Cross-Cutting Capacity Development Scorecard * Statistical analyses of surveys carried out under activities 2.1.2 and 3.2.1 | * Lack of engagement or acceptance of the project by local communities * Limited absorptive capacity to carry out the extensive mainstreaming exercises due to limited cash co-financing for programme activities * Lack of commitment of key stakeholders within institutions * Proposed amendments to legislation and regulation are not officially approved or enacted in a timely fashion * The executing agency could change which would create additional transaction costs * The Jordanian media is supportive of and active in implementing the project’s awareness raising campaign. * That improving capacities to incorporate global environmental considerations into sectoral planning/policy-making, and raising awareness of key stakeholders about synergies between the Rio Conventions and national development priorities, will result in decisions that are inclusive, legitimate, resilient and robust |
| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| **Indicator** | **Baseline value** | **Target value and date** |

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| --- | --- | --- | --- | --- | --- |
| **Outcome 1: Enhanced institutional capacities to develop policies and/or legislative frameworks for effective implementation of the three Rio Conventions** | | | | | |
| **Output 1.1**  SWOT and Gap analyses of Jordan’s policy and institutional framework for Rio Convention implementation  **Output 1.1**  SWOT and Gap analyses of Jordan’s policy and institutional framework for Rio Convention implementation  *(continued)* | * Analytical framework report for Rio Convention mainstreaming * Three (3) sectoral analytical reports containing detailing opportunities for mainstreaming Rio Conventions * At least 10 peer review comments submitted for each sectoral analysis * High quality rating of all completed sectoral analyses rated by peer review experts * Each constituent public dialogue/ council is attended by at least 50 diverse representatives from the target stakeholder constituency | * Jordan’s institutional arrangements for environmental management are scattered * Poor institutionalization of environmental issues into national developmental planning and policy-making * As a result of the institutional weaknesses in the | * Rio Convention technical committees convened by month 3. * Rio Convention technical committee meets quarterly for the duration of the project. * Analytical -framework for the Rio Conventions completed by month 3. * Analytical framework is peer-reviewed and presented at two or more stakeholder meetings, as needed to secure consensus by month 3. * An inventory of action plans to implement Rio Conventions and sectoral programmes are prepared by month 4. * Regional and local consultations are carried out in at least three municipalities by month 6 * Three (3) expert workshops to guide sector analyses are convened by month 8. * Three (3) SWOT and Gap analyses on the selected three sectors drafted by month 9. * Forty (40) national, regional, and local peer-reviews. * All three analyses are rated as high quality * Analyses widely available to all stakeholders within four (4) weeks of their completion. * Six (6) constituent workshops and public dialogues carried out by month 10. | * Analytical reports * Meeting minutes * Tracking and progress reports[[34]](#footnote-34) * Peer review ratings * Stakeholder constituent meeting participation lists * Workshop reports/presentations | * Lack of commitment of key stakeholders within institutions * Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions |
| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| **Indicator** | **Baseline value** | **Target value and date** |
| **Output 1.2:**  Strengthening inter-ministerial communication, coordination, and collaboration on Rio Convention mainstreaming  **Output 1.2:**  Strengthening inter-ministerial communication, coordination, and collaboration on Rio Convention mainstreaming  *(continued)* | * Consultations with senior level decision-makers to identify and agree on a best practice inter-ministerial coordination mechanism * Stakeholder workshops for inter-ministerial communication, coordination, and collaboration * Consultations engage senior decision-makers culminating with some official form of endorsement/approval. * Official approval of the final draft operational roadmaps | * There is frequent overlap of responsibilities leading to actions that are incongruous to the environmental management efforts of other actors * Jordan’s institutional arrangements for environmental management are scattered | * Senior level directors from stakeholder ministries participate and endorse the principles of a high level decision-making mechanism to which the national Rio Convention technical committees report within one (1) month upon completion of the output 1.1, by month 12 * A high level decision-making is designed within four (4) months of the completion of activity 1.2.1 * Ministers from all stakeholder ministries and parliamentarians endorse and approve the establishment of the inter-ministerial committee at least three (3) months upon completion of the output 1.1 * Ministers from all stakeholder ministries endorse the final draft operational roadmaps prepared under outputs 1.3.4, 1.4.4, and 1.5.4 by month 26. * Ministers from all stakeholder ministries and parliamentarians endorse and approve, as appropriate, the final operational roadmaps by month 33 (activities 1.3.7, 1.4.7, and 1.5.7). | * Formal communications * Meeting minutes * Tracking and progress reports * Draft and final versions of the roadmaps | * Lack of commitment of key stakeholders within institutions |

| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| --- | --- | --- | --- | --- | --- |
| **Indicator** | **Baseline value** | **Target value and date** |
| **Output 1.3:**  Rio Convention mainstreaming in the National Rangeland Strategy  **Output 1.3:**  Rio Convention mainstreaming in the National Rangeland Strategy  *(continued)* | * Convening of national mainstreaming/sector policy formulation team to formulate the roadmap. * Assessment of guidelines, tools and resources to support the mainstreaming of Rio Conventions into National Rangeland Strategy Roadmap * Conduct three (3) expert workshops among representatives from line ministries and experts * Convene four (4) public stakeholder constituent dialogues (public councils/platforms) on the draft National Rangeland Strategy Roadmap. * Pilot high priority recommendations in three projects in selected municipalities * Roadmap finalized, validated, submitted for consideration by Parliament and Rio Convention Focal Points. | * The National Committees on the Rio Conventions remain problematic * There is poor institutionalization of environmental issues into national developmental planning and policy-making | * Each relevant guideline, tool, and resource will be succinctly reviewed in one-page by month 10.Statistical analysis of survey results completed by month 5 * An integrated annotated outline of the full set of guidelines, tools, and resources are peer-reviewed and validated in the second expert peer-review workshop completed by month 18. * The drafting of the roadmap is to begin by month 11 and completed by month 24. * The draft will be peer-reviewed substantively by at least 20 national experts and rated as high quality. * Three (3) workshops: First to review the second draft that incorporates input from the expert peer-review, convened by month 13, second, convened following the second peer-review by month 17, third convened with key Parliamentarians and senior decision-makers participating by month 24. * Expert workshops will include at least one mid-level to senior stakeholder participant from all stakeholder parties. * Four (4) constituent public dialogues carried out, each organized as a one-day event convened between months 19 and 22. * Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency. * Rio Convention technical committees have selected three high value recommendations for piloting and associated municipalities by month 12. * Project document prepared and approved by month 14. * Piloting begins by month 15 and is completed by month 26. * Best practices and lessons learned report from each piloting project is drafted by month 27, peer reviewed and finalized by month 28. * Roadmap is finalized and approved by stakeholder ministries, and submitted for Parliamentary endorsement by month 32. | * Sectoral analyses report (Output 1.1) * Meeting minutes * Tracking and progress reports * Statistical analysis of survey | * Limited absorptive capacity to carry out the extensive mainstreaming exercises due to limited cash co-financing for programme activities * Lack of commitment of key stakeholders within institutions * Lack of engagement or acceptance of the project by local communities |
| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| **Indicator** | **Baseline value** | **Target value and date** |
| **Output 1.4:**  Rio Convention mainstreaming in the National Drought Management Action Plan  **Output 1.4:**  Rio Convention mainstreaming in the National Drought Management Action Plan  *(continued)* | * Convening of national mainstreaming/sector policy formulation team to formulate the roadmap. * Assessment of guidelines, tools and resources to support the mainstreaming of Rio Conventions into National Rangeland Strategy Roadmap * Conduct three (3) expert workshops among representatives from line ministries and experts * Convene four (4) public stakeholder constituent dialogues (public councils/platforms) on the draft National Drought Management Action Plan Roadmap * Pilot high priority recommendations in three projects in selected municipalities * Roadmap finalized, validated, submitted for consideration by Parliament and Rio Convention Focal Points. | * The National Committees on the Rio Conventions remain problematic * There is poor institutionalization of environmental issues into national developmental planning and policy-making | * Each relevant guideline, tool, and resource will be succinctly reviewed in one-page by month 10. * An integrated annotated outline of the full set of guidelines, tools, and resources are peer-reviewed and validated in the second expert peer-review workshop completed by month 18. . * The drafting of the roadmap is to begin by month 11 and completed by month 24. * The draft will be peer-reviewed substantively by at least 20 national experts, and rated as high quality. * Three (3) workshops: First to review the second draft that incorporates input from the expert peer-review, convened by month 13, second, convened following the second peer-review by month 17, third convened with key Parliamentarians and senior decision-makers participating by month 24. * Expert workshops will include at least one mid-level to senior stakeholder participant from all the stakeholder parties. * Four (4) constituent public dialogues carried out, each organized as a one-day event convened between months 19 and 22. * Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency. * Rio Convention technical committees have selected three high value recommendations for piloting and associated municipalities by month 12. * Project document prepared and approved by month 14. * Piloting begins by month 15 and is completed by month 26. * Best practices and lessons learned report from each piloting project is drafted by month 27, peer reviewed and finalized by month 28. * Roadmap is finalized and approved by stakeholder ministries, and submitted for Parliamentary endorsement by month 32. | * Sectoral analyses report (Output 1.1) * Meeting minutes * Tracking and progress reports | * Limited absorptive capacity to carry out the extensive mainstreaming exercises due to limited cash co-financing for programme activities * Lack of commitment of key stakeholders within institutions |

| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| --- | --- | --- | --- | --- | --- |
| **Indicator** | **Baseline value** | **Target value and date** |

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| **Output 1.5:**  Rio Convention mainstreaming in the National Energy Efficiency Action Plan  **Output 1.5:**  Rio Convention mainstreaming in the National Energy Efficiency Action Plan  *(continued)* | * Convening of national mainstreaming/sector policy formulation team to formulate the roadmap. * Assessment of guidelines, tools and resources to support the mainstreaming of Rio Conventions into National Rangeland Strategy Roadmap * Conduct three (3) expert workshops among representatives from line ministries and experts * Convene four (4) public stakeholder constituent dialogues on the draft National Energy Efficiency Action Plan Roadmap * Pilot high priority recommendations in three projects in selected municipalities * Roadmap finalized, validated, submitted for consideration by Parliament and Rio Convention Focal Points. | * The National Committees on the Rio Conventions remain problematic * There is poor institutionalization of environmental issues into national developmental planning and policy-making | * Each relevant guideline/resource will be succinctly reviewed in one-page by month 10. * An integrated annotated outline of the full set of guidelines/ resources are peer-reviewed and validated by month 18. * The drafting of the roadmap is to begin by month 11 and completed by month 24. * The draft will be peer-reviewed substantively by at least 20 national experts, and the draft is rated as high quality * Three (3) workshops: First to review the second draft that incorporates input from the expert peer-review, convened by month 13, second, convened following the second peer-review by month 17, third convened with key Parliamentarians and senior decision-makers participating by month 24. * Expert workshops will include at least one mid-level to senior stakeholder participant from all the stakeholder parties. * Four (4) constituent public dialogues carried out, each organized as a one-day event convened between months 19 and 22. * Each constituent public dialogue is attended by at least 50 representatives from the target stakeholder constituency. * Rio Convention technical committees have selected three high value recommendations for piloting and associated municipalities by month 12. * Project document prepared and approved by month 14. * Piloting begins by month 15 and is completed by month 26. * Best practices and lessons learned report from each piloting project is drafted by month 27, peer reviewed and finalized by month 28. * Roadmap is finalized and approved by stakeholder ministries, and submitted for Parliamentary endorsement by month 32. | * Sectoral analyses report (Output 1.1) * Meeting minutes * Tracking and progress reports | * Limited absorptive capacity to carry out the extensive mainstreaming exercises due to limited cash co-financing for programme activities * Lack of commitment of key stakeholders within institutions |

