



**SGP Country Programme Strategy for
utilization of OP5 grant funds**

JORDAN

Acronyms

CBD	Convention on Biological Diversity
CBO	Community-Based organization
CCA	Common Country Analysis
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gases
ICT	Information and Communication Technology
KM	Knowledge Management
NC	National Coordinator
NES	National Environmental Summary
NGO	Non-governmental Organization
NCS	National Steering Committee
OP	Operational Programme
OP5	Fifth Operational Phase
PA	Programme Assistant
REDD	Reducing Emissions from Deforestation and Forest Degradation
RSCN	Royal Society for the Conservation of Nature
SCA	Special Conservation Area
SGP	Small Grants Programme
STAR	System of Transparent Allocation of Resources
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNFCCC	UN Framework Convention on Climate Change
USAID	United States Agency for International Development

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Country: **Jordan**
Resources to be invested: **US\$ 1,000,000**

1. SGP country programme - summary background

The GEF SGP has been active in Jordan since 1992 providing, to date support for 173 projects in its four cycles of operations and the initial pilot phase.

The programme seeks to guarantee direct impacts and a balanced approach to fund projects in all GEF/SGP focal areas, however the breakdown of projects in OP 4 provides some insights to the typology and funding sources in the latest operational phase.

Table 1 below shows the breakdown of projects' co financing in OP 4. The total amount of co-financing is almost at a 1:1 ration with the GEF grants distributed. The major form of co-financing is cash which represents around 86% of total co-financing. The GEF SGP has been successful in mobilizing co-financing at the project level more than at the programme level. Interested international and bilateral donors have invested in GEF SGP's projects on the ground and managed to upscale and replicate successful models of community action and integrate them into their own activities

Table 1: Grants vs. Co-financing in OP 4

Basic Statistics	Total Amounts	Average Amounts
Number of Projects	33	
Total Amount in Grants	1 200 000 USD	36 364 USD
Total Amount of Cash Co-financing	1 093 340 USD	33 132 USD
Total Amount of in-Kind Co-financing	181 836 USD	5 510 USD
Total Amount of Co-financing	1 275 176 USD	38 642 USD

Table 2 shows that despite the impacts of the Global Financial Crises in 2008 on Jordan and the availability of donor money, the GEF SGP has managed to mobilize its major share of co-financing in the years 2009. This reflects both a tendency for sustainability of co-financing for GEF SGP despite financial shocks and the fact that GEF/SGP remains to be one of the most reliable and preferred tools of implementation and also provides the type of partnerships other donors are seeking. The same can be applied to the availability of co-financing from the Government of Jordan despite the high level of public budget deficit that reached 11% of GDP in 2009.

Table 2: Trends in co-financing during OP 4 (2007-2010)

Year	Number of Projects	Grant Amount	Co-financing in Cash	Co-financing in Kind
2007	3	96 500 USD	71 702 USD	4 281 USD
2008	7	303 500 USD	236 780 USD	113 140 USD
2009	15	511 000 USD	602 128 USD	48 426 USD
2010	8	289 000 USD	182 730 USD	15 989 USD

Table 3 illustrates the value of co-financing of GEF SGP project per focal area. It is obvious that the highest percentage of co-financing was witnessed in the international waters focal area (almost 6 folds of GEF grants). An almost 50% co-financing level was achieved in climate change, despite the increased international attention paid to this particular programme. The absence of a nationally agreed climate change policy may have contributed to this low amount. On the other hand, the focal areas of biodiversity, land degradation and multi-focal areas have managed to reach a co-financing ratio between 65%-90% of GEF SGP grants.

Table 3: Co-financing amounts per focal area in OP 4

Focal Areas - Total	Number of Projects	Grant Amount	Co-financing in Cash	Co-financing in Kind
Biodiversity	10	338 600 USD	222 937 USD	43 029 USD
Climate Change	6	112 320 USD	63 618 USD	12 161 USD
International Waters	1	50 000 USD	304 236 USD	10 000 USD
Multifocal Area	3	117 960 USD	111 918 USD	70 554 USD
Land Degradation	18	577 590 USD	386 503 USD	45 104 USD
Resilience to Climate change	2	33 530 USD	22 837 USD	989 USD

A detailed breakdown of number of projects and operational programmes in OP 4 is illustrated in Table 4. It shows a high dominance of Sustainable arid land management projects (OP 1 and OP 15) that respond to the increasing impacts of desertification in Jordan and the interest shown by local communities to address this problem, directly related to livelihoods and food security. Projects that address the need to expand the use of renewable energy (OP 6) have also shown a relatively high interest while projects in biodiversity conservation and sustainable use have lagged behind (OP 3 and OP 13). One project was implemented in OP 12 but has managed to attract co-financing almost 3 folds as the GEF/SGP grant, implying a potential success in future projects.