| **Project Strategy** | **Objectively verifiable indicators** | | | **Sources of verification** | **Risks and Assumptions** |
| --- | --- | --- | --- | --- | --- |
| **Indicator** | **Baseline value** | **Target value and date** |
| **Output 1.6:**  Resource mobilization to replicate Rio Convention mainstreaming | * Expert working group established * Resource mobilization strategy report * Rio Convention Mainstreaming reports | * Culture of donor-dependency to finance the needed human resource capacity needs through projects. * Low level of coordination between donors | * Expert finance group established by month 26. This will coincide with the ministerial endorsement of the operational roadmaps of outputs 1.3, 1.4, and 1.5 At least 500 survey respondents participate in the survey * An interim draft of the Lessons Learned Report is prepared about mid-way of the implementation of the demonstration projects and by month 24. The lessons learned reports are validated by national and regional stakeholders by month 30, finalized by month 32. * Resource mobilization plan drafted by month 31. * Draft resource mobilization plan validated by finance advisory group and national and regional stakeholders by month 33. | * Meeting minutes * Tracking and progress reports * Resource mobilization strategy and plan | * Analyses are deemed legitimate, relevant, and valid among all key stakeholder representatives and project champions * Strategy and plan developed by the project are politically, technically, and financially feasible |
| **Outcome 2: Improved awareness and understanding of Rio Conventions’ contributions to sustainable development** | | | | | |
| **Output 2.1**  Awareness-raising workshops on linkages between Rio Conventions and socio-economicdevelopment  **Output 2.1**  Awareness-raising workshops on linkages between Rio -Conventions and socio-economicdevelopment  *(continued)*  **Output 2.1**  Awareness-raising workshops on linkages between Rio Conventions and socio-economicdevelopment  *(continued)* | * One-day conference at the beginning of the project to raise awareness of the project goal and objectives * A broad-based survey to assess both a baseline of stakeholders’ awareness of the value of conserving natural resources for the global environment * A public awareness campaign and implementation plan. * Regional awareness workshops on the linkages between local socio-economic development and priorities and the global environment * Expert panel discussions on synergies between Rio Conventions and business * Media awareness workshops on Rio Convention mainstreaming * One-day conference at the end of the project to promote the value of Rio Convention mainstreaming and mobilize commitment and resources to catalyze replication of mainstreaming best practices | * The government does not offer any systematic or regular training to maintain a sufficient awareness and understanding of the Rio Conventions and associated obligations, many NGOs such as RSCN, EDAMA, and the Jordan Green Building Council, as well as numerous others have outreach activities related to environmental management. In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available. * General lack of awareness for the public in general, within sectoral institutions, and all the way up to the members of Parliament * At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development | * One-day Kick-Off Conference is held by month 3. * Over 240 participants attend Kick-Off Conference. * Survey instrument is developed by month 3. * Survey instrument is carried out in conjunction with Kick-Off Conference by month 3 and again by month 30. * Each of the two survey instruments should be completed by a minimum of 500 respondents. * Statistical and sociological analyses of survey results are completed by month 5 (baseline) and by month 32. The analyses will be independently peer-reviewed and validated. * A comparison of the two statistical analyses show an overall 10% increase in an understanding Rio Convention mainstreaming values and opportunities. * Draft public awareness-raising campaign is completed by month 3, independently peer-reviewed and validated by month 4, and finalized by month 5. * At least four (4) regional workshops are convened, with local and regional government representatives from all regions (25) having participated in at least one workshop. Each workshop should be attended by at least 50 local/regional representatives. Two regional workshops will be completed by month 20 and all four regional workshops will have been completed by month 29. * Three (3) panel discussions, with at least 50 private sector representatives, one held each year, the first by month 7, the second by month 19, and the third by month 30. * At least three (3) media awareness workshops held, each with at least 20 participating media representatives, the first by month 6, the second by month 19, and the third by month 30. * By month 32, reporting in the popular literature on Rio Convention mainstreaming shows a 10% increase over forecasted * One-day Project Results Conference is held by month 33 * Over 240 participants attend Conference. | * Meeting minutes * Tracking and progress reports * Participant registration lists * Public dialogue meeting reports * Survey results | * The Jordanian media is supportive of and active in implementing the project’s awareness raising campaign. * Public attitudes towards environment are not too negative that they are willing to participate in awareness raising activities * There is sufficient commitment from policy-makers to maintain long-term support to public awareness raising activities * Media representatives and private sector representatives are open to learn about Rio Convention mainstreaming values and opportunities, and will actively work to support project objectives * Participation to the public dialogues attracts people that are new to the concept of Rio Convention mainstreaming, as well as detractors, with the assumption that dialogues will help convert their attitudes in a positive way * Survey respondents contribute their honest attitudes and values |
| **Output 2.2:**  Training programme and accompanying knowledge materials  **Output 2.2:**  Training programme and accompanying knowledge materials  (continued) | * Comprehensive assessment of training needs based on Activities 1.1.3 and 1.2.1 * Four regional Rio Convention mainstreaming activities * Targeted training programme building on activities under 2.1 | * In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available. * General lack of awareness for the public in general, within sectoral institutions, and all the way up to the members of Parliament * At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development | * Report on the comprehensive training needs assessment drafted, peer-reviewed, and completed by month 9. * Four (4) high priority recommendations, one each from the sectoral analyses, selected for early implementation by month 10. * Within the construct of the regional implementation of selected sectoral mainstreaming activities, a training programme is drafted, peer-reviewed, and approved by month 13. Finalize training programme by month 31. * The training programme will be peer-reviewed substantively by at least 16 national experts and is rated as high quality | * Meeting minutes * Tracking and progress reports * Training program | * Strategy and plan developed by the project are politically, technically, and financially feasible * The experience stakeholders in the learn-by-doing activities for Rio Convention mainstreaming will be sufficiently rewarding that further interest is generated for sustained and active participation |
| **Output 2.3:**  Public awareness campaign  **Output 2.3:**  Public awareness campaign  *(continued)*  **Output 2.3:**  Public awareness campaign  *(continued)* | * Articles on legislative responses to implement Rio Conventions * High School competition plan * Education module on environmental legislation and Rio Conventions implemented * Public Service Announcement airings on television and radio that promote compliance with existing environmental legislation * High school competitions on links between local behavior and the global environment * High school education modules and accompanying lecture material on the global environment | * In addition to the restricted access to environmental data and information, there are also real deficiencies in the amount of consistent and reliable data that is available. * General lack of awareness in the public in general, within sectoral institutions, and all the way up to the members of Parliament * At present, there is insufficient understanding of the value that the Rio Conventions can contribute to national socio-economic development by facilitating environmentally sound and sustainable development | * At least ten (10) articles on Rio Convention benefits will be written and published in popular literature with high circulation before the end of the project. Articles are to be published at least every four months. First article is to be published by month 5, and subsequent articles at least every three (3) months. * Each article is to be edited and published as a brochure, with at least 100 copies each and distributed to at least two high value special events for greatest impact. * One PSA completed for television or radio by month 12, with the first airing by month 15. * At least 50 airings of the PSA on television or at least 100 airings of the PSA on radio, by month 34. * Facebook page created by month 6, with 750 likes by month 19 and 1,000 likes by month 30 * Additional SMART indicators of the public awareness campaign for the use of social media met. * High school competition plan for completed by month 9. * At least two (2) high schools carry out high school competitions by month 20 and at least six (6) by Education module prepared for high schools completed by month 12. * At least 4 high schools (one national and three at the municipal level) have implemented education module by month 26.month 33. * MoE website includes new webpage and introductory articles on Rio Convention mainstreaming by month 6 * Memoranda of agreements signed with owners of relevant websites to collaborate and coordinate website content by month 6. * Website is regularly updated, at least once a month with new information, articles, and relevant links on Rio Convention mainstreaming. * Number of unique visits to the MoE Rio Convention mainstreaming webpages increased by at least 10% between months 6 and 30. | * Published articles * Published brochures * Meeting minutes * Tracking and progress reports * High school education module and accompanying lecture materials * Participant registration lists * Awareness and sensitization workshop reports * Public dialogue meeting reports * Public awareness campaign plan * Survey results | * Campaign will advance support for Rio Convention mainstreaming * Articles published in the popular media will be read and not skipped over * Brochures will be read and the content absorbed |

## Annex 3: Outcome Budget (GEF Contribution and Co-financing)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Year** | **Year** | **Year** |  | **Co-** | **Total** |
|  | **Description** | **1** | **2** | **3** | **GEF** | **financing** |  |
|  |  | **601,000** | **1,076,485** | **451,000** | **996,000** | **1,132,485** | **2,128,485** |
| **Component 1** | **Mainstreaming the global environment into sectoral development** | 264,000 | 853,485 | 200,000 | 610,000 | 707,485 | 1,317,485 |
| **Output 1.1** | **SWOT and Gap analyses** | 88,000 | 22,485 | 7,000 | 60,000 | 57,485 | 117,485 |
| 1.1.1 | Convene Rio Convention committees to provide technical advice and peer review | 7,000 | 7,000 | 7,000 | 9,000 | 12,000 | 21,000 |
| 1.1.2 | Prepare analytical framework of the three Rio Conventions | 12,000 | 15,485 | - | 12,000 | 15,485 | 27,485 |
| 1.1.3 | Undertake institutional analysis of the three selected sector policies and plans | 39,000 | - | - | 24,000 | 15,000 | 39,000 |
| 1.1.4 | Convene workshops and dialogues to discuss institutional mandates and reconcile mandates | 30,000 | - | - | 15,000 | 15,000 | 30,000 |
| **Output 1.2** | **Inter-ministerial communication, coordination, and collaboration** | 25,000 | 33,000 | 13,000 | 25,000 | 46,000 | 71,000 |
| 1.2.1 | Convene dialogues to improve inter-ministerial relationships | 10,000 | 6,000 | - | 6,000 | 10,000 | 16,000 |
| 1.2.2 | Conduct best practice workshops on inter-ministerial communication and collaboration | 15,000 | 15,000 | - | 15,000 | 15,000 | 30,000 |
| 1.2.3 | Facilitate the official approval of the final draft operational roadmaps | - | 12,000 | 13,000 | 4,000 | 21,000 | 25,000 |
| **Output 1.3** | **Rio Convention mainstreaming in the National Rangeland Strategy** | 51,000 | 246,000 | 50,000 | 154,000 | 193,000 | 347,000 |
| 1.3.1 | Assess resources to operationalize the National Rangeland Strategy | 14,000 | 13,000 | - | 12,000 | 15,000 | 27,000 |
| 1.3.2 | Draft roadmap to operationalize the National Rangeland Strategy per the Rio Conventions | 25,000 | 25,000 | - | 25,000 | 25,000 | 50,000 |
| 1.3.3 | Convene expert workshops to review and revise draft roadmap | - | 30,000 | - | 12,000 | 18,000 | 30,000 |
| 1.3.4 | Convene public and policy dialogues to validate the roadmap | - | 24,000 | - | 9,000 | 15,000 | 24,000 |
| 1.3.5 | Develop a project document to pilot high value recommendations in three municipalities | 12,000 | 4,000 | - | 6,000 | 10,000 | 16,000 |
| 1.3.6 | Pilot the implementation of the National Rangelands Strategy in three municipalities | - | 150,000 | 25,000 | 75,000 | 100,000 | 175,000 |
| 1.3.7 | Finalize operational roadmap for future replication and scaling up | - | - | 25,000 | 15,000 | 10,000 | 25,000 |
| **Output 1.4** | **Rio Convention mainstreaming in the National Drought Management Action Plan** | 51,000 | 233,000 | 50,000 | 154,000 | 180,000 | 334,000 |
| 1.4.1 | Assess resources to operationalize the National Drought Management Action Plan | 14,000 | 13,000 | - | 12,000 | 15,000 | 27,000 |
| 1.4.2 | Draft roadmap to operationalize the National Drought Management Action Plan | 25,000 | 25,000 | - | 25,000 | 25,000 | 50,000 |
| 1.4.3 | Convene expert workshops to review and revise draft roadmap | - | 32,000 | - | 12,000 | 20,000 | 32,000 |
| 1.4.4 | Convene public and policy dialogues to validate the roadmap | - | 24,000 | - | 9,000 | 15,000 | 24,000 |
| 1.4.5 | Develop a project document to pilot high value recommendations in three municipalities | 12,000 | 4,000 | - | 6,000 | 10,000 | 16,000 |
| 1.4.6 | Pilot the implementation of the National Drought Management Action Plan | - | 135,000 | 25,000 | 75,000 | 85,000 | 160,000 |
| 1.4.7 | Finalize operational roadmap for future replication and scaling up | - | - | 25,000 | 15,000 | 10,000 | 25,000 |
| **Output 1.5** | **Rio Convention mainstreaming in the National Energy Efficiency Action Plan** | 49,000 | 206,000 | 50,000 | 154,000 | 151,000 | 305,000 |
| 1.5.1 | Assess resources to operationalize the National Energy Efficiency Action Plan | 12,000 | 13,000 | - | 12,000 | 13,000 | 25,000 |
| 1.5.2 | Draft roadmap to operationalize the National Energy Efficiency Action Plan | 25,000 | 25,000 | - | 25,000 | 25,000 | 50,000 |
| 1.5.3 | Convene expert workshops to review and revise draft roadmap | - | 25,000 | - | 12,000 | 13,000 | 25,000 |
| 1.5.4 | Convene public and policy dialogues to validate the roadmap | - | 24,000 | - | 9,000 | 15,000 | 24,000 |
| 1.5.5 | Develop a project document to pilot high value recommendations in three municipalities | 12,000 | 4,000 | - | 6,000 | 10,000 | 16,000 |
| 1.5.6 | Pilot the implementation of the National Energy Efficiency Action Plan | - | 115,000 | 25,000 | 75,000 | 65,000 | 140,000 |
| 1.5.7 | Finalize operational roadmap for future replication and scaling up | - | - | 25,000 | 15,000 | 10,000 | 25,000 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Year** | **Year** | **Year** |  | **Co-** | **Total** |
|  | **Description** | **1** | **2** | **3** | **GEF** | **financing** |  |
|  |  | **601,000** | **1,076,485** | **451,000** | **996,000** | **1,132,485** | **2,128,485** |
| **Component 1** | **Mainstreaming the global environment into sectoral development** | 264,000 | 853,485 | 200,000 | 610,000 | 707,485 | 1,317,485 |
| **Output 1.6** | **Resource mobilization to replicate Rio Convention mainstreaming** | - | 113,000 | 30,000 | 63,000 | 80,000 | 143,000 |
| 1.6.1 | Establish expert group of finance and environmental economic experts | - | 8,000 | 5,000 | 3,000 | 10,000 | 13,000 |
| 1.6.2 | Cull lessons learned and best practices from pilot projects | - | 15,000 | 25,000 | 20,000 | 20,000 | 40,000 |
| 1.6.3 | Draft resource mobilization strategy with input from national and municipal experts | - | 45,000 | - | 20,000 | 25,000 | 45,000 |
| 1.6.4 | Conduct national and municipal workshops to clarify resource mobilization procedures | - | 45,000 | - | 20,000 | 25,000 | 45,000 |
| **Component 2** | **Improving stakeholder attitudes on global environmental conservation** | 273,000 | 160,000 | 164,000 | 300,000 | 297,000 | 597,000 |
| **Output 2.1** | **Awareness-raising on Rio Conventions and socio-economic development** | 109,000 | 49,000 | 92,000 | 115,000 | 135,000 | 250,000 |
| 2.1.1 | Organize and convene a one-day Kick-Off Conference | 50,000 | - | - | 20,000 | 30,000 | 50,000 |
| 2.1.2 | Design and carry out broad-based awareness survey and assess awareness indicators | 20,000 | - | 15,000 | 15,000 | 20,000 | 35,000 |
| 2.1.3 | Develop and validate public awareness campaign and implementation plan | 25,000 | - | - | 15,000 | 10,000 | 25,000 |
| 2.1.4 | Convene national and municipal awareness workshops on Rio Convention linkages | - | 25,000 | 15,000 | 25,000 | 15,000 | 40,000 |
| 2.1.5 | Organize and convene private sector sensitization panel discussions | 7,000 | 12,000 | 6,000 | 10,000 | 15,000 | 25,000 |
| 2.1.6 | Convene workshops for media professionals to improve environmental reporting | 7,000 | 12,000 | 6,000 | 10,000 | 15,000 | 25,000 |
| 2.1.7 | Organize and convene a one-day Project Results Conference | - | - | 50,000 | 20,000 | 30,000 | 50,000 |
| **Output 2.2** | **Training programme and accompanying knowledge materials** | 83,000 | 11,000 | 11,000 | 55,000 | 50,000 | 105,000 |
| 2.2.1 | Undertake a comprehensive assessment of training needs | 22,000 | - | - | 12,000 | 10,000 | 22,000 |
| 2.2.2 | Undertake national and municipal training workshops on sector development evaluation | 50,000 | - | - | 25,000 | 25,000 | 50,000 |
| 2.2.3 | Building on lessons learned, prepare a training programme for replication and scaling up | 11,000 | 11,000 | 11,000 | 18,000 | 15,000 | 33,000 |
| **Output 2.3** | **Popularization products on Rio Convention mainstreaming** | 81,000 | 100,000 | 61,000 | 130,000 | 112,000 | 242,000 |
| 2.3.1 | Prepare articles on linkages between the global environment and socio-economic issues | 10,000 | 9,000 | 9,000 | 16,000 | 12,000 | 28,000 |
| 2.3.2 | Prepare and air a public service announcement | 15,000 | 40,000 | 20,000 | 50,000 | 25,000 | 75,000 |
| 2.3.3 | Use social media to popularize Rio Convention mainstreaming | 9,000 | 9,000 | 9,000 | 12,000 | 15,000 | 27,000 |
| 2.3.4 | Develop high school competition plan on Rio Convention mainstreaming and implement | 15,000 | 20,000 | 5,000 | 20,000 | 20,000 | 40,000 |
| 2.3.5 | Prepare and pilot a global environmental education module for high school curricula | 20,000 | 15,000 | 10,000 | 20,000 | 25,000 | 45,000 |
| 2.3.6 | Create a networked website that showcases Rio Convention mainstreaming | 12,000 | 7,000 | 8,000 | 12,000 | 15,000 | 27,000 |
| **Project Management** | | **64,000** | **63,000** | **87,000** | **86,000** | **128,000** | **214,000** |
| **A** | Locally recruited personnel: Project Manager | 10,000 | 10,000 | 10,000 | 30,000 | 0 | 30,000 |
| **B** | Locally recruited personnel: Project Assistant | 17,000 | 17,000 | 17,000 | 24,000 | 27,000 | 51,000 |
| **C** | International Evaluation Consultant: Terminal Evaluation | - | - | 25,000 | 13,000 | 12,000 | 25,000 |
| **D** | Office facilities and communications | 22,000 | 20,000 | 20,000 | -- | 62,000 | 62,000 |
| **E** | Implementation support services, e.g., procurement | 10,000 | 10,000 | 10,000 | 10,000 | 20,000 | 30,000 |
| **F** | Travel | 5,000 | 6,000 | 5,000 | 9,000 | 7,000 | 16,000 |