Table 4: Projects breakdown per operational programme in OP 4

Operational Program	Number of Projects	Grant Amount	Co-financing in Cash	Co-financing in Kind
OP1 - Arid and Semi-Arid Ecosystems	5	147 000 USD	122 825 USD	14 605 USD

OP3 - Forest Ecosystems	1	16 600 USD	4 716 USD	650 USD
OP13 - Conservation and Sustainable Use of Biological Diversity Important to Agriculture	3	131 000 USD	63 730 USD	18 778 USD
OP6 - Promoting the Adoption of Renewable Energy by Removing Barriers and Reducing Implementation Costs	6	112 320 USD	63 618 USD	12 161 USD
OP10 - Contaminant-Based Operational Program	1	50 000 USD	304 236 USD	10 000 USD
OP12 - Integrated Ecosystem Management	1	43 000 USD	100 000 USD	69 000 USD
Multiple Operational Programs	2	74 960 USD	11 918 USD	1 554 USD
OP15 - Operational Program on Sustainable Land Management	18	577 590 USD	386 503 USD	45 104 USD

The Government of Jordan has endorsed in 2011 an austerity budget with a deficit of 5% of GDP. Expenditure on environment does not exceed 1% of the public budget that was highlighted in the national Development Executive Programme 2011-2013. Despite the relatively low GEF STAR allocations for Jordan, the GEF Operational Focal Point increased the contribution from Jordan STAR to the GEF SGP during the current phase to US \$ 650,000 earmarked from the STAR allocation to cover Biodiversity (200,000), Climate Change (200,000) and Sustainable land Management (250,000) to be added to the 350,000 allocated by GEF to Jordan GEF SGP as a 2c country programme.

2. SGP country programme niche

SGP is rooted in the belief that global environmental problems can best be addressed if local people are fully involved in project design and formulation, have strong ownership of the activities undertaken through a "demand-driven" approach, and that direct socioeconomic benefits will accrue to communities during project implementation. SGP is premised on the principle that through the provision of relatively small amounts of funding, local communities can undertake cost effective activities that will make a significant socioeconomic difference in their own lives, whilst generating global environmental benefits. SGP works to develop sustainable livelihoods, including through the creation and support for small and medium

enterprises at the community level that contribute to sustainable resource use, generate local benefits from environmental conservation measures, and promote innovative and entrepreneurial approaches to critical problems. The SGP niche in Jordan has been crafted and will continue to be, based on such principles.

With a per capita water availability of 145 cubic meters per year, Jordan ranks as one of the world's five poorest countries in terms of water resources. The scarcity of water, combined with high rates of population growth, rapid and poorly planned urbanization, dependence on imported energy resources are all combining to create social, economic and environmental pressures that will overshadow Jordan's development process for years to come. Jordan is however considered relatively rich in biodiversity and habitats' composition that warrant special conservation and sustainable use efforts and provide a valuable asset for the country.

The niche of the GEF SGP will always be determined by the programme's ability to provide local solutions to the chronic problems of scarcity and to the emerging challenges of population growth and urbanization as well as seeking the opportunities that can be found in sustainable use of natural resources and adopting appropriate technology and economic tools.

Based on past experiences, it is useful to identify what are the main comparative advantages and strengths of the GEF SGP in relation to other environmental/developmental programmes operating in Jordan:

- 1- Direct impacts on developing the capacities of local community groups.
- 2- Demonstrating and spreading hands-on experiences in the sustainable management of natural resources at local level.
- 3- Lower barriers to fund accessibility than other programmes, with direct support by GEF SGP in developing and designing project ideas and proposals.
- 4- Wide reach to all rural and urban areas in Jordan.
- 5- Fostering partnerships between communities and between larger and smaller NGOs.
- 6- Providing solutions and options for various environmental challenges that can be scaled up and expanded.
- 7- Allowing great behavioral change through positive models
- 8- Mainstreaming gender considerations into projects to push further for gender equality

Table 5 provides a list of the relevant conventions and national plans that respond to the GEF SGP focal areas:

Table 5. List of relevant conventions and national/regional plans or programmes

Rio Conventions + national planning frameworks	Date of ratification / completion
UN Convention on Biological Diversity (CBD)	1992
CBD National Biodiversity Strategy and Action Plan	2003

(NBSAP)	
UN Framework Convention on Climate Change (UNFCCC)	1993
UNFCCC National Communications (1 st , 2 nd , 3 rd)	1997 2009 2011
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	None
UN Convention to Combat Desertification (UNCCD)	1996
UNCCD National Action Programmes (NAP)	2006
Stockholm Convention (SC)	2004
SC National Implementation Plan (NIP)	2005
World Bank Poverty Reduction Strategy Paper (PRSP)	None
GEF National Capacity Self-Assessment (NCSA)	2007
GEF-5 National Portfolio Formulation Exercise (NPFE)	Not done yet
Strategic Action Programmes (SAPs) for shared international water-bodies	None

The main document for current public planning in Jordan is the National Agenda that was endorsed in 2005. The Agenda provides a practical logical framework of programmes, projects and activities related to seven major strategic sectors including “infrastructure development”. Environmental protection is categorised under the infrastructure development” section and includes 4 major programmes: Waste management, natural resources management, pollution prevention and institutional framework. In 2011 a process for the review and modernization of the National Agenda was launched in which two new environmental programmes were included: the Green economy and climate change. The consultation process is expected to be finished by September 2011. The Ministry of Planning and International Cooperation has developed in 2010 the comprehensive "Executive Development Programme" based on the National Agenda sectors for the year 2011-2013. The policies included in the sector on Environment within the Executive Development Programme 2011-2013 include:

- Enhancing environmental monitoring and inspection.
- Sustainable management of solid, hazardous and industrial wastes.
- Conservation of ecosystems and biodiversity
- Enhancing adaptation capacity to climate change.
- Moving towards green economy.

Alignment of national policy to global environmental conventions has been analysed by various exercises and projects including the NCSA (2007) and more recently through a planning workshop that was conducted by UNDP and the Ministry of Environment in 2011. This workshop concluded that a number of specific areas contained in international agreements which can benefit from a coherent or integrated

approach at the national level. They included: development of coherent policy, legislation and institutional frameworks; awareness raising, education and training; information exchange and public participation monitoring and enforcement. This indicates the need to conduct an in-depth analysis and assessment of environmental community actions in Jordan, not only restricted to GEF SGP and its alignment to global environmental priorities. This assessment, if conducted properly at the start of the OP 5 can be extremely helpful for designing future GEF SGP projects that respond both to national priorities and global commitments.