## Annex 4: Provisional Work Plan

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description YEAR 1** | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | | 8 | | 9 | | 10 | | | 11 | | | 12 | |
| **Component 1** | **Mainstreaming the global environment into sectoral development** |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| **Output 1.1** | **SWOT and Gap analyses of Jordan’s policy and institutional framework** |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.1.1 | Convene Rio Convention committees to provide technical advice and peer review |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.1.2 | Prepare analytical framework of the three Rio Conventions |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.1.3 | Undertake institutional analysis of the three selected sector policies and plans |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.1.4 | Convene workshops and dialogues to discuss institutional mandates and reconcile mandates |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| **Output 1.2** | **Strengthening inter-ministerial communication, coordination, and collaboration** |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.2.1 | Convene dialogues to improve inter-ministerial relationships |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.2.2 | Conduct best practice workshops on inter-ministerial communication and collaboration |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.2.3 | Facilitate the official approval of the final draft operational roadmaps |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| **Output 1.3** | **Rio Convention mainstreaming in the National Rangeland Strategy** |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.1 | Assess resources to operationalize the National Rangeland Strategy |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.2 | Draft roadmap to operationalize the National Rangeland Strategy per the Rio Conventions |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.3 | Convene expert workshops to review and revise draft roadmap |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.4 | Convene public and policy dialogues to validate the roadmap |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.5 | Develop a project document to pilot high value recommendations in three municipalities |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.6 | Pilot the implementation of the National Rangelands Strategy in three municipalities |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.3.7 | Finalize operational roadmap for future replication and scaling up |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| **Output 1.4** | **Rio Convention mainstreaming in the National Drought Management Action Plan** |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.1 | Assess resources to operationalize the National Drought Management Action Plan |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.2 | Draft roadmap to operationalize the National Drought Management Action Plan |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.3 | Convene expert workshops to review and revise draft roadmap |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.4 | Convene public and policy dialogues to validate the roadmap |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.5 | Develop a project document to pilot high value recommendations in three municipalities |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.6 | Pilot the implementation of the National Drought Management Action Plan |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| 1.4.7 | Finalize operational roadmap for future replication and scaling up |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | |
| **Output 1.5** | **Rio Convention mainstreaming in the National Energy Efficiency Action Plan** |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.1 | Assess resources to operationalize the National Energy Efficiency Action Plan |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.2 | Draft roadmap to operationalize the National Energy Efficiency Action Plan |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.3 | Convene expert workshops to review and revise draft roadmap |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.4 | Convene public and policy dialogues to validate the roadmap |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.5 | Develop a project document to pilot high value recommendations in three municipalities |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.6 | Pilot the implementation of the National Energy Efficiency Action Plan |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| 1.5.7 | Finalize operational roadmap for future replication and scaling up |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | | |
| **Activity** | **Description YEAR 1** | | 1 | | 2 | | 3 | | 4 | | 5 | | 6 | | 7 | | 8 | | 9 | | 10 | | | 11 | | | 12 | | |
| **Component 1** | **Mainstreaming the global environment into sectoral development** | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **Output 1.6** | **Resource mobilization to replicate Rio Convention mainstreaming** | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 1.6.1 | Establish expert group of finance and environmental economic experts | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 1.6.2 | Cull lessons learned and best practices from pilot projects | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 1.6.3 | Draft resource mobilization strategy with input from national and municipal experts | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 1.6.4 | Conduct national and municipal workshops to clarify resource mobilization procedures | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **Component 2** | **Improving stakeholder attitudes on global environmental conservation** | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **Output 2.1** | **Awareness-raising on Rio Conventions and socio-economic development** | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.1 | Organize and convene a one-day Kick-Off Conference | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.2 | Design and carry out broad-based awareness survey and assess awareness indicators | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.3 | Develop and validate public awareness campaign and implementation plan | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.4 | Convene national and municipal awareness workshops on Rio Convention linkages | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.5 | Organize and convene private sector sensitization panel discussions | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.6 | Convene workshops for media professionals to improve environmental reporting | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.1.7 | Organize and convene a one-day Project Results Conference | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **Output 2.2** | **Training programme and accompanying knowledge materials** | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.2.1 | Undertake a comprehensive assessment of training needs | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.2.2 | Undertake national and municipal training workshops on sector development evaluation | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.2.3 | Building on lessons learned, prepare a training programme for replication and scaling up | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **Output 2.3** | **Popularization products on Rio Convention mainstreaming** | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.3.1 | Prepare articles on linkages between the global environment and local socio-economic issues | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.3.2 | Prepare and air a public service announcement | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.3.3 | Use social media to popularize Rio Convention mainstreaming | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.3.4 | Develop high school competition plan on Rio Convention mainstreaming and implement | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.3.5 | Prepare and pilot a global environmental education module for high school curricula | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| 2.3.6 | Create a networked website that showcases Rio Convention mainstreaming | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **Project Management** | | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **A** | Locally recruited personnel: Project Manager | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **B** | Locally recruited personnel: Project Assistant | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **C** | International Evaluation Consultant: Terminal Evaluation | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |
| **D** | Stakeholder and Policy Board Meetings | |  | |  | |  | |  | |  | |  | |  | |  | |  | |  | | |  | | |  | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **Description YEAR 2** | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| **Component 1** | **Mainstreaming the global environment into sectoral development** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.1** | **SWOT and Gap analyses of Jordan’s policy and institutional framework** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.1 | Convene Rio Convention committees to provide technical advice and peer review |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2 | Prepare analytical framework of the three Rio Conventions |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.3 | Undertake institutional analysis of the three selected sector policies and plans |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.4 | Convene workshops and dialogues to discuss institutional mandates and reconcile mandates |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.2** | **Strengthening inter-ministerial communication, coordination, and collaboration** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.1 | Convene dialogues to improve inter-ministerial relationships |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.2 | Conduct best practice workshops on inter-ministerial communication and collaboration |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.3 | Facilitate the official approval of the final draft operational roadmaps |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.3** | **Rio Convention mainstreaming in the National Rangeland Strategy** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.1 | Assess resources to operationalize the National Rangeland Strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.2 | Draft roadmap to operationalize the National Rangeland Strategy per the Rio Conventions |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.3 | Convene expert workshops to review and revise draft roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.4 | Convene public and policy dialogues to validate the roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.5 | Develop a project document to pilot high value recommendations in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.6 | Pilot the implementation of the National Rangelands Strategy in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.7 | Finalize operational roadmap for future replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.4** | **Rio Convention mainstreaming in the National Drought Management Action Plan** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.1 | Assess resources to operationalize the National Drought Management Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.2 | Draft roadmap to operationalize the National Drought Management Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.3 | Convene expert workshops to review and revise draft roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.4 | Convene public and policy dialogues to validate the roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.5 | Develop a project document to pilot high value recommendations in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.6 | Pilot the implementation of the National Drought Management Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.7 | Finalize operational roadmap for future replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.5** | **Rio Convention mainstreaming in the National Energy Efficiency Action Plan** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.1 | Assess resources to operationalize the National Energy Efficiency Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.2 | Draft roadmap to operationalize the National Energy Efficiency Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.3 | Convene expert workshops to review and revise draft roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.4 | Convene public and policy dialogues to validate the roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.5 | Develop a project document to pilot high value recommendations in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.6 | Pilot the implementation of the National Energy Efficiency Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.7 | Finalize operational roadmap for future replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |

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| **Activity** | **Description** | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| **Component 1** | **Mainstreaming the global environment into sectoral development** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.6** | **Resource mobilization to replicate Rio Convention mainstreaming** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.1 | Establish expert group of finance and environmental economic experts |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.2 | Cull lessons learned and best practices from pilot projects |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.3 | Draft resource mobilization strategy with input from national and municipal experts |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.4 | Conduct national and municipal workshops to clarify resource mobilization procedures |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 2** | **Improving stakeholder attitudes on global environmental conservation** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.1** | **Awareness-raising on Rio Conventions and socio-economic development** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.1 | Organize and convene a one-day Kick-Off Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.2 | Design and carry out broad-based awareness survey and assess awareness indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.3 | Develop and validate public awareness campaign and implementation plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.4 | Convene national and municipal awareness workshops on Rio Convention linkages |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.5 | Organize and convene private sector sensitization panel discussions |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.6 | Convene workshops for media professionals to improve environmental reporting |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.7 | Organize and convene a one-day Project Results Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.2** | **Training programme and accompanying knowledge materials** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.1 | Undertake a comprehensive assessment of training needs |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.2 | Undertake national and municipal training workshops on sector development evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.3 | Building on lessons learned, prepare a training programme for replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.3** | **Popularization products on Rio Convention mainstreaming** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.1 | Prepare articles on linkages between the global environment and local socio-economic issues |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.2 | Prepare and air a public service announcement |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.3 | Use social media to popularize Rio Convention mainstreaming |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.4 | Develop high school competition plan on Rio Convention mainstreaming and implement |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.5 | Prepare and pilot a global environmental education module for high school curricula |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.6 | Create a networked website that showcases Rio Convention mainstreaming |  |  |  |  |  |  |  |  |  |  |  |  |
| **Project Management** | |  |  |  |  |  |  |  |  |  |  |  |  |
| **A** | Locally recruited personnel: Project Manager |  |  |  |  |  |  |  |  |  |  |  |  |
| **B** | Locally recruited personnel: Project Assistant |  |  |  |  |  |  |  |  |  |  |  |  |
| **C** | International Evaluation Consultant: Terminal Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| **D** | Stakeholder and Policy Board Meetings |  |  |  |  |  |  |  |  |  |  |  |  |

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| **Activity** | **Description YEAR 3** | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| **Component 1** | **Mainstreaming the global environment into sectoral development** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.1** | **SWOT and Gap analyses of Jordan’s policy and institutional framework** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.1 | Convene Rio Convention committees to provide technical advice and peer review |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2 | Prepare analytical framework of the three Rio Conventions |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.3 | Undertake institutional analysis of the three selected sector policies and plans |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.4 | Convene workshops and dialogues to discuss institutional mandates and reconcile mandates |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.2** | **Strengthening inter-ministerial communication, coordination, and collaboration** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.1 | Convene dialogues to improve inter-ministerial relationships |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.2 | Conduct best practice workshops on inter-ministerial communication and collaboration |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.2.3 | Facilitate the official approval of the final draft operational roadmaps |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.3** | **Rio Convention mainstreaming in the National Rangeland Strategy** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.1 | Assess resources to operationalize the National Rangeland Strategy |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.2 | Draft roadmap to operationalize the National Rangeland Strategy per the Rio Conventions |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.3 | Convene expert workshops to review and revise draft roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.4 | Convene public and policy dialogues to validate the roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.5 | Develop a project document to pilot high value recommendations in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.6 | Pilot the implementation of the National Rangelands Strategy in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.3.7 | Finalize operational roadmap for future replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.4** | **Rio Convention mainstreaming in the National Drought Management Action Plan** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.1 | Assess resources to operationalize the National Drought Management Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.2 | Draft roadmap to operationalize the National Drought Management Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.3 | Convene expert workshops to review and revise draft roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.4 | Convene public and policy dialogues to validate the roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.5 | Develop a project document to pilot high value recommendations in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.6 | Pilot the implementation of the National Drought Management Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.4.7 | Finalize operational roadmap for future replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.5** | **Rio Convention mainstreaming in the National Energy Efficiency Action Plan** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.1 | Assess resources to operationalize the National Energy Efficiency Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.2 | Draft roadmap to operationalize the National Energy Efficiency Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.3 | Convene expert workshops to review and revise draft roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.4 | Convene public and policy dialogues to validate the roadmap |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.5 | Develop a project document to pilot high value recommendations in three municipalities |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.6 | Pilot the implementation of the National Energy Efficiency Action Plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.5.7 | Finalize operational roadmap for future replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |

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| **Activity** | **Description** | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 |
| **Component 1** | **Mainstreaming the global environment into sectoral development** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 1.6** | **Resource mobilization to replicate Rio Convention mainstreaming** |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.1 | Establish expert group of finance and environmental economic experts |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.2 | Cull lessons learned and best practices from pilot projects |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.3 | Draft resource mobilization strategy with input from national and municipal experts |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.6.4 | Conduct national and municipal workshops to clarify resource mobilization procedures |  |  |  |  |  |  |  |  |  |  |  |  |
| **Component 2** | **Improving stakeholder attitudes on global environmental conservation** |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.1** | **Awareness-raising on Rio Conventions and socio-economic development** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.1 | Organize and convene a one-day Kick-Off Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.2 | Design and carry out broad-based awareness survey and assess awareness indicators |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.3 | Develop and validate public awareness campaign and implementation plan |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.4 | Convene national and municipal awareness workshops on Rio Convention linkages |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.5 | Organize and convene private sector sensitization panel discussions |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.6 | Convene workshops for media professionals to improve environmental reporting |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.1.7 | Organize and convene a one-day Project Results Conference |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.2** | **Training programme and accompanying knowledge materials** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.1 | Undertake a comprehensive assessment of training needs |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.2 | Undertake national and municipal training workshops on sector development evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.2.3 | Building on lessons learned, prepare a training programme for replication and scaling up |  |  |  |  |  |  |  |  |  |  |  |  |
| **Output 2.3** | **Popularization products on Rio Convention mainstreaming** |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.1 | Prepare articles on linkages between the global environment and local socio-economic issues |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.2 | Prepare and air a public service announcement |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.3 | Use social media to popularize Rio Convention mainstreaming |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.4 | Develop high school competition plan on Rio Convention mainstreaming and implement |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.5 | Prepare and pilot a global environmental education module for high school curricula |  |  |  |  |  |  |  |  |  |  |  |  |
| 2.3.6 | Create a networked website that showcases Rio Convention mainstreaming |  |  |  |  |  |  |  |  |  |  |  |  |
| **Project Management** | |  |  |  |  |  |  |  |  |  |  |  |  |
| **A** | Locally recruited personnel: Project Manager |  |  |  |  |  |  |  |  |  |  |  |  |
| **B** | Locally recruited personnel: Project Assistant |  |  |  |  |  |  |  |  |  |  |  |  |
| **C** | International Evaluation Consultant: Terminal Evaluation |  |  |  |  |  |  |  |  |  |  |  |  |
| **D** | Stakeholder and Policy Board Meetings |  |  |  |  |  |  |  |  |  |  |  |  |

## Annex 5: Terms of References

The following Terms of Reference outlines the general responsibilities to be carried out by consultants contracted under the project.

**Background**

Jordan implemented its National Capacity Self-Assessment (NCSA) between 2006 and 2007. The NCSA identified a set of 35 thematic capacity constraints and seven strategic cross-cutting constraints that limit Jordan’s ability to implement the three Rio Conventions. The major limitations include technical training and technology transfer, and knowledge and communication barriers. The NCSA also emphasized the need to integrate priority actions within the country’s on-going environmental management programmes to capitalize on existing sources of financing as well as improve communication and coordination between sectors (Ministry of Environment, 2007). This latter need serves as the basis for this CCCD project, with the HKJ recognizing that global environmental obligations are more sustainable to the extent that they are integrated within the fabric of the country’s socio-economic development priorities. Capacity development of public administration in Jordan has traditionally followed a sectoral approach, and over the past few decades, the unintentional consequence of overseas development assistance has been the reliance of international funding for managing the global environment as other line ministries focus on their development objectives. The United Nations Conference on Environment and Development re-emphasized the value, indeed importance, of taking an integrated approach to sustainable development. Advances have been made, but best practices for conceptualizing and operationalizing more holistic constructs of planning and decision-making that reflects the complex human-ecologic dynamic remains evasive.

This project will be implemented under the 2013-2017 United Nations Development Assistance Framework (UNDAF), in particular to help Jordan meet sustainable economic growth objectives (UNDAF strategic area “Ensuring Social Equity”) and environmental sustainability (UNDAF strategic area “Preserving the Environment”). The project will also demonstrate a contribution to national commitments to the Millennium Development Goals, specifically MDG 7 on environmental sustainability. Funding is provided by the Global Environmental Facility (GEF) to help Jordan meet and sustain obligations under the three Rio Conventions: Convention on Biological Diversity; Convention to Combat Desertification and Drought; and Framework Convention on Climate Change. At the heart of the project is the strengthening of systemic, institutional, and individual capacities to access new data, information, and innovative knowledge as reduced, if not zero transaction costs. The sustainability of project outcomes requires that a sufficient number of key social actors, such as planners, decision-makers, educators, and other social justice champions understand and accept the intrinsic value of a more holistic construct to sustainable development. Improving knowledge management, education, and awareness-raising are therefore crucial elements in the project strategy.

**Project Goal and Objectives**

The goal of this project is to deliver global environmental benefits through more holistic and effective management of the natural environment to meet national socio-economic priorities. To this end, the project’s objective is **to mainstream Rio Convention provisions into key national sectoral policies and/or legislation.**

**Project Strategy**

This project is funded under the GEF-5 Cross-Cutting Capacity Development Strategy, Programme Framework 3, which calls for the strengthening of capacities to develop policy and legislative frameworks for improved management of the global environment. More precisely, this CCCD framework provides the vision for CCCD projects to more effectively deliver global environmental benefits by integrating environmental priorities within national developmental planning and decision-making processes (sub-programme framework 3.1). To this end, the project will undertake a set of targeted activities to strengthen institutional and technical capacities and skills for more effective implementation of the Rio Conventions at the municipal level, where the nexus between conserving the global environment and managing socio-economic priorities are more evident. Technical capacities will be strengthened through learning-by doing exercises on the integration of Rio Convention obligations into three high-priority sectoral plans.

This project takes a GEF incremental approach to meeting Rio Convention obligations and sustainable development objectives by building upon Jordan’s previous CCCD project, as well as the Government’s commitment to strengthen its institutional and organizational capacities to sustainably manage its natural resources and secure long-term socio-economic priorities. This project takes a bottom-up approach to mainstreaming Rio Convention provisions into ***three select sectoral development policies, plans, or programmes*** that together inform a robust and integrated global environmental and sustainable development strategy/roadmap. This project is both strategic and transformative in that it targets the strengthening of three high priority sectoral development policies or plans by integrating global environmental considerations into their formulation, design, and adaptive implementation. This project will also build upon the virtual platform established under the previous CCCD project to facilitate and catalyze the use of research to inform planning processes and decision-making. The mainstreaming exercises should help reinforce the value of the virtual platforms as mechanisms that will institutionalize the National Rio Convention Committees and their associated research groups.

The rationale for this project comes from the transformative value of integrating the Rio Convention objectives within national planning and development processes. In addition to the three sectoral strategies/action plans, this project will also help catalyze actions to meet national socio-economic priorities under the National Agenda and Executive Development Programme, among others. Given the holistic construct of sustainable development and its foundations based on environment, economic and social pillars, this project focuses capacity development efforts on key members of line ministries and stakeholder organizations active in the design and implementation of development policies, plans, programmes, and strategies representing a broad cross-section of government and non-government stakeholders.

**Project Outcomes and Components**

The first expected outcome under the project is that the institutional capacities of the HKJ will have been strengthened to formulate and design sectoral policies, plans, programmes, and strategies that are embedded with Rio Convention provisions, the implementation of which is better likely to produce and sustain global environmental benefits. Under the first outcome, the project will produce core outputs leading to targeted Rio Convention mainstreaming in three priority strategies and plans: the National Rangeland Strategy, the National Drought Management Action Plan, and the National Energy Efficiency Action Plan. Roadmaps will be developed for each strategy/plan, and three projects per strategy/plan will pilot high value recommendations at the municipal level. The second project outcome seeks to enhance awareness and understanding of how the Rio Conventions contribute to the sustainable development process and national development priorities. This outcome will focus on engaging large numbers of stakeholders from all segments of society including youth, women, academia, NGOs, media, local communities, and the private sector. The purpose of this engagement is to improve awareness of the overall benefits of proper management of global environment and its linkages to national environmental challenges.

**Responsibilities**

National Project Director (NPD)

The Government of Jordan must appoint a national director for this UNDP-supported project. The National Project Director supports the project and acts as a focal point on the part of the Government. This responsibility normally entails ensuring effective communication between partners and monitoring of progress towards expected results.

The National Project Director is the party that represents the Government’s *ownership* and *authority* over the project, *responsibility* for achieving project objectives and the *accountability* to the Government and UNDP for the use of project resources.

In consultation with UNDP, the Ministry of Ministry of Environment, as the lead concerned ministry, will designate the National Project Director from among its staff at not lower than the Deputy Minister or Head of Directorate level. The National Project Director will be supported by a full-time National Project Manager.

*Duties and Responsibilities of the NPD*

The NPD will have the following duties and responsibilities:

* Assume overall responsibility for the successful execution and implementation of the project, accountability to the Government and UNDP for the proper and effective use of project resources)
* Serve as a focal point for the coordination of projects with other Government agencies, UNDP and outside implementing agencies;
* Ensure that all Government inputs committed to the project are made available;
* Supervise the work of the National Project Manager and ensure that the National Project Manager is empowered to effectively manage the project and other project staff to perform their duties effectively;
* Select and arrange, in close collaboration with UNDP, for the appointment of the National Project Manager (in cases where the he/she has not yet been appointed);
* Supervise the preparation of project work plans, updating, clearance and approval, in consultation with UNDP and other stakeholders and ensure the timely request of inputs according to the project work plans;
* Represent the Government institution (national counterpart) at the tripartite review project meetings, and other stakeholder meetings.

Remuneration and entitlements:

The National Project Director may not receive monetary compensation from project funds for the discharge of his/her functions.

National Project Manager

A Project Manager will be recruited with both GEF resources and co-financing to oversee the project implementation under the guidance of the NPD, the Project Advisory Board. He/she oversee the implementation of the project’s capacity development activities, as well as to carry out the monitoring and evaluation procedures per UNDP agreed policies and procedures. These include:

* Oversee the day-to-day monitoring of project implementation
* In consultation with stakeholders, recommend modifications to project management to maintain project’s cost-effectiveness, timeliness, and quality project deliverables (adaptive collaborative management) to be approved by the Project Advisory Board
* Prepare all required progress and management reports, e.g., APR/PIR and project initiation report
* Support all meetings of the Project Advisory Board
* Maintain effective communication with project partners and stakeholders to dissemination project results, as well as to facilitate input from stakeholder representatives as project partners
* Support the independent terminal evaluation
* Ensure full compliance with the UNDP and GEF branding policy

The Project Manager can not be a current government employee, and must possess at least ten (10) years’ of professional experience in public administration of environmental issues: at least two (2) of these years must include experience managing a successful capacity development project in the environmental or social field. He/she should possess at minimum a Master’s degree in natural resource or environmental sociology, public administration, or public policy. He/she must have an excellent working knowledge of both English and Arabic.

Project Assistant

The Project Assistant will support the Project Manager in the carrying out of his/her duties, which will include:

* Organizational and logistical issues related to project execution per UNDP guidelines and procedures
* Record keeping of project documents, including financial in accordance with audit requirements
* Ensure all logistical arrangements are carried out smoothly
* Assist Project Manager in preparation and update of project work plans in collaboration with the UNDP Country Office
* Facilitate timely preparation and submission of financial reports and settlement of advances, including progress reports and other substantial reports
* Report to the Project Manager and UNDP Programme Officer on a regular basis
* Identification and resolution of logistical and organizational problems, under the guidance of the Project Manager

The Project Assistant will have at least five (5) years’ experience in supporting the implementation of UNDP implemented projects, with preference in environment and natural resource management projects.

National Consultant on the Convention on Biological Diversity

This national consultant will be responsible for those project activities that require expertise on interpreting and translating CBD obligations into national programmable activities. The consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using data and information relevant to meeting biodiversity conservation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The CBD national consultant will have at least 10 years of work experience in biodiversity conservation programming and project implementation. At least the last two (2) years of experience include active involvement in CBD negotiations He/she will have a PhD in natural resource management, with a specialization directly related to biodiversity conservation in Jordan and/or the neighboring region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

National Consultant on the Convention on Desertification and Drought

This national consultant will be responsible for those project activities that require expertise on interpreting and translating CCD obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using data and information relevant to meeting land degradation objectives, with particular emphasis on sustainable land management and land degradation.

The CCD national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in CCD programming and project implementation. He/she will have a PhD in natural resource management, with a specialization directly related to land management issues in Jordan and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

National Consultant on the Framework Convention on Climate Change

This national consultant will be responsible for those project activities that require expertise on interpreting and translating FCCC obligations into national programmable activities. The national consultant will prepare the appropriate technical background studies, as well as also serve as a facilitator in the trainings on using data and information relevant to meeting climate change mitigation and mitigation objectives, with particular emphasis on endangered endemic species and their ecosystems.