The status of civil society action in Jordan has been both innovative and evolving with time. Environmental NGOs, CBOs and other local development partners have been dealing directly and actively with environmental challenges at the local and national level and will continue to be. New environmental NGOs with modern and specialized structures have appeared in the last 3-4 years and promise to change the landscape of the environmental civil society in Jordan with better focus on youth, entrepreneurship and technical specialization as centers of excellence.

The emerging national trends for decentralization and enhanced local involvement in natural resource management will provide communities with more empowerment to take action at the local level. The GEF SGP can provide emerging local NGOs with the required capacity and tools for gaining more leverage at the local level and to provide technically sound and proven local solutions for local development challenges in a sustainable manner outside the comfort zone of traditional "economy first" options.

Table 6 below provides a detailed description of proposed consistency linkages between national priorities and SGP objectives. The content of this table has been developed through a brainstorming workshop with the GEF SGP Steering Committee Members and a National Environmental Summary (NES) document that was prepared by UNEP for the benefit of the UN Country Team in their preparation of the UNDAF and CCA for the next programming period (2012-2015). The NES has identified the following policy and technical challenges that should be addressed by the UNCT

Table 6: Environmental priorities in Jordan as defined by the National Environmental Summary (NES) 2011

Major Themes	Specific priorities
Water	<ul style="list-style-type: none"> • Water allocation between various sectors • Wastewater reuse in irrigation • Cost recovery of water distribution • Protection of natural water resources • Sustainability of groundwater basins • Sustainability of rivers and wetlands
Land	<ul style="list-style-type: none"> • Combating desertification • Sustainable landuse patterns • Sustainable rangeland management. • Rehabilitation of quarries and mining sites. • Modifications in crop patterns • Sustainable/organic agriculture
Biodiversity and	<ul style="list-style-type: none"> • Enhancing the viability and coverage of the protected

Ecosystems	<p>area network</p> <ul style="list-style-type: none"> • Establishment of special conservation areas • Fair and equitable use of Genetic resources • Local governance of natural resources • Conservation of forests and marine ecosystems.
Air quality and energy	<ul style="list-style-type: none"> • Promotion of renewable energy • Environmental regulation of nuclear energy and oil shale development. • Energy efficiency • Industrial Pollution • Vehicle emissions
Climate Change	<ul style="list-style-type: none"> • Enhancing monitoring data for GHG inventories and climate projections • Mitigation measures in energy and transport. • Adaptation measures in water and agriculture. • Capacity development • Technology transfer.

The NES has also identified the following areas of opportunities that should be pursued by the UNCT

Table 7: Main areas of potential opportunities for environmental management in Jordan as defined by NES 2011

Area of potential opportunity	description
Integrated Water Resource Management	The challenges of scarcity, pollution, resource allocation, community involvement, rights for resource users, water reuse, resilience to climate change and demand management will be central to Jordan's water planners and the best response will be through IWRM
Renewable Energy	Jordan is looking at having 10% of its energy mix generated from renewable sources by the year 2020. The Jordan National Energy Strategy is set to generate approximately 3,000 new jobs, for the installation, maintaining and running of renewable energy facilities.
Sustainable Tourism	Tourism makes up roughly one tenth of the nation's GDP, along with being its largest export segment, and second biggest private sector employer. Ecotourism is the largest growing tourism niche worldwide. In Jordan the nature reserves, MAB sites and UNESCO heritage sites provide best opportunities for ecotourism.
Community Based Conservation of habitats:	Special attention should be directed to other zones outside protected areas. These zones have significant conservation importance due to their great diversity of species and habitats. They consist of important bird areas, important wetland areas, marginal areas at national borders and Special Conservation Areas (SCAs). The experience of the GEF Small Grants

	programme over the past 20 years provide a rich source of lessons learnt and best practices in supporting sustainable local management of natural resources with special focus on biodiversity conservation and combating desertification. The recent developments at the political and social levels, and the trends towards decentralization of management will put a high emphasis on the need to develop local capacities for sustainable local ownership and management of natural resources
Transition to a Green Economy	A newly released Green Economy Scoping Study developed by UNEP and the Ministry of Environment indicates that investments in environmental conservation could generate a minimum of 50,000 jobs, and over JD 1.3 billion in revenues over a period of 10 years. The study provides challenges and opportunities in several sectors including energy, transport, water, waste, organic and regenerative farming and tourism
Community Resilience in the face of Climate Change	Jordan is strategically required to develop sound resilience plans and policies especially in the water and agriculture sectors. The RSCN has also identified potential impacts of climate change on biodiversity in Jordan and proposed some coping measures.
Youth Entrepreneurship in Sustainability	A new generation of youth is embracing sustainability concepts both at academic levels and professional career levels. The recently established NGOs in Jordan are characterized by a high percentage of youth engagement and this factor is promising to inject more creative energy in the civil society movement. Moreover, many Jordanian youth have shown impressive interest in sustainable technology development in their academic projects and managed to come up with creative ideas.

It is obvious that the national priorities of Jordan are aligned with global environmental conventions and GEF strategic objectives at OP5 in the following sectors:

- 1- Climate change mitigation (promotion of renewable energy and energy efficiency).
- 2- Resilience to Climate change impacts with special focus on water management and sustainable land management.
- 3- Supporting the enhancement of protected area network through community entry and capacity development in biodiversity conservation and ecosystem management.
- 4- Enhancing community-based conservation of biodiversity and ecosystems in biodiversity important areas outside the protected area network.
- 5- Sustainable dryland management focusing on enhancing land productivity and rainwater harvesting.

- 6- Developing tools and initiatives for green economy at the local levels as demonstration projects that can be upscaled and expanded throughout the country.

Table 8 below represents a matrix of the proposed linkages between OP5 project objectives, national priorities and expected SGP niche. This table will provide the main entry points for country outcomes as will be stipulated in the SGP Jordan Results Framework (see section 4).

Table 8. Consistency of OP 5 immediate objectives with national priorities

OP5 project objectives	National priorities	SGP niche
<u>SGP OP5 Immediate Objective 1:</u> Improve sustainability of protected areas and indigenous and community conservation areas through community-based actions	<ul style="list-style-type: none"> 1- Enhancing the viability and coverage of the Protected Areas network 2- Establishment of Special Conservation Areas (SCAs) 3- Enhancing the fair and equitable access to genetic resources in community managed conservation areas. 	<ul style="list-style-type: none"> 1- Supporting sustainable use projects in areas adjacent to PAs. 2- Capacity development for the establishment and management of SCAs. 3- Demonstrating local interventions for the fair and equitable access to genetic resources.
<u>SGP OP5 Immediate Objective 2:</u> Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions	<ul style="list-style-type: none"> 1- Implementation of the CBD 2020 targets by mainstreaming them in National Planning. 2- Restoration and rehabilitation of main degraded ecosystems. 	<ul style="list-style-type: none"> 1- Linking community projects to CBD 2020 targets to measure potential implementation progress and impacts. 2- Local level interventions for supporting and enhancing the government's restoration and rehabilitation plans to strengthen local ownership.
<u>SGP OP5 Immediate</u>	<ul style="list-style-type: none"> 1- Promoting renewable energy 	<ul style="list-style-type: none"> 1- Introduction and

<p><u>Objective 3:</u> Promote the demonstration, development and transfer of low carbon technologies at the community level</p>	<p>applications at the local level.</p> <p>2- Promoting behavioural changes and technological applications for energy efficiency.</p> <p>3- Enhancing adaptive capacity of local communities to climate change impacts</p>	<p>capacity development of local communities to suitable low carbon technologies at local level.</p> <p>2- Education and awareness programmes for local youth and other social groups on energy efficiency and renewable energy enhancement.</p> <p>3- Capacity development of local communities to increase resilience to proposed impacts of climate change.</p>
<p><u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level</p>	<p>Not clearly defined.</p>	<p>1- Demonstrating sustainable transport measures suitable for the local communities.</p> <p>2- Education and awareness programmes and initiatives for supporting the transition to sustainable transport.</p>
<p><u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry</p>	<p>1- Enhancing afforestation programmes through REDD</p>	<p>1- Demonstrating the contribution of testing afforestation projects to the reduction of carbon emissions.</p> <p>2- Developing and implementing examples of community resilience measures to cope</p>

		with climate change impacts
<p><u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities</p>	Not clearly defined.	<ol style="list-style-type: none"> 1- Forest management and enhancing the cover of forests by utilizing forestry lands being managed by local communities. 2- Providing examples and best practices in enhancing sustainable use of forest resources for the benefit of local livelihoods. 3- Documenting and implementing measures for enhancing ecosystem services with focus on forest ecosystems.
<p><u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)</p>	<ol style="list-style-type: none"> 1- Developing land use masterplans that include stringent environmental guidelines. 	<ol style="list-style-type: none"> 1- Enhancing local capacity for negotiations and dialogues with public authorities on the options for landuse planning at local and regional levels.
<p><u>SGP OP5 Immediate Objective 8:</u> Support transboundary water body management with community-based initiatives</p>	Not clearly defined. Focus on integrated water resource management for groundwater and surface water basins and the use of treated wastewater for irrigation purposes.	<ol style="list-style-type: none"> 1- Demonstrating sustainable use of surface water basins including wadi systems for a better allocation of water resources. 2- Demonstrating plans and interventions in sustainable watershed

		management at local levels.
<p><u>SGP OP5 Immediate Objective 9:</u> Promote and support phase out of POPs and chemicals of global concern at community level</p>	<ol style="list-style-type: none"> 1- Development of laws, regulations, and guidelines for PCB management and handling 2- Identification of PCB equipment, registration in central database and building up analytical capacity for contaminated oils and soils. 3- Shift into a sustainable and economically feasible organic farming to eliminate agricultural POPs. 	<ol style="list-style-type: none"> 1- Increasing the scope, technologies and supply chain enhancement for organic farming. 2- Education and awareness programmes for identification and management of POPs and PCBs.
<p><u>SGP OP5 Immediate Objective 10:</u> Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends</p>	<ol style="list-style-type: none"> 1- Enhancing fruitful partnerships between NGOs, CBOs and the government for achieving sustainable development objectives especially with decentralization trends. 	<ol style="list-style-type: none"> 1- Supporting new skills and competencies needed by CBOs and local institutions for effective participation in sustainable development initiatives at the local level. 2- Technical and institutional capacity building components integrated in all SGP projects
<p><u>Cross-Cutting Results:</u> Poverty reduction, livelihoods and gender</p>	<ol style="list-style-type: none"> 1- Promoting local development to achieve a high level of developmental balance between governorates, protect the middle class, reduce poverty and reduce unemployment. 	<ol style="list-style-type: none"> 1- Designing and implementing sustainable development projects that provides income generating potential for communities and enhances the