The FCCC national consultant will have at least 10 years of work experience, of which at least the last two (2) years include active involvement in FCCC programming and project implementation. He/she will have a PhD in a field directly relevant to climate change science, with a specialization directly related to mitigation and adaptation strategies relevant to Jordan and/or the surrounding region. Under the supervision of the Project Manager, the specialist will coordinate his/her work with that of other national experts and specialists. This includes coordinating activities with those under implementation by the development partners.

Environmental Sociologist (National)

The Environmental Sociologist will contribute to the stakeholder consultations and policy dialogues to ensure that socio-economic and gender issues are fully addressed. This specialist will also work with other consultants and project management in the design and implementation of awareness-raising and training activities to ensure the appropriate design of the pilot platforms at the national and sub-national levels. This will include the high school competitions and education curricula. The Environmental Sociologist will have a PhD in environmental sociology, with demonstrated experience in constructing and implementing surveys, as well as their statistical analysis on trends in environmental values and attitudes.

Information Technology and Knowledge Management Specialist (National)

An information technology and knowledge management specialist will be recruited to oversee the technical design of the data management system, including the procurement of the technological hardware and software for its installation. Under the supervision of the Project Manager, he/she will work with the national Rio Convention specialists, as well as with the relevant information technology managers in the different departments to network the data management system with their information systems. The specialist will apply technical expertise to the implementation, monitoring, and maintenance of the system. With at least five (5) years’ of work experience, the specialist will have at least a Master’s degree in information technology, including network analysis, system administration, security and information assurance, IT audit, database administration, and web administration.

Public Administration Expert (National)

The individual recruited as the Public Administration Expert will be recruited for an estimated 150 days. He/she will work with the Project Manager as well as the other national specialists to assess and institutionalize the environmental data management system within Ministry of Environment and Renewable Energy as well as with the partner government departments and other stakeholder organizations’ information systems. He/she will work with the information technology and knowledge management specialist to undertake the in-depth baseline assessment of the current management information systems in Jordan as well as to design the institutional architecture of the environmental data management system. This expert will also work with the legal expert to assess and recommend institutional and associated regulatory reforms to be submitted for Parliamentary approval, as well as work of the Rio Convention experts through the expert working groups, as well serve as a resource person and facilitator for the training and learn-by-doing working groups.

The Public Administration Expert will have a post-graduate degree in public administration or related field, and have a minimum of ten (10) years’ experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

Policy/Legal Expert

The Policy/Legal expert will contribute to the substantive work under the project by assessing the policy and legal implications of Rio Convention instituting the environmental data management system, in particular the collaboration among key agencies and other stakeholder organizations. The expert will work with the Public Administration expert as well as with the others, as appropriate to draft and negotiate the Memoranda of Agreement to share data and information, as well as draft the bills that need Parliamentary approval.

The policy/legal expert will have a post-graduate degree in law, with a specialization on environmental law and policy of Jordan. S/he will have to have a minimum of ten (10) years’ experience in progressively responsible and substantive areas in environmental and natural resource governance programming and planning.

Rangelands Specialist

The Rangelands Specialist is to have at least ten (10) years of relevant experience in Jordan’s rangelands issues, and trained as an agronomist, ecologist, and or conservation management. He /she will contribute to the identification of best practices for rangelands management, and working with other specialists, negotiate from a technical perspective how to best integrate Rio Convention obligations into the implementation of the National Rangelands Management Strategy via a roadmap.

Hydrology / Drought Specialist

This Specialist will be considered to be an expert of drought management issues, which includes taking a holistic and comprehensive approach to water resource management. He/she will be considered to have a widely accepted good reputation among his/her peers in Jordan. The Specialist will contribute to the integration of the Rio Conventions into the National Drought Action Plan currently under development (the last Drought Management Action Plan, dates back to 2007).

Energy Efficiency Specialist

The Energy Efficiency Specialist will have at least ten (10) years’ experience of working in Jordan (and/or the neighboring region) on best practices for helping a country transition to more energy efficient technology and practices that result in reduce emissions of greenhouse gases. In the same manner as the Rangelands and Drought Specialists, the Energy Efficiency Specialist will work with other specialists to determine the more appropriate approach to integrate best practices and other innovations that reflect the duality of this project’s objective: that is, meet and sustain global environmental objectives while at the same time reassure the need to meet pressing socio-economic priorities.

International Technical Specialist

An international technical specialist will be recruited to provide necessary technical advisory services on the implementation of key project activities, in particular the review of recommendations to integrate and institutionalize Rio Convention obligations within the environmental data management system, among other substantive activities, as appropriate. These services will be provided over the course of the three-year implementation period to provide technical backstopping to help ensure the timely and high quality project delivery.

International Evaluation Consultant

The international evaluation consultant will be an independent expert that is contracted to assess the extent to which the project has met project objectives as stated in the project document and produced cost-effective deliverables. The consultant will also rate capacities developed under the project using the Capacity Development Scorecard.

The Terms of Reference for the International Evaluation Consultant will follow the UNDP/GEF policies and procedures, and together with the final agenda will be agreed upon by the UNDP/GEF RCU, UNDP Country Office and the Project Team. The final report will be cleared and accepted by UNDP (Country Office and Regional Coordination Unit) before being made public.

## Annex 6: Environmental and Social Review Criteria

**QUESTION 1:**

|  |
| --- |
| **Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?**  Select answer below and follow instructions:  **X NO** → Continue to Question 2 (do not fill out Table 1.1)   * **YES** → No further environmental and social review is required if the existing documentation meets UNDP’s quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:   1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).  2. Ensure that the Project Document incorporates the recommendations made in the implementing partner’s environmental and social review.  3. Summarize the relevant information contained in the implementing partner’s environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.  4. Submit Annex A to the PAC, along with other relevant documentation. |

|  |  |
| --- | --- |
| **TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT** | **Yes/No** |
| 1.  Does the assessment/review meet its terms of reference, both procedurally and substantively? |  |
| 2.  Does the assessment/review provide a satisfactory assessment of the proposed project? |  |
| 3.  Does the assessment/review contain the information required for decision-making? |  |
| 4.  Does the assessment/review describe specific environmental and social management measures (e.g., mitigation, monitoring, advocacy, and capacity development measures)? |  |
| 5.  Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues? |  |
| 6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women? |  |
| 7.  Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues? |  |
| **Table 1.1 (continued) For any “no” answers, describe below how the issue has been or will be resolved (e.g., amendments made or supplemental review conducted).** | |
|  | |

**QUESTION 2:**

|  |
| --- |
| **Do all outputs and activities described in the Project Document fall within the following categories?**   * Procurement (in which case UNDP’s [Procurement Ethics](http://content.undp.org/go/userguide/cap/procurement/ethics/?lang=en#top) and [Environmental Procurement Guide](http://www.undp.org/procurement/documents/UNDP-SP-Practice-Guide-v2.pdf) need to be complied with) * Report preparation * Training * Event/workshop/meeting/conference (refer to [Green Meeting Guide](http://www.greeningtheblue.org/resources/meetings)) * Communication and dissemination of results   Select answer below and follow instructions:  **X NO** → Continue to Question 3   * **YES** → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC. |

**QUESTION 3:**

|  |
| --- |
| **Does the proposed project include activities and outputs that support *upstream* planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that *upstream* planning processes can occur at global, regional, national, local and sectoral levels)**  Select the appropriate answer and follow instructions:   * **NO** → Continue to Question 4.   **X YES** →Conduct the following steps to complete the screening process:  1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.  2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select ”Category 2”.  3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4. |

| **TABLE 3. 1 EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS** | Check appropriate box(es) below |
| --- | --- |
| 1. Support for the elaboration or revision of **global-level** strategies, policies, plans, and programmes.   *For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.* |  |
| 1. Support for the elaboration or revision of **regional-level** strategies, policies and plans, and programmes.   *For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).* | **X** |
| 3. Support for the elaboration or revision of **national-level** strategies, policies, plans and programmes.  *For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g., PRS/PRSPs, NAMAs), sector plans.* | **X** |
| 4. Support for the elaboration or revision of **sub-national/local-level** strategies, polices, plans and programmes.  *For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.* | **X** |

**QUESTION 4:**

|  |
| --- |
| **Does the proposed project include the implementation of *downstream* activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?**  To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer “No” or “Not Applicable” to all questions in Table 4.1 then the answer to Question 4 is “NO.” If you answer “Yes” to any questions in Table 4.1 (even one “Yes” can indicated a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is “YES”:   * **NO** → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting “Category 1”, and submit the Environmental and Social Screening Template to the PAC.   **X YES** → Conduct the following steps to complete the screening process:  1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.  2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g., as the first phase of the project) should be outlined in Annex A.2.  3. Select “Category 3” in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC. |