	<p>2- Developing local economies in impoverished communities and poverty pockets and encouraging public participation in those programs</p> <p>3- Empowerment of women in rural and urban areas by knowledge and skills to enhance their economic and social opportunities and participation in development and workforce.</p>	<p>sustainability and efficiency of local institutions.</p> <p>2- Protecting natural resources from being exploited by the poor and providing examples for alternative use approaches.</p> <p>3- Strengthening the skills and knowledge of rural women to participate effectively in emerging local economies through sustainable development initiatives.</p>
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3. Capacity development, poverty reduction and gender results for SGP:

I.SGP and Gender Involvement:

The status of women in Jordan has improved over the past years but the participation of Jordanian women in public life is still limited. There are many reasons for their generally low participation in the economic and political spheres, with the reasons varying between the socio-cultural and skills and capacities arenas.

GEF SGP is a gender sensitive programme and is placed in inadequate position to address gender challenges in natural resources management. Throughout the previous four operational phases and the initial pilot phase, GEF SGP Jordan has become renowned for its focus on supporting women NGOs and CBOs. Almost 40-50% of all SGP grants have been allocated to women NGOs in all areas of Jordan providing institutional capacity development as well as enhancing skills and knowledge that can be utilized in the economic production cycle. In addition many income generating projects had documented impacts on the economic independence of women, all within the framework of meeting global environmental objectives through local actions.

II. Capacity Development Approach:

The success of the SGP in Jordan will directly depend on the quality of performance by CBOs and NGOs supported. SGP Jordan's Capacity development efforts should address the three levels of capacities: individual, institutional and systemic. It should

start at the project design stage. When a local stakeholder approaches SGP for potential funding a detailed brainstorming exercise is conducted to identify the real needs of the community and how to support the applicant to present a proposal that addresses local challenges. The role of the NC and PA as well as the NSC members is essential in providing the required technical knowledge in methodologies for preparing the proposals which will in turn enhance the applicant's capacity in environmental and socio-economic assessments and identification of most suitable and sustainable interventions. As much as this process is undertaken in a participatory manner it will generate local ownership and enhanced communication skills. A training needs assessment exercise can be conducted within this phase.

While the project is being implemented, capacity development elements embedded in the project proposals will be implemented to provide the outcomes envisaged in the project proposal. One of the most efficient methods for capacity development documented by SGP Jordan work in the previous years is to use the knowledge and capacities of large and influential NGOs to act as a training hub for smaller local NGOs and CBOs. The exchange of knowledge from one NGO to another is very efficient as both sets of institutions understand a common language and work on common objectives. Bigger NGOs can act as "incubators" for smaller ones and provide a long lasting partnership with them.

Special capacity development and training modules/sessions will be developed to enhance the SGP partners' knowledge of new guidelines, technologies, approaches that are being applied in SGP projects.

III. Poverty Alleviation:

SGP projects since 1992 have developed a distinct approach to natural resource management under the GEF focal areas that can be designated as an SGP model. The SGP model is based on the main element of integrating sustainable livelihoods with natural resources management. Many projects include income-generating activities or micro-enterprises, covering a wide range of sectors: community forests, bio-gardening, organic farming, tree nurseries, eco-tourism, bee keeping, cultivating medicinal plants, cultivating agricultural endemics, and waste recycling. These activities are all intended to provide revenues as an incentive for communities to participate in projects and to increase the environmental benefits achievable with small grants.

For a long time SGP was the only focused programme providing direct support for community groups in implementing natural resource management initiatives linked to environmental priorities. During the last few years other donors (i.e USAID, GIZ) have developed new models for integrating poverty alleviation with natural resources management under local conditions with direct support to NGOs and CBOs. Such emerging programmes have benefited from the SGP experience and the SGP NC is currently a Steering committee member in almost all of the environment-poverty

capacity development programmes supported by other donors. SGP multiplier effect has been very evident in this case.

On the overall level of empowerment, The GEF/SGP has successfully brought NGOs and CBOs together with government agencies and research institutions in innovative partnerships to address environmental problems. Some of these partnerships have persisted and expanded beyond GEF/SGP-financed projects, facilitating information flows, training and sometimes co-financing and replication. GEF/SGP support for NGOs and CBOs has helped develop more constructive links with government in Jordan and in several countries. This pattern will continue to be one of the most strategic elements that should be kept alive during OP 5.

4. OP5 country outcomes, indicators and activities

The identification and selection of projects to be funded by SGP OP 5 will be based on the proposals' ability to meet all of the following criteria:

- 1- Demonstrated global impact and environmental benefits, either by scale or by nature of intervention's innovation.
- 2- Responding to actual and emerging local environmental challenges and linkages to national priorities.
- 3- Embedded elements of cross-cutting issues especially capacity development and knowledge management.
- 4- Documented and agreed upon sources of co-financing.

Other added-value elements in the project design that can encourage SGP Jordan to allocate funding are:

- 1- Demonstrated involvement of women and enhancing gender empowerment and participation.
- 2- Synergies in addressing more than one focal area with the same project (i.e biodiversity conservation and sustainable land management).
- 3- Potential impacts on poverty alleviation at the local level.

Throughout OP 5 the SGP will seek to achieve the following factors of balance in the projects' breakdown:

- 1- Balance in the composition of GEF focal areas and strategic objectives covered.
- 2- Balance in the spread of projects to geographical areas in Jordan.