| **TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT** | |
| --- | --- |
| **1. Biodiversity and** [**Natural**](#SustNatResManGlossary) **Resources** | **Answer** (Yes/No/  Not Applicable) |
| **1.1** Would the proposed project result in the conversion or degradation of [modified habitat](#HabitatGlossary), [natural habitat](#HabitatGlossary) or [critical habitat](#CriticalHabitatGlossary)? | No |
| **1.2** Are any development activities proposed within a legally protected area (e.g., natural reserve, national park) for the protection or conservation of biodiversity? | No |
| **1.3** Would the proposed project pose a risk of introducing invasive alien species? | No |
| **1.4** Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (*e.g.,* [*PEFC*](http://www.pefc.org/)*, the* [*Forest Stewardship Council*](http://www.fsc.org/) *certification systems, or processes established or accepted by the relevant National Environmental Authority*)? | No |
| **1.5** Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (*e.g., the* [*Marine Stewardship Council certification*](http://www.msc.org/) *system, or certifications, standards, or processes established or accepted by the relevant National Environmental Authority*)? | No |
| **1.6** Does the project involve significant extraction, diversion or containment of surface or ground water?  *For example, construction of dams, reservoirs, river basin developments, groundwater extraction.* | No |
| **1.7** Does the project pose a risk of degrading soils? | No |
| **2. Pollution** | **Answer** (Yes/No/  Not Applicable) |
| **2.1** Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and [transboundary impacts](#TransboundaryImpactsGlossary)? | No |
| **2.2** Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an [environmentally and socially sound manner](#ESMGlossary)? | No |
| **2.3** Will the propose project involve the manufacture, trade, release, and/or use of chemicals and [hazardous materials](#HazardousMatGlossary) subject to international action bans or phase-outs?  *For example, DDT, PCBs and other chemicals listed in international conventions such as the* [*Stockholm Convention on Persistent Organic Pollutants*](http://chm.pops.int/Convention/tabid/54/language/en-US/Default.aspx#convtext)*, or the Montreal Protocol.* | No |
| **2.4** Is there a potential for the release, in the environment, of [hazardous materials](#HazardousMatGlossary) resulting from their production, transportation, handling, storage and use for project activities? | No |
| **2.5** Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health? | No |
| **3. Climate Change** |  |
| **3.1** Will the proposed project result in significant[[35]](#footnote-35) greenhouse gas emissions?  *Annex E provides additional guidance for answering this question.* | No |
| **3.2** Is the proposed project likely to directly or indirectly increase environmental and social [vulnerability to climate change](#CCVulnerabilityGlossary) now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question.  *For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population’s vulnerability to climate change, specifically flooding.* | No |
| **4. Social Equity and Equality** | **Answer** (Yes/No/  Not Applicable) |
| **4.1** Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups? | No |
| **4.2** Is the project likely to significantly impact gender equality and women’s empowerment[[36]](#footnote-36)? | No |
| **4.3** Is the proposed project likely to directly or indirectly increase social inequalities now or in the future? | No |
| **4.4** Will the proposed project have variable impacts on women and men, different ethnic groups, social classes? | No |
| **4.5** Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process? | No |
| **4.6** Will the project have specific human rights implications for vulnerable groups? | No |
| **5. Demographics** | No |
| **5.1** Is the project likely to result in a substantial influx of people into the affected community(ies)? | No |
| **5.2** Would the proposed project result in substantial voluntary or involuntary resettlement of populations?  *For example, projects with environmental and social benefits (e.g., protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.* | No |
| **5.3** Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project?  *For example, a project aiming at financing tourism infrastructure in a specific area (e.g., coastal zone, mountain) could lead to significant population density increase which could have serious environmental and social impacts (e.g., destruction of the area’s ecology, noise pollution, waste management problems, greater work burden on women).* | No |
| 1. **Culture** |  |
| **6.1** Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles? | No |
| **6.2** Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims? | No |
| **6.3** Would the proposed project produce a physical “splintering” of a community?  *For example, through the construction of a road, powerline, or dam that divides a community.* | No |
| 1. **Health and Safety** |  |
| **7.1** Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?  *For example, development projects located within a floodplain or landslide prone area.* | No |
| **7.2** Will the project result in increased health risks as a result of a change in living and working conditions?In particular, will it have the potential to lead to an increase in HIV/AIDS infection? | No |
| **7.3** Will the proposed project require additional health services including testing? | No |
| 1. **Socio-Economics** |  |
| **8.1** Is the proposed project likely to have impacts that could affect women’s and men’s ability to use, develop and protect natural resources and other natural capital assets?  *For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?* | Yes |
| **8.2** Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns? | No |
| **8.3** Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups? | No |
| **9. Cumulative and/or Secondary Impacts** | **Answer** (Yes/No/  Not Applicable) |
| **9.1** Is the proposed project location subject to currently approved land use plans (e.g., roads, settlements) which could affect the environmental and social sustainability of the project?  *For example, future plans for urban growth, industrial development, transportation infrastructure, etc.* | N/A |
| **9.2** Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate [cumulative impacts](#CumulativeImpactsGlossary) with other known existing or planned activities in the area?  *For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed “secondary” or “consequential” impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.* | Yes |

**ANNEX A.2: ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY**

**(To be filled in after Annex A.1 has been completed)**

**Name of Proposed Project: Integrating Rio Convention provisions into Jordan's National Environmental Policy Framework**

**A. Environmental and Social Screening Outcome**

Select from the following:

* Category 1. No further action is needed
* Category 2. Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.

**X**

* Category 3. Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:
* Category 3a: Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).
* Category 3b: Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

**B. Environmental and Social Issues** (for projects requiring further environmental and social review and management)

In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management that is conducted.

The strategic design of this project lies in strengthening capacities to implement three key sectoral development strategies/plans through a more integrated framework that reflects stronger criteria and indicators for meeting and sustaining Rio Convention obligations. The project takes an adaptive collaborative management approach that strengthens the inclusion of traditionally marginalized stakeholders such as local women and indigenous tribes in planning and decision-making. Any impact to these social actors are intended to be positive, in a way that demonstrates that their socio-economic priorities can be met through new and innovative approaches for sustainable natural resource management.

A key feature of the project is the development of roadmaps that strengthen the operational linkages between the objectives of the sectoral development strategies/plans and the obligations of the Rio Conventions as prioritized in the relevant national strategies and action plans, e.g., the National Biodiversity Strategy and Action Plan.

The sustainability of project outcomes is planned through multiple strategies. The first is through the leaning-by-doing exercises that will train planners and decision-makers to think critically about the human-ecologic nexus and the use of new tools and best practices that could be appropriately applied. Another key feature of sustainability is through the replicability strategy of demonstrating appropriate best practices at the local level, to reaffirm that actions to conserve the global environment need not pose a threat to socio-economic priorities, but rather that they can be mutually reinforcing. A third feature is that the project will link the best practices with the underlying systemic capacities needed to reinforce their long-term legitimacy. This may include the need to develop or modify by-laws to catalyze the appropriate interpretation and enforcement of national laws, regulation, and standards.

**C. Next Steps** (for projects requiring further environmental and social review and management):

In this section, you should summarize actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be summarized here. Relevant guidance should be obtained from Section 7 for Category 2, and Section 8 for Category 3.

The potential environmental impacts of this project are positive. That is, the intention of mainstreaming global environmental objectives into sectoral socio-economic policies is to improve environmental values through policy interventions of the latter. Any potential unforeseen consequences would be addressed through UNDP’s monitoring and evaluation procedures and the project’s adaptive collaborative management approach. UNDP’s M&E procedures are designed to observe for early signals of impacts, and the adaptive collaborative management approach is structure to facilitate key stakeholders to collectively contribute to modifications that minimize or mitigate negative impacts while staying on course to meet expected deliverables and project objectives.

**D. Sign Off**

**Project Manager Date**

**PAC: TBD Date**

**Programme Manager: Mohammad Alatoom Date: 25 Nov. 2014**

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## Annex 7: Royal Botanical Garden

The Royal Botanic Garden (RBG) was founded as a non-governmental, non-profit entity in 2005 to conserve the flora and biodiversity of Jordan by propagating and displaying native plants, rehabilitating habitats at the whole-systems level, conducting research, demonstrating sustainable practices, and sharing information.

The RBG envisions a future where there is no longer a need for environmental conservation… where the interdependency between people, plants and ecosystems is well understood… and where all people are assured of a dignified, sustainable life.

The Garden site is located in Tal Al-Rumman, about 25 km north of Amman, on 1,800 dunums of steep slopes overlooking King Talal dam. The site comprises a significant variety of soils and microclimates, several wadi systems, a perennial freshwater stream and over 300 m of elevation change within its boundaries, offering a wide range of possibilities for botanical research and display.

In keeping with good scientific practices, the RBG incorporates *in situ* and *ex situ* botanical research into all aspects of its work, and publishes in peer-reviewed journals. Native plants are being propagated In the RBG’s plant nursery, to enable the re-creation of authentic Jordanian habitats for research and display purposes.

A seed bank is being developed, to save the seeds of Jordan’s native plants and crop wild relatives. In years to come, some of these seeds will be made available to the public, to encourage professionals, foresters and home gardeners to grow species appropriate to Jordan’s climate, rather than exotic imports. At the RBG’s herbarium, dried specimens of Jordan’s plants are being preserved. High-resolution scans are also uploaded to www.nationalvirtualherbarium.org, the region’s first online herbarium.

Sustainable living is an important component of the RBG’s work. As the Garden develops, green building, solar energy and rainwater harvesting will be demonstrated, as well as other replicable ways to promote self-reliance. RBG visitors learn about Jordan’s plants and biodiversity conservation from interpretive panels and inter-active exhibits, while enjoying the beauty of the surroundings.

Adopting a wide vision of its social and environmental responsibilities, the RBG builds strong ties with local communities and encourages people living near the Garden to produce handicrafts and food products like medicinal herbs, jams and honey. In addition, the RBG’s Community-Based Rangeland Rehabilitation (CBRR) team is helping pastoralists manage their herds more efficiently, while teaching better grazing behaviours that promote better use of the land.

In the course of its work, the Garden is also helping the Ministry of Environment reach certain goals in its biodiversity strategy and action plan, in order to meet Jordan’s commitments to the Convention on Biological Diversity.

## Annex 8: Standard Letter of Agreement on the Provision of Support Services

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

**Mainstreaming Rio Convention Provisions into National Sectoral Policies**

Project ID: 00085728 / Output ID: 00093263 / PIMS ID: 5275

Excellency,

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

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

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

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

(b) Identification and facilitation of training activities;

1. Procurement of goods and services;

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

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

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

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

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

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

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

Yours sincerely,

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

Signed on behalf of UNDP

*Zena Ali-Ahmad*

*Country Director*

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

For the Government

*H.E. Dr. Ibrahim Saif*

*Minister of Planning and International Cooperation*

*Ministry of Planning and International Cooperation*

[Date]

Attachment

**DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES**

1. Reference is made to consultations between the Ministry of Planning and International Cooperation, the institution designated by the Government of Jordan and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme or project **Mainstreaming Rio Convention Provisions into National Sectoral Policies**, Project ID: 00085728 / Output ID: 00093263 / PIMS ID: 5275

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

3. Support services to be provided:

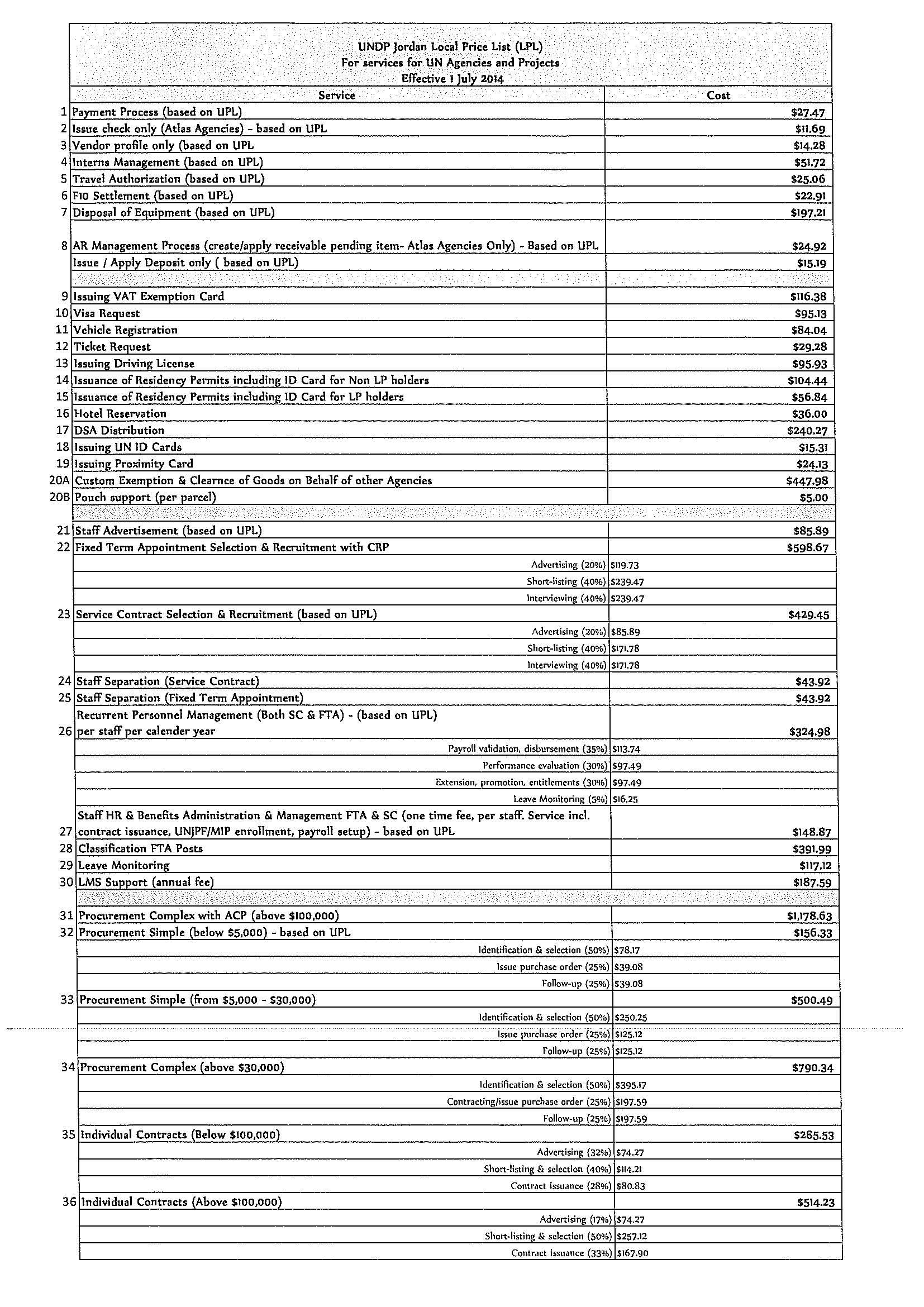
|  |  |  |  |
| --- | --- | --- | --- |
| Support services  (insert description) | Schedule for the provision of the support services | Cost to UNDP of providing such support services (where appropriate) | Amount and method of reimbursement of UNDP (where appropriate) |
| 1. Identification and/or recruitment of project personnel  \* Project Manager  \* Project Assistant | Ongoing throughout implementation when applicable | As per the attached LPL | UNDP will directly charge the project upon receipt of request of services from the Implementing Partner (IP) |
| 2. Procurement of goods:  \* Data show  \* PCs  \* Printers | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| 3. Procurement of Services  Contractual services for companies | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| 4. Payment Process | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| 5.Staff HR & Benefits Administration & Management | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| 6. Recurrent personnel management services: Staff Payroll & Banking  Administration & Management | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| 8. Ticket request (booking, purchase) | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| 10. F10 settlement | Ongoing throughout implementation when applicable | As per the attached LPL | As above |
| Total |  | Up to USD 10,000 from GEF budget |  |

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

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

Follows:

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



## Annex 9: PDF/PPG Status Report

The activities undertaken within the framework of PPG were directed towards the design and development of the Medium-Size Project “Mainstreaming Rio Convention Provisions into National Sectoral Policies” for the Hashemite Kingdom of Jordan.

The Project Preparation Stage envisioned preparation of a synthesis institutional analysis that mapped and assessed the dynamics of the institutional field of social actors’ contribution and impacts on the global environment as well as operationalizing priority socio-economic development. Consultations during the PPG were help to raise the level of awareness and thus engagement of stakeholders in the Rio Convention mainstreaming activities envisaged under the project. This analysis served to validate the proposed project’s strategic design as outlined in the PIF, as well as to clarify the specific capacity development activities that are to build upon an existing baseline of efforts, and equally important to leverage important co-financing to assure the project’s sustainability, replicability, and potential for scaling-up. In addition, the preparation stage included development of monitoring and evaluation plan and project sustainability plan. These all feed in the draft project document and Request for CEO Endorsement, which came out as final products of the Project Preparation Stage.

At the time of the strategies preparation, consultative meetings were held with all relevant stakeholders. These consultations served to help the Ministry of Environment and Ministry of Planning and International Cooperation explain the value of the project to the mandate and priorities of the line ministries responsible for high priority sector development (rangelands management, drought management, and energy efficiency). This facilitated securing the continued commitment of the HKJ to the project, as indicated by their letters of significant co-financing contribution and expected engagement in project activities. Letters of co-financing were received from the Ministry of Planning and International Cooperation, which includes co-financing from other collaborating ministries, i.e., Ministry of Environment, Ministry of Agriculture, and Ministry of Water and Irrigation, and the Royal Botanical Garden.

The validation workshop was organized to validate the findings of the preparatory findings and re-affrim the approach that the project will take upon its approval. This workshop was well-represented by over 30 project stakeholders. The UNDP/GEF project document and GEF Request for CEO Endorsement were subsequently finalized.

**A.1: describe findings that might affect the project design or any concerns on project implementation, if any:**

The findings obtained during the preparatory phase confirmed that the approach identified during the PIF stage remains valid. Moreover, during the project preparation stage national partners at the highest level confirmed their adherence to the principles of sustainable development, which makes the project even more topical and important. The Request for CEO Endorsement outlines relevant differences between the original project concept of the PIF and the final strategy as outlined in the UNDP/GEF project document.

|  |  |  |  |
| --- | --- | --- | --- |
| PPG Grant approved at PIF: | | | |
| ***Project Preparation Activities Implemented*** | ***GEF Amount ($)*** | | |
| ***Budgeted Amount ($)*** | ***Amount Spent to date($)*** | ***Amount Committed ($)*** |
| 1. Institutional mapping and analysis related to environmental governance as it relates to Rio Convention implementation and linkages with national sectoral development priorities, including stakeholder analysis to determine current levels of awareness and understanding of Rio Convention obligations | 20,000 | 17,500 | 2,500 |
| 2. Consultations and analysis of institutional linkage to determine partnerships and linkages with other relevant programmes and projects | 4,000 | 4,000 | 0 |
| 3. Extensive consultations to secure commitment to the project strategy | 1,000 | 1,000 | 0 |
| 4. Extensive consultations to secure project co-financing | 1,000 | 1,000 | 0 |
| 5, 6, 8. Prepare MSP project document, including M&E plan, sustainability and replicability plan, and stakeholder involvement plan | 17,000 | 9,500 | 7,500 |
| 7. Validation Workshop | 7,000 | 7,000 | 0 |
| **Total** | 50,000 | 40,000 | 10,000 |

## Annex 10: References

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# PART III: GEF Letters of Endorsement and Co-Financing

The following are provided as separate attachments to the project document

Annex A GEF Endorsement Letter

Annex B Letters of Co-Financing

1. The Ministry of Energy and Mineral Resources is the Focal Point for FCCC. [↑](#footnote-ref-1)
2. A seventh constraint, “Development of infrastructure facility”, was not considered a priority in the NCSA Action Plan. [↑](#footnote-ref-2)
3. Over 90% of the country receives less than 200mm of annual rainfall (El-Naser, Telfah, & Kilani, 2014). [↑](#footnote-ref-3)
4. Jordanian per capita share of water has fallen in the past 60 years from 3600 to 140 m3/year in 2012 (El-Naser, Telfah, & Kilani, 2014). [↑](#footnote-ref-4)
5. The vast majority (83%) of the country’s inhabitants lived in an urban setting in 2009 (UN, 2011). [↑](#footnote-ref-5)
6. Tourism is the largest export sector, second largest private employer, and accounts for nearly 10% of GDP. [↑](#footnote-ref-6)
7. GEF is also implementing a project dedicated to mainstreaming biodiversity considerations within the tourism sector which is further described in Section E. [↑](#footnote-ref-7)
8. Three of these areas were recently completed through the World Bank’s Jordan Rift Valley project (World Bank, 2014). [↑](#footnote-ref-8)
9. The most common alternative to wastewater disposal is poorly managed cesspools. These cesspools create negative health and environmental impacts and risk contaminating valuable groundwater resources (El-Naser, Telfah, & Kilani, 2014). [↑](#footnote-ref-9)
10. Methane was the second largest emitted gas accounting for 13.6% of total emissions; 91.6% of was attributable to landfills and wastewater. [↑](#footnote-ref-10)
11. There was a general consensus among all people interviewed that the CCCD project would have a high value if it focused on these two top development priorities. Water extraction, treatment and distribution account for approximately 15% of energy consumption. [↑](#footnote-ref-11)
12. Key issues included political, constitutional, and economic reforms, a more representative parliament, an elected national government, prosecution of the corrupt, progressive

    taxation, and the reduced role of security services (UN, 2011). [↑](#footnote-ref-12)
13. Jordan is currently in the process of updating its NBSAP and it is anticipated to be published before 2015 (IUCN-ROWA, 2014). [↑](#footnote-ref-13)
14. Under preparation by IUCN, due to be completed by December 2014. [↑](#footnote-ref-14)
15. Actors with specific responsibilities regarding management of natural resources and the environment are described below in Section B.2.e Institutional Context. [↑](#footnote-ref-15)
16. Prior to the 2005 law, the General Corporation for Environmental Protection was responsible for environmental protection. [↑](#footnote-ref-16)
17. This should be a manageable document that provides operational guidance on the strategic coordination and implementation of multiple sectoral development policies or plans. [↑](#footnote-ref-17)
18. Strengths, Weaknesses, Opportunities, and Threats [↑](#footnote-ref-18)
19. As this plan is currently under development at the time of project development, this institutional analysis will build upon the work undertaken by the UNDESA project. [↑](#footnote-ref-19)
20. The peer reviewers are not required to be members of the Rio Convention committees. [↑](#footnote-ref-20)
21. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-21)
22. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-22)
23. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-23)
24. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-24)
25. Ratings will be based on a set of 12 criteria on a scale of 1 to 5. [↑](#footnote-ref-25)
26. The choice of television or radio will be decided at project inception. [↑](#footnote-ref-26)
27. The Project Management Unit will be an administrative extension of the Ministry of Environment with additional administrative and technical support from the Ministry of Planning and International Cooperation, Ministry of Agriculture, Ministry of Water, and Ministry of Energy of Mineral Resources. [↑](#footnote-ref-27)
28. Commitment of co-financing is through the Ministry of Planning and International Cooperation, which is the GEF Operational Focal Point. [↑](#footnote-ref-28)
29. The EU is currently the biggest supporter of renewable energy in Jordan. [↑](#footnote-ref-29)
30. Royal Botanical Garden, Royal Marine Conservation Society of Jordan, Jordanian Hashemite Fund for Human Development, Royal Department for Environmental Protection, and Friends of the Earth Middle East [↑](#footnote-ref-30)
31. The Ministry of Energy and Mineral Resources is the Focal Point for FCCC. [↑](#footnote-ref-31)
32. See <http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf>. [↑](#footnote-ref-32)
33. Meeting minutes includes records of key meetings such as local, regional and national consultations regarding inputs on the design and implementation of the relevant output and associated activities. Meetings may be individual or group meetings, with government officials or non-state stakeholders. [↑](#footnote-ref-33)
34. Tracking and progress reports include UNDP Quarterly Reports, Annual Performance Reports (APRs), and Project Implementation Reports (PIRs). Each output will be tracked by a report that records the activities and milestones of each output using tools such as Gantt or PERT charts. [↑](#footnote-ref-34)
35. Significant corresponds to CO2 emissions greater than 100,000 tons per year (from both direct and indirect sources). Annex E provides additional guidance on calculating potential amounts of CO2 emissions. [↑](#footnote-ref-35)
36. Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. ([OECD, 2006](http://www.oecd.org/dataoecd/4/21/37353858.pdf)). Women are also more often excluded from other social, economic, and political development processes. [↑](#footnote-ref-36)