SGP Results Framework:

The proposed strategic objective of SGP Jordan for OP 5 is "mobilizing and empowering community groups in Jordan to take necessary actions for the sustainable use and conservation of natural resources, remediation of environmental degradation

and enhancement of sustainable livelihoods in local communities with documented national and global impacts".

Table 9 illustrates the SGP Jordan results framework including country outcomes, indicators and activities.

Table 9: SGP Jordan Results Framework for OP 5

<u>SGP OP5 Immediate Objective 1: Improve sustainability of protected areas and indigenous and community conservation areas (ICCAs) through community-based actions</u>			
Outcomes	Indicators	Means of verification	Activities (#number of projects)
1- Supporting sustainable use projects in areas adjacent to PAs 2- The establishment of new Special Conservation Areas (SCAs)	1- Dunums of areas adjacent to PAs that are managed sustainably through SGP support 2- Number of new SCAs	Project reports Feedback by the PA management teams	3 projects around 3 PAs 2 projects for SCAs
<u>SGP OP5 Immediate Objective 2: Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors through community initiatives and actions</u>			
Outcomes	Indicators	Means of verification	Activities
Local level interventions for supporting and enhancing the government's restoration and rehabilitation plans to strengthen local ownership.	Donums of areas rehabilitated and maintained by SGP support and linked to environmentally degraded hotspots Increased population of 3 key species by 25% percentage through diverse habitats rehabilitated	Project progress reports Site Visits Case studies	2 projects
<u>SGP OP5 Immediate Objective 3: Promote the demonstration, development and transfer of low carbon technologies at the community level</u>			
Outcomes	Indicators	Means of verification	Activities
Innovative low-GHG technologies deployed and	Number of community members demonstrating or deploying low-GHG	Project reports Site visits	3 projects

successfully demonstrated at the community level	technologies		
<u>SGP OP5 Immediate Objective 4:</u> Promote and support energy efficient, low carbon transport at the community level			
Outcomes	Indicators	Means of verification	Activities
Education and awareness programmes and initiatives for supporting the transition to sustainable transport.	Number of sustainable transport tools introduced in SGP supported areas	Community feedback Site visits	1 project
<u>SGP OP5 Immediate Objective 5:</u> Support the conservation and enhancement of carbon stocks through sustainable management and climate proofing of land use, land use change and forestry			
Outcomes	Indicators	Means of verification	Activities
Enhanced community actions for coping with climate change impacts	Number of community based resilience measures introduced	Progress reports Case studies	4 projects
<u>SGP OP5 Immediate Objective 6:</u> Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities			
Outcomes	Indicators	Means of verification	Activities
Enhancing sustainable use of forest resources for the benefit of local livelihoods.	1- Dunums of Forests sustainably used instead of being degraded. 2- Percentage of increased income by local communities from sustainable practices	Progress report Ecological assessments	3 projects
<u>SGP OP5 Immediate Objective 7:</u> Reduce pressures at community level from competing land uses (in the wider landscapes)			
Outcomes	Indicators	Means of verification	Activities
Enhancing local capacity for negotiations and dialogues with public	Number of landuse plans impacted positively by SGP support through	Final masterplans Minutes of consultation meetings	2 projects

authorities on the options for landuse planning	community negotiations		
SGP OP5 Immediate Objective 8: Support transboundary water body management with community-based initiatives			
Outcomes	Indicators	Means of verification	Activities
Interventions in sustainable watershed management at local levels.	Number of watersheds/basins that include sustainable and participatory management supported by SGP Areas planted with drought tolerant plants and percentage of decrease in water use for irrigation.	Basin/ watershed management plans	2 projects
SGP OP5 Immediate Objective 9: Promote and support phase out of POPs and chemicals of global concern at community level			
Outcomes	Indicators	Means of verification	Activities
Increasing the scope, technologies and supply chain enhancement for organic farming.	Dunums of Organic Farming practiced supported by SGP	Site Visits Progress Reports Case studies	3 projects
SGP OP5 Immediate Objective 10: Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends			
Outcomes	Indicators	Means of verification	Activities
New skills and competencies acquired by CBOs and local institutions	1- Number of new technical and management skills acquired by various CBOs. 2- Community training modules on natural resource management	Progress report Capacity development assessments	Embedded in all projects

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5. Monitoring & Evaluation plan

SGP's M&E plan is designed and developed to address how SGP will meet all reporting requirements, which also contribute to and support SGP's knowledge management approach and activities that emphasizes the importance of effective sharing of lessons and good practices to consistently strengthen and improve SGP's contribution to the generation of Global Environmental Benefits. Monitoring and evaluation should be conducted at two levels; the project and the programme levels.

1- Project Level:

Each project document should contain an M&E plan, devised by the grantee (NGO or CBO) in coordination with the Programme team during the design phase of the project proposal. These plans will vary from simple reference to general indicators of performance to detailed plans that capture a more specific and solid performance and impact indicators related to SGP and national development issues. Appropriate indicators that were derived by the global SGP OP 5 (see Annex 1) will be "localized" to the actual conditions and outcomes of project, making sure that the tracking tools for monitoring and generating data for the used indicators are functional and that the applicant is able to work with them comfortably.

The Programme team monitors project activities by paying field visits to project sites, at least once a year per project, with participation of available NSC members, meeting with concerned NGO and community members, as well as other local stakeholders in the project area. The Programme team also follows up reporting by the grantees in accordance with the relevant project agreements (MOAs), and assists them when needed in this effort. The Programme team explains the Programme's M&E system, including the reporting requirements, at the outset of project implementation and during stakeholder workshops organized for various purposes throughout the year.

In projects that have technical assistance partners, those partners play an important role in M&E activities. They provide day-to-day supervision and assistance to grantees in all fields of project management including monitoring of their activities and reporting on their achievements in accordance with SGP guidelines and in close coordination with SGP team.

Table 10 below illustrates a generalized SGP M & E plan that will be modified to tailor the specific needs for each project:

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project

Baseline Data Collection	Grantees, NC	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
NC Project Proposal Site Visit (<i>as necessary / cost effective</i>)	NC	Before project approval, as appropriate
NC Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC	On average once per year, as appropriate
NC Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

2- Programme Level:

On the Programme level, the Programme team updates the data-base regularly so that it captures all developments in terms of new grants, co-financing and status of projects. The Programme also updates its website. The SGP will prepare a scope of knowledge products that describe the programme's impact in the form of best practices/lessons learned briefs, case studies and impact analysis studies for selected groups of projects in a particular focal area or GEF strategic programme. At this level SGP Jordan will invest in supporting capacity development workshops and learning sessions on how to develop and implement an M & E system for SGP grantees that can suit both reporting requirements at programme and project levels.

The selection of M & E indicators is often difficult if one wants to be precise. Such indicators must be measurable through available tools and reflect the national conditions. The SGP OP5 global strategy has developed a suggested set of project-level and programme-level indicators but these have to be localized through a participatory process that involves NSC members and major SGP partners, benefiting from past experiences in the selection of M & E indicators.

Table 11 below illustrates a generalized SGP M & E plan at the programme level that will be modified to tailor the needs of SGP Jordan

SGP Country Programme Level		
M&E Activity	Responsible Parties	Timeframe
Country Programme Strategy Review	NSC, NC, CPMT	Start of OP5
Strategic Country Portfolio Review	NSC, NC	Once during OP5
NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year

3- Reporting Requirements:

The Programme will make sure that projects provide the required reporting in accordance with the Programme guidelines and the adopted procedures of the concerned grantees. Progress reports including work progress and financial reporting should be submitted by the grantees and will be a pre-requisite for releasing grant-scheduled payments. The Programme team will provide the necessary assistance and guidance to NGOs and CBOs to prepare their reports. As for final reports, the Programme team will follow up on completed projects to make sure that they submit their final reports within 60 days after completion of project activities. Since some grantees find it difficult to report on results of their projects in the final reports, the Programme plans to undertake a quick review exercise to follow up and record initial results of recently completed projects.

4- CPS Review:

The Programme will re-visit the CPS annually throughout the current Operational Phase, and will introduce the required changes and additions as necessary to address concerns and comments collected during field visits, stakeholder workshops, and meetings with other GEF projects, national agencies and donors operating in the development field in the country.

A quick review exercise will be planned and conducted at intervals that would enable grantees to prepare their final reports so that meaningful information can be derived from their experiences, documented and disseminated in order to improve performance and maximize impacts of SGP-supported projects. The Programme will continue encouraging capable NGOs to submit for projects that would take up M&E tasks as major components of their work, in addition to using the information in documentation and information dissemination.

6. Knowledge Management Plan:

The overall objective of this plan is to contribute to Knowledge sharing between SGP partners and the environmental community at large and enhances the flow of information and experiences among them using all adequate and effective knowledge media. It is vital that SGP implements its knowledge management plan and ensures that a special knowledge management component is integrated in each project, with a complete cycle of knowledge production, processing and delivery that is flexible and effective.

The knowledge management plan will seek to cover the three phases of knowledge generation, processing and dissemination.

The main objectives of this plan are towards:

- 1- Providing free, quality and updated environmental knowledge for all SGP partners that can be used directly in their daily activities.
- 2- Facilitating networking between SGP partners, exchanging experiences, strengthening the capacities of NGOs, and utilizing ICT as a tool for sustainable knowledge development and management.
- 3- Using experiences gained from SGP Jordan experiences and SGP global lessons learned in developing training modules on priority issues in the GEF focal areas and natural resources management.
- 4- Contributing to the enhancement of content on the community management of natural resources based on SGP experiences
- 5- Strengthening capacity of NGOs, in designing and implementing local community development projects and in knowledge management.
- 6- Training NGOs in the knowledge management

The plan will seek to attain its objectives through the integrated development of various knowledge management services to the target groups:

- 1- Conducting a comprehensive “knowledge needs assessment” for SGP partners to identify priorities of environmental knowledge acquisition, and suitable knowledge management tools to be used.
- 2- Providing technical information about knowledge management with special focus on the use of emerging social media outlets and traditional media tools as well information processing and delivery.
- 3- Development of theme-specific training modules based on SGP experiences in Jordan, the region and globally.
- 4- Development of a collection of best practices and case studies of SGP projects in Jordan and abroad, and exchanging ideas for new projects based on regional and international experiences.

The effective dissemination of knowledge remains to be the most important element of a KM cycle. Knowledge products should be developed to serve the purpose of various target groups. Policy briefs can be developed for policy makers, media products for the general population, technical summaries for SGP partners, training

manuals based on lessons learned for capacity development purposes while SGP can effectively participate in workshops, conferences and events in which it can presents findings and recommendations for a wider audience.

One of the most important strategic approaches that should be integrated to knowledge management is the need to upgrade traditional public awareness activities into a more influential outcome of behavioural changes. The long experience of public awareness in Jordan has resulted in lower than hoped for behavioural changes, and the SGP KM strategy must integrate the need for designing innovative tools for advocacy and behavioural changes within its future projects.

7. Resource Mobilization Plan

Within the framework of the current global financial crises and the austerity measures conducted by the Government of Jordan, the SGP will seek to maintain the 1:1 ratio of co-financing achieved in OP 4 and will also pursue new opportunities of funding through current and emerging resource mobilization tools while maintaining the commitment to GEF objectives in project design and implementation.

The SGP Jordan office will keep a close eye on the mobility of major projects and secured environmental management resources for the next 4 years. By this "resource trends mapping" the SGP-Jordan would be able to integrate some of its main priorities with those of the new and emerging resources, most notably:

- 1- New MSP GEF projects in Jordan (currently implemented or in pipeline).
- 2- Major technical assistance programmes committed by international and bilateral donors especially USAID, GIZ, EU and others.
- 3- Linkages to big bilateral agreements (i.e The Millennium Challenge Compact to be implemented in Zarqa Governorate).
- 4- Planned national mega projects
- 5- Adaptation measures and benefiting from the UNFCCC financial mechanisms
- 6- Resources allocated for the implementation of the Government's National Executive Programme

For a more structured assessment of available options, a resource mapping exercise will be conducted by the GEF SGP-Jordan in the 4th quarter of 2011 to identify emerging opportunities for co sharing of resources in the OP 5 cycle.

Many other priority community actions need to be covered mainly by SGP-Jordan when funds are in short supply. This is evident in biodiversity hot spots (i.e Forests) where financial resources are being allocated for economic development and investments more than environmental protection. SGP funds will be used here to provide much needed demonstration of alternative and sustainable options to strengthen the willing participation of communities in sustainable livelihoods and not sacrificing the unique and fragile environment for short term economic benefits.

SGP should also seek to develop fruitful partnerships with responsible private sector. The SGP will try to forge and broker socially responsible and environmentally sound

partnerships between NGOs, CBOs and private sector for the benefit of the communities' pursuit of economic wellbeing and environmental conservation. No specific approaches are developed for the lack of experiences but the effort will be done in cooperation with SGP partners with good experience of networking with the private sector.

Annex 1:

SGP OP5 results indicators	
Biodiversity (BD)	
BD1	<ul style="list-style-type: none"> ○ Hectares of indigenous and community conserved areas (ICCAs) influenced ○ Hectares of protected areas influenced ○ Hectares of significant ecosystems with improved conservation status
BD2	<ul style="list-style-type: none"> ○ Hectares of production landscapes / seascapes applying sustainable use practices ○ Number of significant species with maintained or improved conservation status ○ Total value of biodiversity products/ecosystem services produced (US dollar equivalent)
Climate Change (CC)	
CCM1	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Renewable energy measures (please specify) ▪ Energy efficiency measures (please specify) ▪ Other (please specify) ○ Number of community members demonstrating or deploying low-GHG technologies ○ Total value of energy or technology services provided (US dollar equivalent)
CCM4	<ul style="list-style-type: none"> ○ Tonnes of CO2 avoided by implementing low carbon technologies: <ul style="list-style-type: none"> ▪ Low carbon transport practices (please specify) ○ Total value of transport services provided (US dollar equivalent)
CCM5	<ul style="list-style-type: none"> ○ Hectares of land under improved land use and climate proofing practices ○ Tonnes of CO2 avoided through improved land use and climate proofing practices
Land degradation (LD) & Sustainable Forest Management (SFM)	
LD1	<ul style="list-style-type: none"> ○ Hectares of land applying sustainable forest, agricultural and water management practices ○ Hectares of degraded land restored and rehabilitated
LD3	<ul style="list-style-type: none"> ○ Number of communities demonstrating sustainable land and forest management practices
International Waters (IW)	
IW	<ul style="list-style-type: none"> ○ Hectares of river/lake basins applying sustainable management practices and contributing to implementation of SAPs ○ Hectares of marine/coastal areas or fishing grounds managed sustainably ○ Tonnes of land-based pollution avoided
Persistent Organic Pollutants (POPs)	
POPS	<ul style="list-style-type: none"> ○ Tons of solid waste prevented from burning by alternative disposal ○ Kilograms of obsolete pesticides disposed of appropriately ○ Kilograms of harmful chemicals avoided from utilization or release
Capacity Development, Policy and Innovation (all focal areas)	
CD	<ul style="list-style-type: none"> ○ Number of consultative mechanisms established for Rio convention frameworks (please specify) ○ Number of community-based monitoring systems demonstrated (please specify) ○ Number of new technologies developed /applied (please specify) ○ Number of local or regional policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of national policies influenced (level of influence 0 – 1 – 2 – 3 – 4 – 5) ○ Number of people trained on: project development, monitoring, evaluation etc. (to be specified according to type of training)

SGP OP5 results indicators	
Livelihoods, Sustainable Development, and Empowerment	
Cross-cutting	<p>Livelihoods & Sustainable Development:</p> <ul style="list-style-type: none"> ○ Number of participating community members (gender disaggregated) (Note: mandatory for all projects) ○ Number of days of food shortage reduced ○ Number of increased student days participating in schools ○ Number of households who get access to clean drinking water ○ Increase in purchasing power by reduced spending, increased income, and/or other means (US dollar equivalent) ○ Total value of investments (e.g. infrastructure, equipment, supplies) in US Dollars (Note: estimated economic impact of investments to be determined by multiplying infrastructure investments by 5, all others by 3). <p>Empowerment:</p> <ul style="list-style-type: none"> ○ Number of NGOs/CBOs formed or registered ○ Number of indigenous peoples directly supported ○ Number of women-led projects supported ○ Number of quality standards/labels achieved or innovative financial mechanisms put in place